

Public Document Pack



Helen Barrington

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

Extension

alec.dubberley@derbyshire.gov.uk

Direct Dial 01629 539035

Ask for Alec Dubberley, Head of
Democratic and Registration
Services

PUBLIC

To: Members of Council

Tuesday, 15 March 2022

Dear Councillor,

You are hereby summoned to attend a meeting of **Council** to be held at **2.00 pm** on **Wednesday, 23 March 2022** at 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

PART I - NON-EXEMPT ITEMS

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

3. Chairman's announcements

4. Minutes (Pages 1 - 36)

To confirm the minutes of the meeting of the Council held on Wednesday 2 February 2022.

5. Report of the Leader of the Council and Members' questions

To consider the report of the Council Leader and Members' questions on the report

6. Public questions

To consider public questions (if any)

7. Petitions

To receive petitions (if any)

8. Elected Member questions

To consider questions submitted by Elected Members

To consider reports on the following:

9. Revisions to Council Constitution: Review of Council Procedure Rules (Pages 37 - 68)

10. Minor Change to the Constitution: Trading Standards - Legislation Update (Pages 69 - 82)

11. Revised Code of Conduct for Members (Pages 83 - 102)

12. Annual Report of the Independent Remuneration Panel (Pages 103 - 114)

13. Remuneration of the Independent Remuneration Panel (Pages 115 - 118)

14. Independent Persons (Pages 119 - 130)

15. Council Plan Refresh 2022-23 (Pages 131 - 180)

16. Departmental Service Plans (Pages 181 - 418)

17. Pay Policy Statement (Pages 419 - 430)

18. Appointment to the role of Executive Director Corporate Services and Transformation (Pages 431 - 436)

19. Appointment of Charity Trustees - Dr Bland's Alms Houses Charity (Pages 437 - 454)
20. Changes to Committee Memberships and Outside Body Appointments (Pages 455 - 458)
21. Decisions taken as a matter of Urgency and Key Decisions and Special Urgency (Pages 459 - 468)
22. Notices of Motion (Pages 469 - 472)

This page is intentionally left blank

PUBLIC

MINUTES of a meeting of **COUNCIL** held on Wednesday, 2 February 2022 at Members' Room.

PRESENT

Councillor T Ainsworth (in the Chair)

Councillors D Allen, R Ashton, K S Athwal, N Atkin, J Barron, B Bingham, S Bull, S Burfoot, Collins, C Cupit, C Dale, J Dixon, R Flatley, M Ford, E Fordham, M Foster, R George, K Gillott, N Gourlay, D Greenhalgh, A Griffiths, L Grooby, C Hart, A Hayes, Hobson, N Hoy, R Iliffe, J Innes, T Kemp, T King, G Kinsella, B Lewis, W Major, R Mihaly, D Muller, D Murphy, G Musson, J Nelson, P Niblock, J Patten, L Ramsey, R Redfern, C Renwick, P Rose, J Siddle, P Smith, S Spencer, A Stevenson, A Sutton, S Swann, D Taylor, J Wharmby, D Wilson, B Woods, J Woolley and M Yates.

Apologies for absence were submitted for Councillor A Clarke, A Dale, A Foster, A Gibson, G Hickton, P Moss and R Parkinson.

Officers present: Emma Alexander (Managing Director), Helen Barrington (Director - Legal and Democratic Services), Carol Cammiss (Executive Director - Children's Services), Alec Dubberley (Head of Democratic and Registration Services), Peter Handford (Interim Executive Director - Corporate Services and Transformation), Chris Henning (Executive Director - Place) and Helen Jones (Executive Director - Adult Care).

1/22 TO RECEIVE APOLOGIES FOR ABSENCE (IF ANY)

Apologies were received from Councillors Clarke, Dale, Angelique Foster, Gibson, Moss and Parkinson.

2/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

No declarations of interest were received.

3/22 CHAIRMAN OF THE COUNTY COUNCIL'S ANNOUNCEMENTS

The Chairman congratulated Kim Johnson, an Arts Education Consultant for the County Council's Virtual School, who had been awarded the British Empire Medal in the New Years' Honours list for services to the arts, education, and young people.

Holocaust Memorial Day took place on 27 January and the Chairman spoke about residents being encouraged to light a candle in remembrance of solidarity against prejudice and hatred.

Tribute was paid to Freda Walker who tragically died at her home in Langwith Junction recently. The Chairman wished Ken, her husband, all the best for a speedy recovery.

The Chairman acknowledged the recent death of Councillor Lewis Rose OBE, who was the former Leader and longest serving Councillor on Derbyshire Dales District Council.

A number of Members spoke to add their own tributes to Freda Clarke and Councillor Rose and a minute of silence was observed.

4/22 TO CONFIRM THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 1 DECEMBER 2021

On the motion of Councillor B Lewis, duly seconded, it was

RESOLVED

That the minutes of the meeting of the Council held on 1 December 2021 be confirmed as a correct record.

5/22 TO CONSIDER THE REPORT OF THE LEADER OF THE COUNCIL AND MEMBERS' QUESTIONS ON THE REPORT

The Leader of the Council spoke about the recent government announcement regarding County deals and was pleased to report that Derby and Derbyshire had been selected as one of nine 'pathfinder' areas in the country. While a lot of the detail had yet to be worked through, this was an exciting proposition for Derbyshire and would build on the existing Vision Derbyshire work. He added that he hoped that further powers and funding would be devolved to the area particularly around transport, skills and training. He also expressed the Council is keen to hear what the views of the District and Boroughs are around the County Deal process and would be meeting with them and of course continuing the discussions with Derby City around the County Deals' process as well.

In response to questions from Councillors Dixon and Fordham about how local government authorities would be organised in Derbyshire in light of the County deal, Councillor Lewis advised that as much of the detail had only just emerged, it was not possible to provide a full answer. However, the Council had always been working in the Vision Derbyshire mode which is a two-tier authority within Derbyshire and it was understood that it would not be necessary for Derbyshire to set up a combined authority or elected mayor arrangement for Tier 2 powers. Further discussions with district and boroughs may be required once more detail is known. Ultimately, it was understood that Derbyshire could decide how best to implement any new arrangements for taking more powers from government.

6/22 TO CONSIDER PUBLIC QUESTIONS (IF ANY)

a) Question from Ann Sheehy, Acclimatise Whaley to Councillor C Renwick, Cabinet Member for Infrastructure and Environment

“On behalf of our members I wish to raise our concerns about the continuing use of glyphosates by Derbyshire County Council.

The regulatory regime in place in the UK recognises that there are risks to the use of herbicides such as glyphosate and has set in place, for nearly a decade, measures which should limit use of such products. In March 2015, the International Agency for Research on Cancer classified glyphosate as “probably carcinogenic to humans”. There is a live debate about glyphosate’s environmental impacts and use in gardens. Some countries and many cities across the world have banned or strongly regulated the use of glyphosate.

What is DCC’s policy on the use of glyphosate in particular and herbicides in general and is there any plan to reduce levels of herbicide used by the Council and its contractors?”

Councillor Renwick responded as follows:

Glyphosate as a weed controlled product is used in only very small quantities on Derbyshire County Council sites and by certified staff using the appropriate PPE. This includes our Countryside Service sites and other land and property assets.

Primarily it is used as a herbicide on INNS, which is invasive non-native species on our Council sites and in practice this is giant hogweed and Japanese knotweed which to be honest there is very little satisfactory alternative treatment. This is generally applied by spray but we have actually already started to use an injector to deliver a neater dose onto the plant stem which is a far more effective method of treatment and obviously reduces the amount of glyphosates that are used.

As the questioner was not present, there was no supplementary question.

b) Question from David Ingham to Councillor S Spencer Cabinet Member for Corporate Services and Budget

The Chair permitted Mr Ingham to ask two procedural questions prior to him putting his previously submitted question.

“I have recently attended council meetings. It is beneficial for the public to see directly positive work done my members, their discussions and time committed. The other reason public should ideally attend is because

minutes are not verbatim.

At the Audit Committee in September 2021, 2 particularly pertinent points regarding the Whistleblowing procedure were raised by members but not recorded. At the Governance Committee in 2021 an individual raised matters about the chairs report – neither the matters raised or the individuals attendance were recorded.

Most meetings I have been the only member of the public present and whilst I don't feel lonely consider more can be done. The Council website detailing meetings open to the public is not correct and has been raised. On individual webpages for each committee meeting it is not clear that the public can attend - and indeed at Scrutiny Committees even submit questions.

I ask if this key information can be added as it can only help to support open government and may possibly serve to reduce the number of questions raised directly to Ward Members and in turn the number of questions at Full Council unless there is still a compelling need.”

Councillor Spencer responded as follows:

I always welcome contributions from the public at any meeting. I have to say that some of the points you raise in your question are pertinent, relevant and will be looked at very carefully in due course.

Obviously public engagement participation is part of the democratic process. It is essential for good governance and we do our best in making the public aware of the meetings that are taking place and when. I think it is fair to say, Mr Ingham, that our website is a little clunky and that is being looked at as we speak and we will continue to streamline the process of allowing people to access information on that website more freely and more easily as we move forward.

With regard to the minutes, the minutes are a record of the decisions that are made fundamentally and unless we go down the route of carrying out verbatim minutes at all meetings, which is costly I have to say, it would be inappropriate to mention some issues that were mentioned and not all, so it is a record of decisions and how those decisions were reached which is obviously confirmed at the following meeting that takes place.

Having said that the new Head of Democratic Services who started with the organisation only ten days ago is looking at how we present those minutes on the Council's website. I suspect there will be a few changes and hopefully improvements as far as you are concerned. I also think it is pertinent and appropriate that anybody in attendance at that meeting

should be recorded in those minutes. I hope that answers your question.

Mr Ingham asked the following supplementary question

How quickly that work would be done? I totally take on board in relation to the minutes, even I wouldn't expect them to be verbatim. I think it is just around people's understanding that they are not verbatim and the fact, which is what I was trying to indicate, I think it is really important the public understand they can have access to public meetings.

Councillor Spencer responded as follows:

If I can just say, Mr Ingham, it isn't everybody's cup of tea to come and stand in an audience such as this and ask a question but anybody who wishes to do so is more than welcome to and hopefully we can give them a clear and distinctive answer to their question.

You did raise another point which I failed to answer in your previous question. That was about members not bringing unnecessary issues to full Council and dealing with them in the form of an email. I wholeheartedly agree, Mr Ingham, on that position. I would suggest that many of the questions today could have been answered by the appropriate Cabinet member and they would have been answered more quickly than waiting two months for the next full Council meeting, but I share your view. Thank you.

7/22 TO RECEIVE PETITIONS (IF ANY)

There were no petitions.

8/22 TO RECEIVE QUESTIONS FROM ELECTED MEMBERS (IF ANY)

a) Question from Councillor R Flatley to Councillor C Hart, Cabinet Member for Health and Communities

"At the last Full Council meeting Cllr Fordham asked a question regarding pre-exposure prophylaxis (prep) where he stated that Derbyshire was the worst County in the East Midlands for late diagnosis. Could the cabinet member please confirm whether this statement was correct?"

Response from Councillor Hart:

Yes, you are right, Councillor Fordham did say that Derbyshire was the worst county in the East Midlands for late diagnosis.

I am pleased to tell you that he got his facts wrong. I can confirm that the most recent data, aggregated across 2018-20 shows that Derbyshire is

not the worst county. In fact in comparison with local authorities who have similar characteristics to Derbyshire (which is our six nearest neighbours) it allows us to compare our performance more reliably against similar areas. Derbyshire is the sixth best performing out of this Group of 16 similar authorities, which includes five of the East Midlands' counties.

I think it really would help if perhaps members checked any facts that they are quoting at full Council as it can be very misleading. The problem is that the press are usually in attendance and very often they take whatever is said as fact without sometimes perhaps checking for themselves whether the facts are correct so it does lead to a lot of misinformation out in the public domain. So no, Derbyshire is not the worst but sixth best out of 16 similar authorities which does include five of the six East Midlands' counties.

Councillor Flatley asked the following supplementary question:

Councillor Fordham also stated that 50% of HIV cases in Derbyshire are recorded late. In light of your first response could you confirm whether this figure is also correct?

Councillor Hart responded as follows:

Yes, following on again I think Councillor Fordham got his facts wrong. It is not 50% of HIV recorded late but 40%. This equates to 14 people and covers the two-year period 2018-20. This is very similar to the national average of 42.4%. Of course we want this figure lower and we have worked with DCHS to undertake an Equality Impact Assessment to compare service access and uptake also before the pandemic and at various stages during the pandemic. We are involved in Public Health England, which of course is now the Office of Health Improvement and Disparities, in this work for independent assessment to challenge ourselves further. This work is ongoing and highlights our commitment to reducing inequalities. A piece of work has actually been applauded by PHE and was disseminated on their National Sexual Health and HIV Commissioner's hub as good practice, so whilst it is good to put the facts right it is also good to show what good work we are doing in this area.

Following the answer, Councillor Fordham raised a point of explanation under Standing Order 11.8 stating that he had cited the statistics from the report of the Trust that is responsible for reporting PrEP and diagnosis. He had obtained the figures from a local health centre poster.

b) Question from Councillor S Swann to Councillor B Lewis, Leader of the Council

“At the last Full Council meeting, while making unverified assertions about a lack of staff within the County Council’s catering service, Cllr George made some quite shocking statements about children collapsing at school due to not getting any food.

Given the concerning nature of what was said by Cllr George, will the Leader please update Members on the findings of any investigations to establish the facts of this matter?”

Response from Councillor Lewis:

I know that Councillor Dale would be very keen to set the record straight on this one but he is unable to be here today.

Firstly, I would like to start by saying that immediately following the last meeting where the claims were made, Councillor Dale and officers were very keen to fully investigate those claims but have been hampered by any lack of engagement from Councillor George herself.

Multiple requests have been sent to Councillor George by Councillor Dale and officers to request clarity on exactly what she said and, in particular, the name of the school affected so that it could be looked into. All of these requests have been met by a wall of silence after it has triggered some alarm bells and we have been looking into it further.

As a result of this we have had to wait until the verbatim minutes were produced in order to fully investigate the matter, so for the benefit of all members in the room I will quote what Councillor George said during that last meeting. She said:

“In-school catering then the lack of staff is meaning that lunches are not served to all the children. In our local High School in Chapel we had children collapsing because they weren’t able to get any food during the course of the day. Children on free school meals were not receiving the lunches that they were entitled to and which they needed in order to get by because staff had opted to work in hospitality instead because they got better pay; they got better holidays and they could work during school holidays if they wished. They are paid just £9.25 an hour at Derbyshire County Council compared to £10 an hour at Morrisons and £9.55 at Aldi and Tesco at the local alternatives to me.”

That is what Councillor George said and therefore we investigated those claims in relation to Chapel High School and there are three fundamental problems with what Councillor George said.

Firstly, despite the very clear insinuation from Councillor George, Derbyshire County Council does not even provide a catering service for Chapel High and instead they commission a private contractor.

Secondly, officers have contacted the school's headteacher who does not recognise these assertions. The headteacher has confirmed that if this had happened then free food would have been provided for the student in addition to an Early Help assessment being undertaken and signposting the student's family to the Derbyshire Discretionary Fund.

Finally, Councillor George criticised the level of pay and holiday arrangements for DCC catering staff. In terms of pay according to the benchmarking we are significantly above our private competitors in this area. Catering staff, of course, already get good holidays based on the school terms and when you speak to many of them a lot will cite this as a reason they choose to work in our Catering Service. In the summer of 2020 the Service offered work to all 1,400 employees and, interestingly, only 39 expressed any interest.

I am sure you will agree this is deeply disappointing that Councillor George had chosen to make these claims in a public arena of a full Council meeting without first checking the veracity of their facts. In doing so she has completely unfairly besmirched the school and their contractors as well as our own Catering Service.

Councillor Swann asked the following supplementary question:

We are all aware that the Council has done a huge amount of good work to support vulnerable families during the pandemic and I am sure the Leader can provide a summary of such assistance, but would Councillor Lewis agree that Councillor George should consider both retracting the statement and offering an apology, not least to the teachers at the local school she mentioned, but also the County Council's dedicated and hard working Catering Service colleagues who on the same day Councillor George made these comments were being commended by you, Chair, and being congratulated by the members in this room for receiving two national awards.

Response from Councillor Lewis:

That is quite correct, Councillor Swann, we were indeed celebrating the successes of the Catering Services who do such a fantastic job for all our schools. Yes, I am quite pleased to be able to report the positive record that we have here in Derbyshire for supporting the most vulnerable children and their families and particularly during the pandemic.

Just to name a few of those examples, our Children's Services led cross-Council activities to secure £5.4m from the DWP funding through the Covid-19 winter and local support grants providing 160,000 vouchers to vulnerable children and families and support to vulnerable adults during the school holiday periods between December 2020 and September 2021.

At the beginning of this winter we received an additional £5.4m for the Household Support Fund and working with partner organisations we estimate that by the end of the winter we will have helped approximately 6,000 families to receive cash grants with an average payment of £124 for a family of four and each family will be able to access two payments within the period.

27,000 children eligible for benefit related free school meals will have received a £50 food voucher in early February 2022 and we have distributed £1.2m to District Councils to support another 6,000 families with children with financial or practical housing related support.

We provided £190,000 in HSF grants to community and voluntary sector organisations which supports a significant proportion of the families out there as well and by utilising the Government's £2.8m holiday activities and food funding we have established a network of 62 community and voluntary providers to deliver over 60,000 holiday activity and food places to vulnerable children eligible to free school meals over the summer and Christmas and an additional 816 places were offered by our Sports and Outdoor Education Services.

So you can see, Chairman, we do an awful lot for the young people across Derbyshire who are in need in this way. It is incredibly disappointing to hear those comments from Councillor George last time. One doesn't like to use the word 'liar' in relation to an elected member in this Chamber, and I certainly won't use that term, but the term 'grossly misleading the Council' scarcely does this justice.

Following the answer, Councillor George raised a point of explanation under Standing Order 11.8 stating that she knew there was a child who collapsed who hadn't had lunch at school because another child ran to her house to tell her and she took that child home. She also explained the headteacher wrote to all parents, after receiving multiple complaints about children not being able to receive lunch, stating that this was because the catering provider had lost staff over the summer to the commercial catering industry. Councillor George apologised that it was not a Derbyshire County Council direct caterer at that school, but explained the issue regarding catering staff pay and leaving the employment of schools to go to the private sector has been documented.

c) Question from Councillor R George to Councillor K Athwal, Cabinet Member for Highways, Assets & Transport

“When will the landslip on the A5004 Long Hill be repaired?”

Councillor Athwal responded as follows:

I do understand there is history on this. I do understand the concerns with which you are perhaps asking this question because my colleague, Councillor Kemp, has brought this to our officers' attention on a number of occasions the concerns on behalf of the local residents, but to update you on the current situation we are currently in the detailed design stage for repairs to the A5004 Long Hill caused by the landslip. A contractor has been commissioned. The detailed ground investigations, along with geophysical and ecology service have been completed. Extensive liaison has been undertaken with all the adjacent landowners and discussions undertaken with affected statutory undertakers. Detailed investigation of the existing drainage system is currently being undertaken and it is hoped to commence advanced utility works in the spring. Once the detailed design has been completed, and the scope of all the works needed to undertake the repairs analysed, a construction programme will be prepared and communicated.

The meeting adjourned between 2:50 pm and 3:10 pm
Councillor Nelson left the meeting.

Following the adjournment, Councillor George asked the following supplementary question:

I don't know if you have seen the road in question? I have raised it many many times with your department over the last two years. It has been collapsed for longer and is collapsing more almost by the week, especially over the winter. We were assured it would be started in the autumn. The budget for it expires at the end of this financial year. Please could I get your full assurance that if the work is not commenced before the end of this financial year that that budget will be allocated in the next financial year and that it will definitely be completed then?

Councillor Athwal responded as follows:

Please be assured that officers are aware of the timespans and they are looking to action the repairs in a timely manner. As regards the budget I am sure it will be earmarked budget for the repairs in this area and I am sure they will be moved across appropriately.

As you will appreciate Derbyshire's geography is quite different to many other counties and we suffer from quite a few geological slips and various aspects, especially with climate change and the like which are particular to the geography of Derbyshire itself. I have already had a conversation with officers and I have sort of encouraged them to work with partners say from places like Cumbria, Yorkshire which have topography like we have in Derbyshire itself to lobby Central Government to try and get some additional funds to help with these sort of issues because we do have a number of slips in there. Again I can only assure you that we will keep you informed.

d) Question from Councillor R George to Councillor N Hoy, Cabinet Member for Adult Social Care

"What are the Council's plans to open up our Learning Disability Centres to the many people who would love to attend them again?"

Councillor Hoy responded as follows:

Firstly, I would like to thank all our amazing staff who have come forward and are helping to support our residents to provide a high level of care. I would like to reassure everybody that this is a temporary measure.

You will be aware of the current pressures that are being experienced in the health and care sector across the country and unfortunately Derbyshire is no different. The omicron variant has caused large numbers of staff to need to self-isolate and many more are absent from work unwell with Covid. This has led to resourcing difficulties in our residential homes and in providing home care for everybody assessed as needing help in the community. Consequently we are taking temporary action in order to help us direct resources to best manage the situation to help us provide the care needed for those people who are being impacted by the reduction in staff numbers.

To help us through this difficult time we needed to move some of our skilled staff from our services, including day services, to work in residential homes and home care across the county. I am aware that all people attending and their carers have been made aware of this situation and our central team of social workers are supporting people who need to find an alternative during this time. We still have three of our Day Centres open and we are supporting residents to get to these until they are able to open the ones that have been temporarily closed. This is under constant review and we will update all members when this situation changes.

Supplementary question from Councillor George:

It is not just the temporary closure or the temporary proposed closure because in some cases it has not actually happened yet that is of concern. Alderbrook Learning Disability Centre in my own Division used to cater for 83 people, it now caters for just 12 of whom all except one are on a part-time basis. This huge and beautiful Centre supports just six or seven people per day instead of the 69 that it used to support.

There are dozens of families with loved ones who would adore to attend that Centre again. They watch the bus go by with tears running down their cheeks because they can't attend with their friends. Parents and families have heard nothing of the long-term plans to open up those Centres again and this is what my question was directed to, when and how they are going to be opened up again to all of those who need them?

Response from Councillor Hoy:

As I have said in my original answer this is under constant review. This is a temporary measure that unfortunately we have had to put in place because of the variant to ensure that we can deliver services. We have three of our Centres open and we are supporting residents. As soon as this situation changes we will advise all members.

e) Question from Councillor E Fordham to Councillor B Lewis, Leader of the Council

"There are many heralded benefits to Vision Derbyshire regarding back office functions, HR, personnel, fleet and procurement, to name a few. One area that has been largely unspoken of is in relation to the issues faced directly by residents. As Vision Derbyshire comes into formation can attention be turned to the schemes of all Council for reporting problems and issues by residents. This might apply to all areas of the work of local authorities within Derbyshire - this the opportunity to review the formal replies around potholes and roads and public estate. This could have the effect to end replies that say 'Not the responsibility of Derbyshire County Council' and rather, where it is known that it was say Amber Valley or Chesterfield Borough Council we might a) tell the resident which authority owns the lands and b) pass on the concern or issue direct to that authority? This could have the effect of making Vision Derbyshire something for which residents might see a tangible and indeed useful benefit. Does the Council agree?"

Councillor Lewis responded as follows:

It is interesting you put this question in this way actually as part of Vision Derbyshire working. It is something that is seen as something of a potential panacea in the future for Vision Derbyshire approach, the sort of

integration of complaint systems and online systems where you have a single front door almost for the county. As we know generally most people on the ground when they talk about “the Council” don’t perceive there are two tiers in places like Derbyshire and therefore absolutely quite sensible that the questions when they are asked should be dealt with and we can find an appropriate system for doing that. Other local authorities in the country, I believe there are one or two, have done this with a reasonable degree of success.

We ourselves as a local authority have moved relatively recently to the Channel Shift Programme which has meant that our own front door for the County Council has improved somewhat both for the general public and for members. I would assume that there is plenty of scope to integrate those systems in the future and as I recall from discussions I had quite early on about the Channel Shift system that we have operating here at the moment is we have that potential to upgrade and expand so we can do that. It shouldn’t be something that is predicated actually on a Vision Derbyshire model it is quite a sensible system that if a member of the general public jumps onto any particular Council website, asks a question or makes a request for a particular service that they should get that answer. I think the key is working at a pace that we are at the moment with the Districts and Boroughs as part of Vision Derbyshire approach in a way that is comfortable for them to think about, talk about, look at things like integration in this way.

Councillor Fordham asked the following supplementary question:

I don’t think this need be a Vision Derbyshire thing but necessarily it could just be a pilot in a small area. I just find myself personally struggling with a reply that says “We don’t own the land” when in fact we know who does. I think there is something that could pilot this in a particular Borough or Town or even just Division or Ward or Parish whereby we had a joined up approach with a local authority that shared data. It doesn’t even have to be Derbyshire led it could even be that local authority or that Parish Council. I wonder whether the Leader would agree?

Response from Councillor Lewis:

We will certainly consider doing that, I think. As I say there are conversations going on as part of Vision Derbyshire approaching a deal being dealt with by various Cabinet members, in here for example with Cabinet members in other local authorities as part of the Vision Derbyshire approach and I am sure that there will be some detailed plans coming forward at a point when they are developed.

f) Question from Councillor E Fordham to Councillor C Hart, Cabinet

Member for Health & Communities

“More and more groups such as Food Banks, Service User Groups in Health and Social Care and countless volunteer organisations are increasingly the front-line (outside of families) for the support and help of those with mental health related issues. Given how many of these meet and operate from the many village halls and community centres up and down Derbyshire, is this now the time to review the level of risk and exposure these Groups are under from mental health patients who can no longer cope or who suffer from high anxiety and other conditions. Given the lethal incidents faced by MPs seeking to help troubled constituents, is now the time to provide advice, guidance and support for all such groups and venues who provide support, advice and venues in the community?”

Councillor Hart responded as follows:

I have to say from the start I do not think what you are asking is actually achievable. I am sure I do not need to point out to anybody there are literally thousands of groups and organisations, including food banks, right across Derbyshire. As pointed out they all meet in all sorts of venues but many of these organisations are not necessarily known to DCC. We of course can and do carry out our duties on our own staffing buildings though.

I can also say there is a Prevent Duty guidance which requires there is a venue hire policy covering any publicly owned buildings but I am also sure that the vast majority of the other buildings owned by other bodies such as large charities, organisations or perhaps smaller buildings owned by Parish Councils will all have their own policies and risk assessments in place.

In addition to address your concerns about mental health I have to say that our Public Health Team do an enormous amount of work in connection with mental health and they send out as much information and guidance and contacts for obtaining help as they possibly can.

I hear what you say about the fairly recent as you put it “lethal incidents” with MPs and yes, we should all be very aware, but I actually don’t think that the local organisations doing good work in the community probably come under such severe threats as MPs though again we must all be aware of this.

We have, as you know, given advice and guidance to our councillors and staff but to try and do this across all the organisations and groups across Derbyshire is, as I have always said, probably an impossible task. However, having said that I will say we will always do our best to inform

and give guidance in any areas of concern as best we can and we will do that not through our own websites and such like but also through our partners and stakeholders.

Councillor Fordham asked the following supplementary question:

I had an incident recently in a local community group of which I am a councillor for, or the area rather, where a resident did “explode” and it was a very difficult situation for the volunteers handling it. It is a Council owned venue and they haven’t taken steps really I would say to ameliorate it.

It is nearly 21 years to the day that I walked into the constituency office of the MP for Cheltenham to handle the aftermath of the murder of Councillor Andrew Pennington by a samurai sword. It is clear to me 21 years later that many of the lessons that we have taught MPs in their constituency offices with their volunteers have not been learnt here in Derbyshire and in our community centres. I think there is some opportunity for us to do more. I am happy that the MPs have advice and guidance. I think our volunteers deserve it too.

Response from Councillor Hart:

We will always share as much information as we can. We are always there for help and guidance but to cover every absolute organisation there must be hundreds and hundreds in Derbyshire doing various things that we don’t actually know about so all we can do is help, but we are there for any help that anybody wants. Yes, we should all be aware but hopefully these buildings anywhere and any organisations using premises should have risk assessments in place when they hire the rooms or use the rooms.

g) Question from Councillor E Fordham to Councillor T Ainsworth, Fire Authority Chair

“I note that Dexter, the East Midlands Fire Dog is to retire with his handler and that he is not being replaced thus ending decades of loyal, successful and indeed life saving service from Fire Dogs in this area. In noting our thanks to Dexter for his services, will the Council lend its support to a review of this retrograde step of ending animal support in emergency situations?”

Councillor Ainsworth responded as follows:

Derbyshire Fire and Rescue have had a regional commitment to fire investigation which means each Service contributing funds and roles to

guide how fire investigation is delivered. Each Service pays a fifth of the cost of the dog handler and the dog.

Dexter and Dave, his handler, were Derbyshire staff and still are. We are proud of the work they have done in the past ten years. Dexter and Dave retire in the next couple of months and despite there being new technology available such as digital thermal cameras, Nottinghamshire have expressed an interest in providing a new dog and handler for this function. We will continue to contribute our portion, as will the other East Midlands' members, and we will have access to this valuable asset. There will be no loss during the term because as Dave retires he is actually going to go and work as a civilian at Nottingham Fire and Rescue until such time as they get the new dog, so they are going to take it over for the next ten years and it just goes round each area.

You have given me a nice situation in which to congratulate Dave and Dexter on reaching their retirement, thank them for the work they have done in serving the residents of the East Midlands and Derbyshire and wish them a long and happy retirement.

There was no supplementary question.

h) Question from Councillor E Fordham to Councillor N Hoy, Cabinet Member for Adult Social Care

“Can the Council share any aspect of the consultation on Care Homes that has been welcomed by residents or families during the consultation process? Given this is a re-consultation, does the Council understand why many feel that this decision and consultation has been pre-determined?”

Councillor Hoy responded as follows:

We fully recognise how difficult it can be for residents, their relatives and our staff to be engaged in a consultation on the future of the care homes in which they live and work. We have been assured by the fact that being involved in the consultation process has enabled people to have the clarity they want and need about the current position and the options being consulted upon. The consultation has also given residents and their relatives an opportunity to express their views about the proposals and raise questions to seek reassurance about the process. We have been able to reassure everyone who has taken part in the process that no decisions have been made and that all the views provided to the consultation will be presented to Cabinet in due course to support future decision making.

Councillor Fordham asked a supplementary question as follows:

If I understood that answer correctly the only aspect of the consultation that has been welcomed by residents or families is clarity. The only aspect is clarity. Is that correct, there is no aspect of the consultation regarding rewiring; moving; relocation; bus distances, no single aspect of the consultation has been welcomed except for clarity?

Response from Councillor Hoy:

It is very difficult because we are still in the middle of the consultation to give a full account of everybody's comments. All members will have future opportunities to comment on this moving forward.

i) Question from Councillor E Fordham to Councillor K Athwal, Cabinet Member for Highways, Assets & Transport

"Cross Street in Chesterfield has, in my two and a half years as a councillor, been extensively patched, had full grit surface dressing, and then extensively patched again. It was due to be entirely replaced as none of these options has succeeded. This plan however, has been cancelled during the budget process leaving an unsatisfactory surface, threw failed repairs and a huge bill for the council and an ongoing problem for residents, cyclists, drivers and the school. Will the Council revisit this decision to cancel the works and reflect on the sums of money with three full scale repairs and a concealed fourth pending?"

Councillor Athwal responded as follows:

Our records show that apart from reactive repairs of potholes no other work has been undertaken on Cross Street. According to our officers we have no records of Cross Street having had full grit surface dressing and no staff are aware of this.

Recently yourself, Councillor Fordham, did enquire directly about any work undertaken on Cross Street and he was informed in the same manner, but if Councillor Fordham has any evidence to the contrary then I will be happy to discuss it with you if he is able to share that with me.

Mr Chairman, there is nothing concealed. No planned works have been cancelled. In the next financial year, as I stated at the September full Council meeting, we are proposing to resurface areas of Cross Street and this year we have added two adjoining streets, these are Hawksley Avenue and Tennyson Avenue which directly connect to Cross Street and this will give us the opportunity to carry out these works together to minimise cost and disruption. Thank you, Mr Chairman. I will take a supplementary if there is one.

Councillor Fordham asked a supplementary question as follows:

This has become an illustration in a difficult street of a difficult problem. I have photographs of the surface being re-laid and we now know that that work and those men did not place that resurfacing on the electronic system.

My principal concern was that Cross Street was just an example. My principal concern is what this is costing the Authority. You have just given a commitment that you will be resurfacing Cross Street along delightfully with Hawksley and Tennyson, but that will be the fourth time in the two-and-a-half years I have been a District councillor that you will be relaying that street. My concern is not on the state of Cross Street per se but on the cost of sending people down there four times in two-and-a-half years. I use it as an example and it is not alone. As Councillor Athwal knows I raised the issue with the officer who apologised and offered a street meeting there today. I have declined that and suggested Friday instead. I am happy to report back then, Chair, but I am concerned at the briefing Councillor Athwal has been given and I am happy to take that up with him privately.

Response from Councillor Athwal:

I don't think there was really a question there but if I may elaborate further. I will be happy to have a discussion with yourself, Councillor Fordham, to look at what evidence you have and see what investigations we can make but I would like to say here and now: Mr Chairman, our roads/streets have not deteriorated over the last four or five years they have suffered from decades of under-investment in highways by the Opposition.

Mr Chairman, it is this administration who have worked hard to find a solution to this longstanding issue by putting into action a sensible and financially viable plan to improve our highways and byways by embarking on a three year capital investment programme of £120m. We are just completing the first year of a three year programme having invested close to £40m to improve our highways and there is a lot more to do. Indeed, Cabinet approved a £58m highways capital programme for 2022-23 only last month. Mr Chairman, this is by far the highest ever financial investment by this Authority to improve our roads/streets for all and I hope that Councillor Fordham, along with other members, will appreciate this.

I also want to place on record my thanks to our officers for formulating the extensive plans and the Cabinet for approving the highways capital programme.

j) Question from Councillor C Dale to Councillor N Hoy, Cabinet Member for Adult Social Care

“Now we find ourselves in crisis in recruiting staff for residential and home care throughout the County are we approaching the situation of failing as a Council in our Statutory Duty; On reflection would it have been better to increase care staff wages, provide a bonus in recognition of the sterling work they carried out throughout the Pandemic and created a proper career pathway for apprentices?”

Councillor Hoy responded as follows:

This is a challenge for us locally in Derbyshire as it is a regional and national and has been a whole market pressure for a number of years which has been consistently highlighted to Central Government by local authorities, the Local Government Association and ADASS as well as by care homes and Home Care Associations.

As the social care reform introduces a lifetime cap on the amount any individual will be required to contribute to the cost of their own personal care over their lifetime, funding will be allocated by Central Government to assist local authorities with funding the cost of this and we welcome hearing of Derbyshire's allocation.

Going forward we will be using the Fair Price for Care model developed on behalf of ADASS and the LGA to help us understand the cost for each provider in the sector. This model will enable us to see the wages of local care workers, including whether they receive sick pay, the amount of pay training days received, and payments for travel costs.

What is already evident from the recent benchmarking exercise is that via our pay rates, which include payments for travel, Derbyshire County Council enables providers in the market to pay a higher hourly rate to care workers in the Home Care sector than neighbouring local authorities. This hourly rate is higher than the rate stipulated by the Home Care Association. Locally Derbyshire County Council is completing a wide range of activities to improve the recruitment and retention of care workers in care homes and home care and this includes collaborative work to develop and deliver a strategic work filled programme led by the Joined Up Care Derbyshire Place partnerships.

There is already collaborative working across our local system to join recruitment initiatives to mitigate against the risks of moving staff from one part of the system to another and ultimately to develop the opportunity for hybrid roles and apprenticeship schemes which enable employees to

undertake a range of roles in health and social care.

Internally Adult Social Care is undertaking workforce planning for the whole of the market and has a range of initiatives to improve recruitment and retention internally in our Direct Care Services. We work closely with providers to understand and support them in trying to resolve their workforce challenges. Our care worker workforce across the whole market is a real strength and enables Derbyshire County Council to continue to deliver its statutory duties to meet the needs of the people with care and support needs across the whole of the county. We are fully committed to ensuring that the value attached to this role reflects the skills, expertise and dedication of our care workers.

Councillor Dale asked the following supplementary question:

I understand for our Home Care clients that because of the crisis situation there has been a reduction in services for some of the clients. How long is this likely to last do you think and what if a particular client who has a reduced service their health suddenly deteriorates, what provision have we got to cover this eventuality so that they receive the services back again?

Response from Councillor Hoy:

Again this is a temporary measure which is constantly under review and should a resident require additional support then this Council would provide it straightaway.

k) Question from Councillor C Dale to Councillor B Lewis, Leader of the Council

“The Council is committed to Vision Derbyshire. How many job losses are planned for the future and how are we going to fund the redundancies? Will it mean a substantial rise in Council Tax to cover this eventuality?”

Councillor Lewis responded as follows:

This seems to have some familiar overtones from some of the rhetoric we have heard from the Leader of Bolsover District Council relatively recently, Councillor Steve Fritchley. I suppose there are a few ways I can answer this question but I suppose the most direct way is best.

One is the work that we are doing around Vision Derbyshire with Districts and Boroughs in some senses may be superseded by the process that we are going through as part of the County Deals process. We don't know that. As I say there is some detail yet to come on that but one thing we

have always been clear about with regard to Vision Derbyshire is around setting pace with Districts and Boroughs that they are comfortable with and engaging with the process in terms of Vision Derbyshire again at their pace. It is theirs to control and they can opt in/opt out of whatever bits and pieces that make up the whole as they want to, but it does make a huge amount of sense in the process of looking at what we do as local authorities together to look at joining up or rationalising some of those particular services that we have across the piece. That is for the benefit of some of the taxpayers but also for efficiency working across the piece with Districts and Boroughs. If we are all doing something that is the same then why do we all have to do it individually, can we rationalise it by bringing them together in some way and avoid that duplication? Procurement is another area indeed that we are exploring in a little bit more detail because I think there are some big wins around that in joining forces and getting more value for money in that process.

In terms of the other part of your question which is around redundancies etc etc, again that is something as part of that process that discussion can be had with individual Districts and Boroughs what they want to do and not do as part of that process. I suppose like ourselves and many other Districts and Boroughs if there were to be job rationalisations then they can be managed in much the way that we manage ours through natural wastage, voluntary redundancies, voluntary early retirement, those sorts of processes.

Indeed, I would expect that overall there would actually be a saving for local authorities and therefore a saving potentially to Council Tax payers in the long run. However, there are some services where we may see an increase in capacity, particularly around that bit where we deliver sort of joint growth. For example with Chesterfield Borough Council we have a Joint Growth Board, that utilises some of the Markham Vale business rates and as a consequence of that we have a team around that which enables us to deliver really good results around economic regen opportunities across the piece there.

I do understand where you are coming from because Bolsover is woefully under-invested with regard to regen. We don't see the pipeline projects. There isn't that sort of level of investment there that we would hope to see working with a Borough Council. I can only make the comment that if we spent as much in Bolsover on economic regeneration in the Borough than it did and it did on its own TV channel and its Leader's self-aggrandizement for vanity projects then we might be able to lower Council Tax bills a little further as well as get economic regen potential in Bolsover District.

Councillor Dale asked a supplementary question as follows:

With Vision Derbyshire are you hoping to create new job opportunities and will that still lead to an increase in Council Tax?

Response from Councillor Lewis:

I think I spelt it out quite clearly in my main answer, Chairman, I don't need to repeat myself. I thought I made that quite clear that there were opportunities for growth in areas like economic regen and potentially Council Tax reductions as a consequence of rationalising others.

I) Question from Councillor R George to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change

"Community Arts organisations provide support to thousands of people across Derbyshire, many of whom have protected characteristics. Will an Equality Impact Assessment be prepared of any proposed cuts to these services, and what consideration will be given to the EIA and the impact on vulnerable residents before any decision is made?"

Councillor Lewis responded as follows:

A report was sent to Cabinet in December in fact regarding the current review of voluntary community sector grants and that particular review. An Equality Impact Assessment was undertaken against those particular proposals in the report. It confirmed that further investigation and consultation was required to fully understand the impact on particular key groups, so this consultation has commenced and will run until the 23 March at which point that EIA will be reviewed and amended as necessary.

In addition a review of the Arts Service is being undertaken and an Equality Impact Assessment will be completed to understand the impacts of those proposals and this, of course, will be reported to Cabinet in due course. Full consideration of the outputs of both those EIAs will be given and appropriate mitigations developed if this is appropriate.

Councillor George asked the following supplementary question:

It is good to hear that full consideration will be given to the EIAs and appropriate mitigations will be put in place. Could I just ask to make sure that people with mental health difficulties are included properly within the EIA? It is often difficult if they don't necessarily have a full diagnosis to ensure that those difficulties are taken into account in impact assessments and I am simply asking to make sure that they are.

Response from Councillor Lewis:

I am perfectly happy to take that on board.

9/22a STATEMENT OF ACCOUNTS 2020-21 - EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, presenting the Council's Statement of Accounts for 2020/21.

Council welcomed Mark Surridge from Mazar's, the Council's external auditors, who highlighted some points in the report and concluded that Members should be assured that the financial processes, controls and operations at the authority were sound.

On the motion of Councillor B Lewis, duly seconded, it was

RESOLVED:

To note the report and the approved Statement of Accounts for 2020-21.

9/22b PERFORMANCE MONITORING AND BUDGET MONITORING/FORECAST OUTTURN 2021-22 AS AT QUARTER 2 (30 SEPTEMBER 2021) - MANAGING DIRECTOR & EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, providing Members with an update of Council Plan performance and a forecast outturn for the Revenue Budget for 2021-22, as at the end of the second quarter.

On the motion of Councillor S Spencer, duly seconded, it was

RESOLVED to note:

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

9/22c RESERVES POSITION AND RESERVES POLICY - MANAGING DIRECTOR & EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, asking Council to note the current and forecast positions for both General and Earmarked Reserves and the updated Reserves Policy.

On the Motion of Councillor S Spencer, duly seconded, it was:

RESOLVED to note:

- 1) The current position on Earmarked Reserves.
- 2) The details of the amounts to be released from Earmarked Reserves balances.
- 3) The allocation of £3.707m Earmarked Reserves released to the Budget Management Earmarked Reserve; and
- 4) The updated Reserves Policy.

9/22d BUDGET CONSULTATION RESULTS - MANAGING DIRECTOR & EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, presenting the results of budget consultation exercises designed to assist Members in formulating budgetary proposals for 2022-23.

On the Motion of Councillor S Spencer, duly seconded, it was:

RESOLVED:

To note the views of consultation respondents regarding the Revenue Budget for 2022-23.

9/22e REVENUE BUDGET REPORT 2022-23 - MANAGING DIRECTOR & EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, proposing the Revenue Budget and Council Tax for 2022-23.

On the motion of Councillor S Spencer, duly seconded and in accordance with the Local Authority (Standing Orders) (England) (Amendment) Regulations 2014 a recorded vote was taken as follows:

For the motion:

Councillors Ainsworth, Allen, Ashton, Athwal, Atkin, Barron, Bull, Cupit, Flatley,

Ford, M Foster, Gourlay, Griffiths, Grooby, Hart, Hobson, Hoy, Iliffe, Kemp, King, Lewis, Major, Muller, Musson, Patten, Redfern, Renwick, Rose, Siddle, Smith, Spencer, Stevenson, Sutton, Swann, Taylor, Wharmby, Wilson and Woolley.

Against the motion:

Councillors Allen, Bingham, Burfoot, Collins, C Dale, Dixon, Fordham, George, Gillott, Greenhalgh, Hayes, Hickton, Innes, Kinsella, Mihaly, Niblock, Ramsey, Woods and Yates

RESOLVED to:

- 1) Note the details of the Autumn Budget, Spending Review 2021 and Provisional Local Government Finance Settlement as outlined in sections 4.3 and 4.4 of the report;
- 2) Note the Government's expectations about Council Tax levels for 2022-23 in section 4.5 of the report;
- 3) Approve the precepts as outlined in section 4.5 and Appendix Four to the report;
- 4) Approve that billing authorities are informed of Council Tax levels arising from the budget proposals as outlined in section 4.5 and Appendix Four to the report;
- 5) Approve the contingency to cover non-standard inflation as outlined in section 4.7 of the report. The contingency to be allocated by the Executive Director, Corporate Services and Transformation, as S151 Officer, once non-standard inflation has been agreed;
- 6) Approve the service pressure items identified in section 4.8 and Appendix Five to the report.
- 7) Approve the level and allocation of budget savings as outlined in section 4.9 and Appendix Six to the report;
- 8) Note the comments of the Executive Director, Corporate Services and Transformation, as S151 Officer, about the robustness of the estimates and adequacy of the reserves as outlined in section 4.10 of the report;
- 9) Note the details of the Council's consultation activity as outlined in section 5 of the report;
- 10) Approve the Council Tax requirement of £369.688m which is calculated as follows:

Budget Before Pressures and Budget Reductions	579,512,755
Plus Service Pressures – on-going	27,214,156
Plus Adult Social Care Precept	3,555,844
Plus Service Pressures - one-off	17,207,000
Less Budget Reductions	-8,057,000
Increase in Debt Charges	7,000,000
Decrease in Risk Management Budget	-7,975,684
Net Budget Requirement	618,457,071
Less Top-Up	-94,891,733
Less Business Rates	-15,875,000
Less Revenue Support Grant	-14,231,306
Less New Homes Bonus	-1,868,167
Less General Grant	-90,396,308
Less PFI Grant	-10,503,833
Less Use of Earmarked Reserves	-21,003,051
Balance to be met from Council Tax	369,687,673

11) Approve the use of the Revenue Contributions to Capital Expenditure Earmarked Reserve to provide one-off support to the 2022-23 Revenue Budget.

12) Authorise the Executive Director, Corporate Services and Transformation, as S151 Officer, to allocate cash limits amongst Cabinet portfolios; Executive Directors will then report to Cabinet on the revised Service Plans for 2022-23.

As the time was approaching 5 o'clock, in accordance with Standing Order 4.1 an extension of the time limited for the meeting was proposed.

On the motion of Councillor B Lewis, duly seconded, it was

RESOLVED

That under rule 4.1 of the Council Procedure Rules the meeting should continue for a period of 25 minutes to enable the remaining business on the agenda to be considered.

9/22f CAPITAL PROGRAMME APPROVALS, TREASURY MANAGEMENT AND CAPITAL STRATEGIES FOR 2022-23 - EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, seeking approval of proposals relating to the Capital Starts Programme for 2022-23 and the Treasury Management, Investment and Capital Strategies.

On the Motion of Councillor S Spencer, duly seconded, it was:

RESOLVED to:

- 1) Approve the new Capital Starts Programme for 2022-23 set out at Appendix Two to the report;
- 2) Adopt the Treasury Management Strategy for 2022-23 set out at Appendix Three to the report;
- 3) Adopt the Investment Strategy for 2022-23 set out at Appendix Four to the report; and
- 4) Adopt the Capital Strategy for 2022-23 set out at Appendix Five to the report.

**9/22g APPOINTMENT OF EXTERNAL AUDITOR - EXECUTIVE DIRECTOR
CORPORATE SERVICES & TRANSFORMATION**

The Executive Director for Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, concerning the method of appointment for the Council's External Auditors.

On the motion of Councillor S Spencer, duly seconded it was

RESOLVED to:

- 1) Note 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) Note the options available in respect of how to make the appointment and Audit Committee's recommendation 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;
- 3) Approve that the Council becomes an opted-in authority, a decision which must be made by Full Council before 11 March 2022, which is 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; and
- 4) Note the recent Government Letter on Local Audit Arrangements, which instructs PSAA to progress its proposed procurement strategy for the

next round of local audit contracts from 2023-24.

9/22h DERBYSHIRE PENSION BOARD - EXECUTIVE DIRECTOR CORPORATE SERVICES & TRANSFORMATION

Consideration was given to a report of the Executive Director for Corporate Services and Transformation, which had been circulated in advance of the meeting, seeking approval for the appointment of a new member of Derbyshire Pension Board (the Pension Board/the Board).

On the motion of Councillor S Spencer duly seconded it was

RESOLVED to:

Approve the appointment of Susan Ambler as an employer representative on Derbyshire Pension Board for a term of four years.

9/22i REVISIONS TO COUNCIL CONSTITUTION: REVIEW OF COUNCIL PROCEDURE RULES - DIRECTOR OF LEGAL & DEMOCRATIC SERVICES & MONITORING OFFICER

The Director for Legal and Democratic Services introduced a report, which had been circulated in advance of the meeting, seeking approval for proposed amendments to the Council Procedure Rules for inclusion in the Constitution.

In accordance with Standing Order 19.3 Councillor B Lewis proposed the motion, which was duly seconded.

RESOLVED:

That the motion stands adjourned without discussion until the next ordinary meeting of Council.

9/22j DECISIONS TAKEN AS A MATTER OF URGENCY AND KEY DECISIONS AND SPECIAL URGENCY - DIRECTOR OF LEGAL & DEMOCRATIC SERVICES & MONITORING OFFICER

The Director of Legal and Democratic Services introduced a report, which had been circulated in advance of the meeting, reporting executive decisions taken as a matter of urgency where 28 days' notice of the decision could not be given and where call-in was waived.

On the motion of Councillor B Lewis duly seconded it was

RESOLVED to note:

- 1) Key decisions taken where special urgency provisions were agreed as detailed at Appendix 2 to the report; and
- 2) Urgent decisions taken where the call-in procedure was waived under the Improvement and Scrutiny Procedure Rules as detailed at Appendix 3 to the report.

10/22 MOTION PROPOSED BY COUNCILLOR W MAJOR

Council considered a notice of motion, which had been circulated in advance of the meeting, from Councillor W Major

Councillor Major spoke to advise Council that he wished to move an amended motion and, following a vote, it was

RESOLVED:

To accept a revised Notice of Motion from Councillor Major for debate.

Councillor Major proposed a motion, which was duly seconded, in the following terms:

This Council acknowledges:

1. Nature provides us with vital support systems, allowing life on our planet to continue;
2. The climate crisis is intimately linked to the damage to nature which is happening around the world; that nutrient cycles, such as the carbon, nitrogen, phosphate and water cycles are all regulated by nature and are linked together;
3. That we have responsibilities across the county of Derbyshire which have an impact on nature and that we will make decisions that protect and enhance it wherever possible;
4. The requirement to take action is urgent, as climate change is rapidly disrupting natural cycles and habitats in Derbyshire. Steps to address the climate crisis must be in tandem with action to help ecosystems recover and become more resilient;

The Council acknowledges:

1. The value of nature -
 - 1.1 - The findings of the Dasgupta Review which highlights that nature is an asset on which all aspects of our society depend. There has been underinvestment in our natural assets which must be reversed.
 - 1.2 - Our current demands on natural resources are unsustainable, requiring the equivalent of 1.6 Earths to maintain the world's current

living standards.

1.3 - Biodiversity is declining faster than at any time in human history. Such declines are undermining nature's productivity and adaptability, which poses excessive uncertainty for our economies and wellbeing.

1.4 - Access to green space is a key factor in improving health and wellbeing and connection to it increases pro-environmental behaviour change.

2. The interconnection to the climate crisis -

2.1 - That the climate and ecological crises are interlinked and that nature can provide cost-effective solutions to fighting climate change.

2.2 - That climate change is displacing nature from its historic habitat ranges as average temperatures increase. To continue to help nature adapt, we need to make habitats more resilient and create and enhance wildlife corridors to allow nature to move to more suitable locations.

3. The path to rebuilding nature - The Lawton Review

4. In order to reverse this decline, four principles must be followed:

- 4.1 There must be more space given to wildlife;
- 4.2 That existing wild spaces must be expanded;
- 4.3 That the quality of existing wild spaces should be improved;
- 4.4 That the connectivity between wild spaces must be increased.

Council, therefore RESOLVES to:

1. Support the creation of a Local Nature Recovery Strategy that sits within the national Nature Recovery Network and underpins all planning, development and land management decisions. As part of this, we will:

1.1 Continue to improve the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, and sustaining vital ecosystems;

1.2 Prioritise Nature Based Solutions to flooding and extreme weather mitigation including use of Sustainable Drainage Systems (SuDS), woodlands and wetlands to create nature rich habitat and connections where appropriate;

1.3 Continue to adopt a peat-free policy for all council contracts and supplies and support the restoration and protection of Derbyshire's peatlands, including taking measures to reduce the likelihood and severity of wildfires;

- 1.4 Support the restoration of tree cover in Derbyshire across suitable locations where appropriate, particularly the planting of street trees within our towns, cities and villages;
- 1.5 Manage council-owned land for the benefit of wildlife where appropriate;
- 1.6 Support robust Biodiversity Net Gain (BNG) commitment across all council-owned land where reasonable;
- 1.7 Map and gather data on ecological networks and habitat opportunities within the region and prioritise sites within the ecological network for Biodiversity Net Gain projects (sometimes known as Nature Recovery Network mapping);
- 1.8 Continue to encourage a commitment for 10% Biodiversity Net Gain on all new developments now, rather than waiting for 2023, with the selection of sites for offsite mitigation based on the priorities identified by Nature Recovery Network mapping;
- 1.9 Work with stakeholders to continue to encourage the restoration of sites managed for nature to favourable condition;
2. Improve access to nature by following the Natural England 'Nature Nearby' guidance. Particular regard will be given to:
 - 2.1 Areas with high levels of physical health problems;
 - 2.2 Areas with high levels of mental health problems;
 - 2.3 Areas where the amount and quality of accessible natural greenspace is below Natural England's targets.
3. Demonstrate leadership by educating and supporting businesses, communities and the wider public to take action.
4. Recognise the role of education in engendering pro-environmental behaviour change, by supporting schools and adult education programmes which value nature.
5. Acknowledge the impact of food production and food waste on the current nature and climate crisis:
 - 5.1 By assessing the environmental impact of the food that is purchased for schools and care homes, including ensuring the provision of plant-based foods;
 - 5.2 Supporting the production of food locally, including promoting the provision of allotments across the county;
 - 5.3 Encouraging residents of our community to minimise food waste and

ensuring that no food waste goes to landfill.

6. Request that Cabinet continues to support all relevant lead Members in tackling nature's recovery.
7. Continues to support cross departmental resources designated to lead and coordinate the council operations in relation to nature's recovery.
8. Progress delivery of the priorities of the Council's Climate Change Strategy; achieving Net Zero Emissions which integrate the objectives and outcomes outlined in this motion
9. Continue development of a Natural Capital Strategy to inform development of a Nature Recovery Strategy.
10. Provide training and resources for councillors and council employees about the nature emergency.
11. Continue to support groups to focus on achieving the targets and objectives outlined in this motion. These groups will continue to be comprised of politically balanced cross-party representatives, council staff, and it will call upon relevant experts from external organisations, monitor progress, identify opportunities for improvement and report back to the designated Cabinet member.
12. Work with Partners to encourage the creation of a suitable group arising out of the development of the Local Nature Reserve Strategy.
13. Continue to report on the progress made with regards to the Council's Climate Change Strategy and action plan and companion strategies.
14. Continue to consider and declare Environmental Considerations in Council reports to ensure that any conflicts with nature's recovery are made apparent.

Following debate the motion was duly voted on and declared to be WON.
It was therefore

RESOLVED that:

This Council acknowledges:

1. Nature provides us with vital support systems, allowing life on our planet to continue;
2. The climate crisis is intimately linked to the damage to nature which is happening around the world; that nutrient cycles, such as the carbon, nitrogen, phosphate and water cycles are all regulated by nature and are linked together;
3. That we have responsibilities across the county of Derbyshire which have an impact on nature and that we will make decisions that protect and

- enhance it wherever possible;
4. The requirement to take action is urgent, as climate change is rapidly disrupting natural cycles and habitats in Derbyshire. Steps to address the climate crisis must be in tandem with action to help ecosystems recover and become more resilient;

The Council acknowledges:

3. The value of nature -
 - 1.1 - The findings of the Dasgupta Review which highlights that nature is an asset on which all aspects of our society depend. There has been underinvestment in our natural assets which must be reversed.
 - 1.2 - Our current demands on natural resources are unsustainable, requiring the equivalent of 1.6 Earths to maintain the world's current living standards.
 - 1.3 - Biodiversity is declining faster than at any time in human history. Such declines are undermining nature's productivity and adaptability, which poses excessive uncertainty for our economies and wellbeing.
 - 1.4 - Access to green space is a key factor in improving health and wellbeing and connection to it increases pro-environmental behaviour change.
2. The interconnection to the climate crisis -
 - 2.1 - That the climate and ecological crises are interlinked and that nature can provide cost-effective solutions to fighting climate change.
 - 2.2 - That climate change is displacing nature from its historic habitat ranges as average temperatures increase. To continue to help nature adapt, we need to make habitats more resilient and create and enhance wildlife corridors to allow nature to move to more suitable locations.
3. The path to rebuilding nature - The Lawton Review
4. In order to reverse this decline, four principles must be followed:
 - 4.1 There must be more space given to wildlife;
 - 4.2 That existing wild spaces must be expanded;
 - 4.3 That the quality of existing wild spaces should be improved;
 - 4.4 That the connectivity between wild spaces must be increased.

Council, therefore RESOLVES to:

1. Support the creation of a Local Nature Recovery Strategy that sits within the national Nature Recovery Network and underpins all planning, development

and land management decisions. As part of this, we will:

1.1 Continue to improve the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, and sustaining vital ecosystems;

1.2 Prioritise Nature Based Solutions to flooding and extreme weather mitigation including use of Sustainable Drainage Systems (SuDS), woodlands and wetlands to create nature rich habitat and connections where appropriate;

1.3 Continue to adopt a peat-free policy for all council contracts and supplies and support the restoration and protection of Derbyshire's peatlands, including taking measures to reduce the likelihood and severity of wildfires;

1.4 Support the restoration of tree cover in Derbyshire across suitable locations where appropriate, particularly the planting of street trees within our towns, cities and villages;

1.5 Manage council-owned land for the benefit of wildlife where appropriate;

1.6 Support robust Biodiversity Net Gain (BNG) commitment across all council-owned land where reasonable;

1.7 Map and gather data on ecological networks and habitat opportunities within the region and prioritise sites within the ecological network for Biodiversity Net Gain projects (sometimes known as Nature Recovery Network mapping);

1.8 Continue to encourage a commitment for 10% Biodiversity Net Gain on all new developments now, rather than waiting for 2023, with the selection of sites for offsite mitigation based on the priorities identified by Nature Recovery Network mapping;

1.9 Work with stakeholders to continue to encourage the restoration of sites managed for nature to favourable condition;

4. Improve access to nature by following the Natural England 'Nature Nearby' guidance. Particular regard will be given to:

2.1 Areas with high levels of physical health problems;

2.2 Areas with high levels of mental health problems;

2.3 Areas where the amount and quality of accessible natural greenspace is below Natural England's targets.

3. Demonstrate leadership by educating and supporting businesses, communities and the wider public to take action.

4. Recognise the role of education in engendering pro-environmental behaviour change, by supporting schools and adult education programmes which value nature.
5. Acknowledge the impact of food production and food waste on the current nature and climate crisis:
 - 5.1 By assessing the environmental impact of the food that is purchased for schools and care homes, including ensuring the provision of plant-based foods;
 - 5.2 Supporting the production of food locally, including promoting the provision of allotments across the county;
 - 5.3 Encouraging residents of our community to minimise food waste and ensuring that no food waste goes to landfill.
6. Request that Cabinet continues to support all relevant lead Members in tackling nature's recovery.
7. Continues to support cross departmental resources designated to lead and coordinate the council operations in relation to nature's recovery.
8. Progress delivery of the priorities of the Council's Climate Change Strategy; achieving Net Zero Emissions which integrate the objectives and outcomes outlined in this motion
9. Continue development of a Natural Capital Strategy to inform development of a Nature Recovery Strategy.
10. Provide training and resources for councillors and council employees about the nature emergency.
11. Continue to support groups to focus on achieving the targets and objectives outlined in this motion. These groups will continue to be comprised of politically balanced cross-party representatives, council staff, and it will call upon relevant experts from external organisations, monitor progress, identify opportunities for improvement and report back to the designated Cabinet member.
12. Work with Partners to encourage the creation of a suitable group arising out of the development of the Local Nature Reserve Strategy.
13. Continue to report on the progress made with regards to the Council's Climate Change Strategy and action plan and companion strategies.
14. Continue to consider and declare Environmental Considerations in Council reports to ensure that any conflicts with nature's recovery are made apparent.

The meeting finished at 5.15 pm



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

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

Revisions to Council Constitution: Review of Council Procedure Rules

1. Purpose

- 1.1 To seek approval for proposed amendments to the Council Procedure Rules for inclusion in the Constitution.

2. Information and Analysis

- 2.1 It is a statutory duty under Section 9P of the Local Government Act 2000 for the Council to maintain and keep its Constitution up to date.
- 2.2 The Council has the power to make Standing Orders for the regulation of their proceedings and business and may vary or revoke any such orders under para 42 of Schedule 12 to the Local Government Act 1972. There is no prescribed form for the Standing Orders, but there are certain provisions specified in legislation that the Standing Orders must comply with. These are set out in the Legal Implications section in Appendix 1.
- 2.3 The Council's Standing Orders (known as the Council Procedure Rules) have been subject to a detailed review by the Director of Legal and Democratic Services in conjunction with the Chairman of the Council in order to ensure the smooth running of council business and that the procedures at council meetings are effective and efficient. Following the

review, revised Council Procedure Rules were drafted and presented to the Governance, Ethics and Standards Committee on 18 January 2022 for agreement and referral to Council for approval. The Committee agreed the revised Rules subject to the additional amendments set out in paragraph 2.5 below. The main amendments originally presented to the Committee are as follows:

- a) To re-order the order of business at meetings to enable items for which third parties are in attendance can be dealt with early in the meeting and ensure officer reports which require a formal decision are considered prior to expiry of the 3 hour time limit.
- b) To enable the order of business to be changed where required.
- c) To reflect the legislative provisions relating to the calling of extraordinary meetings.
- d) To limit the scope of motions so that they align with the provisions regarding questions and to limit the number to 1 per Member per meeting.
- e) To ensure that questions and Motions can be rejected if seeking to require Council to act in a way that is outside of its powers or otherwise unlawful.
- f) To clearly list the circumstances in which a notice of motion is not required.
- g) To require notice of questions by Members and the public to be given 10 days prior to the meeting to enable the question to be included in the agenda for the meeting so as to aid openness and transparency.
- h) To enable a question to be put to another Member if the Member to which it is directed is not in attendance at the meeting.
- i) To introduce a 30 minute time restriction on dealing with questions from Members, that may be extended by the Chair.
- j) To reduce the word limit for questions from 200 to 150 words to ensure questions are succinct and focussed.
- k) To clarify the rules of debate, in particular where a Member wishes to amend or withdraw a motion and what constitutes a valid amendment to a motion.
- l) To reflect the fact that the Monitoring Officer has delegated authority to grant dispensations in certain circumstances.
- m) To update the provisions on substitutes. Council is responsible for appointing members of Committees (including substitute members). The proposed wording will enable effective substitutes without the need to include a list of the names of all substitutes at the AGM.
- n) To make it clear that individuals are unable to record and report on meetings where exempt or confidential business is being considered.

- o) To ensure consistency in terminology.
- p) To re-order the Standing Orders generally so that they are clearer and more easily understood.

2.4 The additional amendments agreed by Committee are as follows:

- a) To add clarification that a reasonable period of time should elapse before adjourning a meeting that is not quorate to enable Members to join the meeting.
- b) To add the ability for a Member to withdraw a question.
- c) To ensure that a written response to a question should be sent out as soon as reasonably practicable after the Council Meeting and in any event within ten days.
- d) To tidy up the remaining inconsistencies in terminology and formatting and address any further drafting points.

2.5 The proposed Council Procedure Rules at Appendix 2 have been updated to incorporate the amendments agreed by the Committee. For ease of comparison, a copy of the current Council Procedure Rules appear at Appendix 3 for information.

2.6 It is proposed that Council agrees the proposed Council Procedure Rules as set out in Appendix 2 to this report for inclusion in the Constitution. As set out in the legal implications section in Appendix 1, by reason of Rule 19.3 of the current Council Procedure Rules, the proposed amendments to the Council Procedure Rules could not be approved by Council at the first meeting on 2 February 2022 and was adjourned to this meeting of council.

3. Alternative Options Considered

3.1 Do nothing – this option is not appropriate as it will not ensure that the Council Procedure Rules are kept up to date and fit for purpose.

4. Implications

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

5. Consultation

5.1 Not applicable.

6. Background Papers

6.1 None identified.

7. Appendices

7.1 Appendix 1 – Implications.

7.2 Appendix 2 – Proposed Council Procedure Rules.

7.3 Appendix 3 – Current Council Procedure Rules.

8. Recommendations

That Council approves the Council Procedure Rules as set out in Appendix 2 to this report for inclusion in the Constitution.

9. Reasons for Recommendations

9.1 To ensure effective and efficient procedures at council meetings.

9.2 To comply with legislative requirements and ensure the Council's Constitution is kept up to date and fit for purpose.

Report Author: Helen Barrington

Contact details: helen.barrington@derbyshire.gov.uk

Implications

Financial

1.1 None.

Legal

- 2.1 The Council is required to prepare and keep up to date its Constitution as set out in Section 9P of the Local Government Act 2000 as amended. Approval by full Council of the recommendations in this report will enable the compliance with this duty.
- 2.2 Schedule 12 to the Local Government Act 1972 includes a number of statutory provisions the Council's Standing Orders must comply with:-
- the Council must hold an annual meeting. The annual meeting must be held between 8 and 21 days after the retirement of councillors in an election year, and in March to May in other years;
 - the Chairman can call an extraordinary meeting at any time. Any five members can requisition an extraordinary meeting if the Chairman fails to do so;
 - the quorum for a meeting is one quarter of the membership;
 - decisions are to be made by simple majority voting, with a casting vote to the Chairman;
 - the names of members at a meeting must be recorded; and
 - minutes must be recorded in a book and signed at the next suitable meeting.
- 2.3 Sections 20 of the Local Government and Housing Act 1989 empower the Secretary of State to make regulations requiring Councils to adopt certain procedural standing orders. The Secretary of State has exercised this power to make the:
- i. Local Authorities (Standing Orders) Regulations 1993, which require the adoption of standing orders concerning:-
 - (a) recorded votes; and
 - (b) the signing of minutes of an extraordinary meeting
 - ii. Local Authorities (Standing Orders) (England) Regulations 2000, which require the adoption of a standing order concerning recording of votes taken at a budget decision meeting.

- 2.4 The proposed Council Procedure Rules comply with these legislative requirements.
- 2.5 Article 22 of the Constitution makes it clear that changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Governance Ethics & Standards Committee. The changes were considered by Governance, Ethics and Standards Committee on 18 January 2002 and therefore this constitutional requirement is discharged.
- 2.6 The current version of the Council Procedure Rules include the following provision:

“19. *Suspension and Variation*

19.3 Any motion to add to, vary or revoke any Standing Order, shall, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council.”

As a result the proposed amendments to the Council Procedure Rules cannot be approved by Council at the first meeting and therefore was adjourned on 2 February 2022 for consideration at the next ordinary meeting.

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 None.

Corporate objectives and priorities for change

- 6.1 This report links to the Council Priority of ‘High Performing Value for Money and Resident Focused Services’. The changes proposed will enable efficient and effective functioning of Council meetings.

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

- 7.1 None.

Appendix 3 - Council Procedure Rules

STANDING ORDERS OF THE COUNTY COUNCIL

1. Annual Meeting

- 1.1 The Annual Meeting of Council will be held at 2.00 pm on the third or fourth Wednesday in May each year, as Council may decide.
- 1.2 The election of the Chairman of the Council shall be the first item of business at the Annual Meeting of Council.

2. General Meetings

- 2.1 Ordinary Council Meetings will take place in accordance with the programme of meetings decided at the Annual Meeting of Council. All meetings will be held at County Hall, Matlock, commencing at 2 pm or such other suitable time and venue agreed by the Chairman.
- 2.2 The Chairman may cancel a scheduled Council Meeting due to lack of business or in exceptional circumstances after consultation with the Leader of the Council and the Leader of the Main Minority Group.

3. Extraordinary meetings

- 3.1 An extraordinary Council Meeting may be called by:
 - (a) the Council by resolution;
 - (b) the Chairman at any time;
 - (c) the Head of Paid Service, Chief Finance Officer or Monitoring Officer; or
 - (d) any five members of council if they have signed a requisition presented to the Chairman and the Chairman has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.
- 3.2 The agenda for an extraordinary meeting will specify the matters that the meeting will deal with. Petitions and questions will be accepted only if they relate to the business for which the extraordinary meeting has been arranged.

4. Order of business at ordinary meetings

- 4.1 The order of business at the Council Meeting will be as follows:

- (a) If necessary, the appointment of a chair for the meeting in the absence of the Chairman of the Council
- (b) Apologies
- (c) Declarations of interests
- (d) Chairman's announcements
- (e) Minutes of the previous meeting
- (f) Presentations
- (g) Report of the Leader of the Council and Members' Questions on the report
- (h) Questions submitted by the public
- (i) Petitions
- (j) Reports of officers, with items for decision taken first and items for noting second
- (k) Questions submitted by Members
- (l) Motions

4.2 Business falling within items (e) to (l) may be varied:-

- (a) By the Chairman at their discretion; or
- (b) By a resolution duly moved and seconded which shall be put without discussion.

5. Quorum and Record of Attendances

5.1 If there are not at least 16 Members present, the Chairman will adjourn the meeting to a specified time and date. If there are fewer than 16 Members present the start time for the meeting specified in the Summons, the Chairman will allow a reasonable period of time to elapse to enable other Members to attend before adjourning the meeting.

5.2 The names of the Members present at the meeting shall be recorded.

6. Duration of Meeting

6.1 Unless the majority of Members present vote for the meeting to continue, any meeting that has lasted for three hours will adjourn without delay. Any remaining business will be considered at the next ordinary Council Meeting or an alternative date and time for a meeting will be arranged.

7. Minutes

- 7.1 No discussion will take place upon the minutes of the Council except upon their accuracy.
- 7.2 The Chairman will sign the minutes of the proceedings at the next suitable meeting.
- 7.3 Where in relation to any meeting of the Authority the next such meeting is a meeting called under paragraph 3 (Extra-Ordinary Meetings) of Schedule 12 of the Local Government Act 1972, the next following meeting of the Authority (being a meeting called otherwise than under that paragraph) shall be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) (Signing of Minutes) of that schedule.

8. Questions by Members on the Report of the Leader of the Council

- 8.1 A Member may ask the Leader of the Council a question directly arising from the content of the report.
- 8.2 A Member asking a question under this Standing Order may ask one supplementary question which must arise directly out of the original question or reply.

9. Questions by the Public

- 9.1 Members of the public who are on the register of electors, or are tax payers or non-domestic tax payers in the County of Derbyshire, may ask questions of Cabinet Members at ordinary Council Meetings.
- 9.2 A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Director of Legal and Democratic Services no later than 12 noon at least 10 working days before the Council Meeting (i.e. on a Wednesday 2 weeks before a Council meeting on a Wednesday). Late questions may be asked provided they relate to a report on the agenda and could not have been put before publication of the agenda and notice has been given by delivering it in writing or by electronic email to the Director of Legal and Democratic Services no later than 12 noon at least three working days before the Council Meeting (i.e. on a Friday when Council meets on the following Wednesday). The notice must give the name and address of the questioner and the name of the Cabinet Member to whom the question is to be put.

- 9.3 At any one Council Meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation.
- 9.4 The Director of Legal and Democratic Services may reject a question if it:
- exceeds 150 words in length;
 - is not about a matter for which the Council has a responsibility, or which affects Derbyshire;
 - asks Council to act in a way that is ultra vires (outside its powers), unlawful or illegal;
 - is defamatory, frivolous or offensive;
 - is substantially the same as a question which has been put at a Council Meeting in the past six months; or
 - requires the disclosure of confidential or exempt information.
- 9.5 Questions for which 10 working days' notice has been given and have not been rejected will be listed in the agenda in the order in which they were received. Questions will be asked in the order notice of them was received, except that the Chairman may group together similar questions.
- 9.6 The Chairman will invite the questioner to put the question to the Cabinet Member named in the notice. If the questioner who has submitted a written question is unable to be present, they may ask the Chairman to put the question on their behalf. In the absence of the questioner, the Chairman may ask the question on the questioner's behalf, indicate that a written reply will be given, or decide that the question will not be dealt with.
- 9.7 If the Cabinet Member to whom the question is asked is unable to be present, the Chairman may put the question to another Cabinet Member or indicate that a written reply will be given.
- 9.8 A questioner who has put a question in person may also put one supplementary question without notice to the Cabinet Member who has replied to their original question. A supplementary question must arise directly out of the original question or the reply and may be rejected by the Chairman on any of the grounds in Standing Order 9.4.
- 9.9 The maximum period of time for questions by the public at a Council Meeting shall be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end

of the time allocated for questions by the public will be answered in writing.

9.10 The Director of Legal and Democratic Services will keep a record, open to public inspection, of all public questions received and will immediately send a copy of the question to the Member to whom it is to be put. Rejected questions will include reasons for the rejection. Copies of all late questions that could not be listed in the agenda will be circulated to all Members and will be made available to the public attending the meeting. The Director of Legal and Democratic Services will be responsible for sending to the questioner a copy of the answer provided at the Council Meeting as soon as practicable after the meeting.

9.11 Where a written response is to be given to a question, the response shall be sent to the questioner as soon as reasonably practicable after the Council Meeting, but in any event within 10 days.

10. Petitions

10.1 Any petition signed by 100 or more members of the public and not received to be dealt with under a procedure regulated by law, shall be dealt with in accordance with the Council's Petition Scheme.

11. Questions by Members

11.1 After giving notice in writing or by electronic email to the Director of Legal and Democratic Services by 12 noon at least 10 working days before the Council Meeting (i.e. on a Wednesday 2 weeks before a Council meeting on a Wednesday), a Member may ask the Chairman, a Cabinet Member or the Chairman of any Committee or Sub-Committee a question on any matter in relation to which the Council has powers or duties or which directly affects Derbyshire.

11.2 A Member may ask the nominated representative of the Derbyshire Fire Authority a question on the discharge of the functions of the Authority. Notice in writing or by electronic email of any such questions must first be given to the Director of Legal and Democratic Services by 12 noon at least 10 working days before the Council Meeting (i.e. on a Wednesday 2 weeks before a Council meeting on a Wednesday).

11.3 The Director of Legal and Democratic Services may reject a question if it:

- exceeds 150 words in length;

- is not about a matter for which the Council has a responsibility, or which directly affects Derbyshire;
 - seeks to ask Council to act in a way that is ultra vires (outside its powers), unlawful or illegal;
 - is defamatory, frivolous or offensive;
 - is substantially the same as a question which has been put at a Council Meeting in the past six months; or
 - requires the disclosure of confidential or exempt information.
- 11.4 Questions for which notice has been given and have not been rejected will be listed in the agenda in the order in which they were received. Questions will be asked in the order notice of them was received, unless the Member who gave notice states in writing that they wish to withdraw it, except that the Chairman may group together similar questions.
- 11.5 If the Member who has submitted a written question is unable to be present, they may ask the Chairman to put the question on their behalf. In the absence of the questioner, the Chairman may ask the question on the questioner's behalf, indicate that a written reply will be given, or decide that the question will not be dealt with.
- 11.6 If the Member to whom the question is asked is not present at the meeting, the Chairman may put the question to another Cabinet Member or the Vice-Chairman of any Committee or Sub-Committee as appropriate or indicate that a written reply will be given.
- 11.7 An answer may take the form of:
- (a) a direct oral answer;
 - (b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
 - (c) where the reply cannot conveniently be given orally, a written answer circulated later to the questions.
- 11.8 A Member asking a question under this Standing Order may ask one supplementary question without notice to the Member to whom the first question was asked. The supplementary question must arise directly out of the original question or the reply and may be rejected by the Chairman on any of the grounds in Standing Order 11.3.
- 11.9 The time allocated for questions by Members at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by Members will be answered in writing.

- 11.10 Where a written response is to be given to a question, the response shall be sent to the questioner as soon as reasonably practicable after the Council Meeting, but in any event within 10 days.
12. **Reference of Question to the Council, Cabinet or a Committee**
- 12.1 Unless the Chairman decides otherwise, no discussion will take place on any question, but any Member may move that a matter raised by a question be referred to the Cabinet or the appropriate Committee or Sub-Committee. Once seconded, such a motion will be voted upon without discussion.
13. **Notice of Motion**
- 13.1 Notice of a motion shall be given in writing or by electronic mail by the Member to the Director of Legal and Democratic Services by 12 noon at least 10 working days before the Council Meeting (i.e. on a Wednesday 2 weeks before a Council meetings a Wednesday). The Director of Legal and Democratic Services will record the date of receipt in a book which shall be open to inspection by any person.
- 13.2 The Director of Legal and Democratic Services may reject a motion if it:
- is not about a matter for which the Council has a responsibility, or which directly affects Derbyshire;
 - seeks to require Council to make a decision that is ultra vires (outside its powers), unlawful or illegal;
 - is defamatory, frivolous or offensive; or
 - is substantially the same as a motion which has been put at a Council Meeting in the past six months.
- 13.3 A Member may submit a maximum of one notice of motion at a Council Meeting.
- 13.4 Motions for which notice has been given and have not been rejected will be listed in the agenda in the order in which they were received unless the Member who gave notice states in writing that they wish to withdraw it prior to the publication of the agenda.
14. **Motions not requiring notice to be given**
- 14.1 Notice shall not be required for the following Motions:
- (a) to appoint a chair of the meeting at which the motion is moved;
 - (b) in relation to the accuracy of the minutes;

- (c) to change the order of business in the agenda;
- (d) to refer a matter to an appropriate body or individual;
- (e) to appoint the Chairman, Civic Chairman and Vice Civic Chairman for the year, the Leader of the Council, to Committees and Sub-Committees or outside bodies arising from an item on the summons for the meeting;
- (f) to receive reports or adoption of recommendations of Cabinet, Committees or officers and any resolutions arising from them;
- (g) to withdraw a motion;
- (h) to amend a motion;
- (i) to proceed to the next business;
- (j) that the question be now put;
- (k) to adjourn a debate;
- (l) to adjourn a meeting;
- (m) that the meeting continue beyond three hours;
- (n) to suspend a particular Council Procedure Rule;
- (o) to exclude the public and press;
- (p) that a named Member should not be heard further;
- (q) that a named Member should be excluded from the meeting; and
- (q) to give the consent of the council where its consent is required by the constitution.

15. Rules of Debate

- 15.1 Members shall stand when speaking and address the Chairman, unless the Chairman otherwise directs.
- 15.2 Whenever the Chairman rises, any member then standing shall sit and the Council shall be silent.
- 15.3 If two or more Members wish to speak the Chairman shall call one, ordinarily giving the other(s) a later opportunity to speak.
- 15.4 No speech may exceed 10 minutes except with the consent of the Chairman.
- 15.5 A Member may rise on a point of order, or in personal explanation, and shall be entitled to be heard. A point of order shall relate only to an alleged breach of a Standing Order or statutory provision which the Member will specify. A personal explanation shall be confined to a relevant earlier statement which has been misunderstood.
- 15.6 A motion or amendment shall not be discussed unless it has been proposed and seconded.

- 15.7 Where a Member has given notice of a motion but does not propose the motion at the Council Meeting, the motion will be treated as withdrawn.
- 15.8 A Member may alter a motion of which they have given notice with the consent of the Council. The consent of Council will be signified without discussion.
- 15.9 A Member may alter or withdraw a motion they have proposed with the consent of their seconder and the Council. The consent of Council will be signified without discussion.
- 15.10 Only alterations which could be made as an amendment to the motion can be made.
- 15.11 An amendment must be relevant to the motion and can either be to:
- i) refer a matter to the Cabinet or a Committee; or
 - ii) insert, add, alter or leave out words.
- An amendment must not:
- i) negate or be negative to the motion, or
 - ii) seek to introduce into the motion a new issue.
- 15.12 When a motion is under debate no other motion shall be moved except one of the motions specified in Standing Order 14.1.
- 15.13 A further amendment shall not be moved while an amendment is being considered.
- 15.14 The mover of the motion has a right of reply at the close of the debate on the motion or on any amendment. The mover of an amendment has the final right to reply at the close of the debate on the amendment. Any other Member may only speak a second time in a debate under Standing Order 15.5 or with the permission of the Chairman.
- 15.15 If an amendment is not carried, other amendments to the original motion may be moved.
- 15.16 If an amendment is carried, the motion as amended becomes the substantive motion to which any further amendments may be moved.
- 15.17 The ruling of the Chairman under this Standing Order shall not be open to discussion.

16. Closure Motions

- 16.1 At the conclusion of a speech of a Member, another Member may move that the question be now put or the meeting or debate be adjourned. If such closure motion is seconded, and the Chairman does not rule that the matter should be discussed further on that occasion, the Chairman shall put to the vote the closure motion. In the case of a debate closed by a motion that the question be now put the right of reply of the mover of the original motion or amendment under Standing Order 15.14 will then be exercisable.

17. Budget Motions

- 17.1 No motion or amendment to propose a precept shall be considered unless it contains sufficient detail within it to justify the precept. In determining whether or not a particular motion or amendment is in order the Chairman shall have regard to:
- i) advice of relevant officers;
 - ii) information available within the motion or amendment concerning proposed reductions or increases in service estimates, or proposed measures which would reduce expenditure or increase income, or the government grant implications of the level of expenditure proposed; and
 - iii) any other relevant matter.

18. Voting

- 18.1 When a vote is to be taken the Chairman shall call for Members to use the electronic voting and vote recording system, or a show of hands or, if five Members stand, a recorded vote. If there is a recorded vote a record of those voting for and against will be kept and any Member present but not declaring their vote shall be recorded as abstaining.
- 18.2 Where immediately after a vote is taken at a meeting of a relevant body, if any Member of that body so requires, there shall be recorded in the minutes of the proceedings of that meeting whether that person cast their vote for the question or against the question or whether they abstained from voting.

In this paragraph "relevant body" means the authority, the Cabinet, a Committee or Sub-Committee of the Authority or a relevant joint committee or sub-committee of such a body.

- 18.3 Immediately after any vote on any decision relating to the making of the calculation or the issuing of the precept is taken at a budget decision meeting there must be recorded in the minutes the names of the persons who cast votes for the decision or against the decision or who abstained from voting.
- 18.4 Where three or more persons are nominated for any position and there is not a majority in favour of any one person, the person having the least number of votes shall be disregarded and a fresh vote taken and so on until there is a majority in favour of one person.
- 18.5 If there are equal numbers of votes for or against, the Chairman will have a second or casting vote. There will be no restriction on how the Chairman chooses to exercise a casting vote.
19. **Interests**
- 19.1 Where any business of the meeting relates to or is likely to relate to:
- (a) a Disclosable Pecuniary Interest as described in the Code of Conduct for Members;
 - (b) a Personal Interest as described in the Code of Conduct for Members; or
 - (c) any Other Interest as described in the Code of Conduct for Members.
- held by a Member, the Member must, at the commencement of the consideration of that item of business, or as soon as the interest becomes apparent, disclose to the meeting the existence and nature of that interest.
- 19.2 Where a Member discloses an interest, and that interest is a Disclosable Pecuniary Interest, the Member must withdraw from the meeting room where the item of business is being discussed and, unless the Member has been granted a dispensation by the Monitoring Officer or Governance, Ethics and Standards Committee, they may not:
- (a) participate in any discussion of the matter at the meeting
 - (b) vote on the matter at the meeting
 - (c) continue to deal with that matter.
- 19.3 Disclosures of interests will be recorded in the minutes of the meeting.

20. **Disorderly Conduct**

- 20.1 If at a meeting any Member commits misconduct by persistently disregarding the ruling of the Chairman, by behaving irregularly, improperly or offensively or by willfully obstructing the business of the Council, the Chairman or any other Member may move "that the Member named be not further heard" and the motion, if seconded, shall be put and determined without discussion.
- 20.2 If misconduct by the Member continues the Chairman shall move that the Member named shall be excluded from the meeting and the motion, if seconded, shall be put and determined without discussion.
- 20.3 If a member of the public interrupts the proceedings at any meeting the Chairman shall warn the person. If the interruption continues the Chairman shall order the person's removal from the meeting. In the case of a general disturbance in any part of a meeting open to the public, the Chairman shall order that part to be cleared.
- 20.4 The Chairman may, in the event of a disturbance interfering with the orderly dispatch of business, adjourn or suspend a meeting for such period as the Chairman considers appropriate.

21. **Recording and reporting on meetings**

- 21.1 Members of the public may record and report on meetings which members of the public are allowed to attend. However, oral reporting or oral commentary during meetings is not permitted as this would be disruptive to the good order of the meeting and such conduct would be considered to be disorderly in accordance with Standing Order 20. Where the public are excluded from a meeting, persons present shall not report on the meeting using any means for enabling persons not present to see, hear or receive commentary on proceedings (including filming, photography, audio recording or oral/written commentary) unless the meeting resolves that such reporting can take place.

22. **Committees**

- 22.1 When appointing a Committee, the Council may also appoint the Chairman and Vice- Chairman, who in each case must be a Member.
- 22.2 A **substitute** Member may take the place of a Member who is unable to attend a meeting of one of the Committees or Sub-Committees. For each of the Committees and Sub-Committees for

the Council, where a member of a Committee is listed as a member of a political group for the purposes of allocating Committee seats, all other eligible members of that political group properly notified to the proper officer who are not appointed members of that Committee or Sub-Committee are appointed as substitute members, save that Cabinet Members cannot be appointed as substitute members of an Improvement and Scrutiny Committee, Audit Committee or Regulatory Planning Committee.

- 22.3 Such substitute Member, once named by a member of the absent Member's political group, will be accepted onto the Committee with power to speak and vote.
- 22.4 The substitute Member shall announce at the start of the meeting which member they are substituting for.
- 22.5 No Member may serve as a substitute on the:
- a) Regulatory Planning Committee unless they have undertaken training in accordance with the Code of Good Planning Practice and as may otherwise be required by the Director of Legal & Democratic Services; or
 - b) Pensions and Investments Committee unless they have undertaken training in line with the Fund's Training Policy.
- 22.6 The **quorum** of a Committee or Sub-Committee shall be one quarter of the whole number of Members, or two, whichever is the greater number. If a Committee or Sub-Committee is not quorate, the Chairman will adjourn the meeting to a specified time and date. Where the Committee or Sub-Committee is not quorate at the start time for the meeting specified in the Summons, the Chairman will allow a reasonable period of time to elapse to enable other members of the committee to attend before adjourning the meeting.
- 22.7 The Chairman of a Committee may call a **special meeting** at any time. A quarter of the Members of a Committee may require the Director of Legal and Democratic Services to call a special meeting. The requisition must be in writing or by electronic mail setting out the business to be considered. The special meeting will only consider the business so set out. All meetings of Committees shall be summoned by the Director of Legal and Democratic Services.
- 22.8 **Information** - A copy of the agenda of every meeting of a Council Committee together with the index of reports of Executive Directors and Directors shall be sent to every Member, in accordance with the Access to Information Rules.

- 22.9 **Local Members** - With the consent of the Chairman, a Member whose electoral division is directly affected by a matter or who has special knowledge which is relevant, may attend any Committee and may speak (but not vote) on any particular matter.
- 22.10 **Requests from Members** - The agenda for any Committee shall include consideration of any item requested by a member of the Committee, subject to the Director of Legal and Democratic Services receiving notice in writing or by electronic mail at least 10 working days before the date of the meeting.
23. **Application of Standing Orders**
- 23.1 Standing Orders 7 (Minutes), 18 (Voting), 19 (Interests), 20 (Disorderly Conduct), 21 (Recording and Reporting on meetings), 22 (Committees) and 25 (Interpretation) shall apply to meetings of Committees with any necessary adaptation.
24. **Suspension and Variation**
- 24.1 Subject to Standing Order 24.2 any of the preceding Standing Orders may be suspended so far as regards any business of the meeting where suspension is moved.
- 24.2 A motion to suspend Standing Orders shall not be moved without notice unless at least one half of the whole number of the Members of the Council are present.
- 24.3 Any motion to add to, vary or revoke any Standing Order, shall, when proposed and seconded, stand adjourned without discussion to the next ordinary Council Meeting.
25. **Interpretation**
- 25.1 The ruling of the Chairman as to the application and meaning of any Standing Order shall not be challenged.

Appendix 3 - Council Procedure Rules

STANDING ORDERS OF THE COUNTY COUNCIL

1. Annual Meetings
2. General Meetings
3. Quorum
4. Order of Business
5. Minutes
6. Motions Requiring Notice
7. Motions Not Requiring Notice
8. Questions by Members
9. Questions by Members on the Report from Cabinet
10. Questions by the Public
11. Rules of Debate
12. Closure Motions and Budget Motions
13. Voting
14. Interests
15. Disorderly Conduct
16. Petitions
17. Committees
18. Canvassing
19. Suspension and Variation
20. Interpretation

1. The Annual Meeting of Council will be held at 2.00 pm on the third or fourth Wednesday in May each year, as Council may decide.
2. **General meetings** of the Council will take place in accordance with the programme of meetings decided at the Council's Annual Meeting. All meetings will be held at County Hall, Matlock, commencing at 2 pm.
 - 2.1 Members of the public may record and report on meetings which members of the public are allowed to attend. However, oral reporting or oral commentary during meetings is not permitted as this would be disruptive to the good order of the meeting and such conduct would be considered to be disorderly in accordance with Clause 15.
 - 2.2 The Chairman may cancel a scheduled meeting of the Council due to lack of business or in exceptional circumstances after consultation with the Leader of the Council and the Leader of the Main Minority Group.
3. **Quorum** If there are not at least 16 Members present, the Chairman will adjourn the meeting to a specified time and date.
4. The **order of business** at the Council will be as follows:
 - (a) If necessary, the appointment of the Chairman
 - (b) Apologies
 - (c) Declarations of interests
 - (d) Chairman's announcements
 - (e) Minutes of the previous meeting
 - (f) Report of the Leader of the Council and Members' Questions
 - (g) Questions submitted by the public
 - (h) Petitions
 - (i) Questions submitted by Members
 - (j) Reports of officers
 - (k) Presentations
 - (l) Motions
- 4.1 Unless the majority of Members present vote for the meeting to continue, any meeting that has lasted for three hours will adjourn without delay. Any remaining business will be considered at the next ordinary meeting of the Council or an alternative date and time for a meeting will be arranged.
5. No discussion will take place upon the **minutes** of the Council except upon their accuracy.

- 5.1 The Chairman will sign the **Minutes** of the proceedings at the next suitable meeting.
- 5.2 Where in relation to any meeting of the Authority the next such meeting is a meeting called under paragraph 3 (Extra-Ordinary Meetings) of Schedule 12 of the Local Government Act 1972, the next following meeting of the Authority (being a meeting called otherwise than under that paragraph) shall be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) (Signing of Minutes) of that schedule.
6. **Notice of a motion** shall be given in writing or by email by the Member to the Director of Legal and Democratic Services by 12 noon at least 10 working days before the meeting of the Council. The Director of Legal and Democratic Services will record the date of receipt in a book which shall be open to inspection by any person.
- 6.1 Motions for which notice has been given will be listed in the agenda in the order in which they were received unless the Member who gave notice states in writing that they wish to withdraw it.
- 6.2 Motions must be about matters for which the Council has responsibility or which affect its area.
7. **Notice** shall not be required for Motions
- (a) Concerning the appointment of the Chairman of the County Council, Civic Chairman of Derbyshire County Council and Vice Civic Chairman of Derbyshire County Council for the year at the meeting, the accuracy of minutes of the Council, the order of business, or
 - (b) Proposing appointments, or references to decision-making bodies, receipt of minutes and approval of any recommendations, amendments to motions, leave to withdraw motions, adjourning the meeting or exclusion of the public, or
 - (c) Under Standing Orders 12 (closure of debate), 15 (that a named member be not further heard) or 19 (suspension of Standing Orders).
8. **Questions by Members**
- 8.1 After giving written notice to the Director of Legal and Democratic Services by 12 noon on the Friday before the Council Meeting, a Member of the Council may ask the Chairman, a member of the Executive or the Chairman of any Committee or Sub-Committee a question on any matter

in relation to which the Council has powers or duties or which affects Derbyshire.

- 8.2 If the Member of the Council who has submitted a written question is unable to be present, he/she may ask the Chairman to put the question on his/her behalf. In the absence of the questioner, the Chairman may ask the question on the questioner's behalf, indicate that a written reply will be given, or decide that the question will not be dealt with.
- 8.3 An answer may take the form of:
- (a) a direct oral answer;
 - (b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
 - (c) Where the reply cannot conveniently be given orally, a written answer circulated later to the questions
- 8.4 A Member asking a question under this Standing Order may ask one supplementary question without notice of the Member to whom the first question was asked. The supplementary question must arise directly out of the original question or the reply.
- 8.5 A Member may ask the nominated representative of the Derbyshire Fire Authority a question on the discharge of the functions of the Authority. Written notice of any such questions must first be given to the Director of Legal and Democratic Services by 12noon on the Friday before the Council meeting.
- 8.6 The Director of Legal and Democratic Services may reject a question if it:
- Exceeds 200 words in length;
 - is not about a matter for which the Council has a responsibility, or which affects Derbyshire;
 - is defamatory, frivolous or offensive;
 - is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
 - requires the disclosure of confidential or exempt information.

9A. Questions by Members on the Report of the Leader of the Council

- (a) A Member of the Council may ask the Leader of the Council a question directly arising from the report.
- (b) A Member asking a question under this Standing Order may ask one supplementary question which must arise directly out of the original question or reply.

10. Questions by the Public

General

- 10.1 Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of members of the Cabinet at ordinary meetings of the Council. The maximum period of time for questions by the public at a Council Meeting shall be 30 minutes.

Order of Questions

- 10.2 Questions will be asked in the order notice of them was received, except that the Chairman may group together similar questions.

Notice of Questions

- 10.3 A question may only be asked if notice has been given by delivering it in writing email to the Director of Legal and Democratic Services no later than 12noon three working days before the Council Meeting (ie on a Friday when Council meets on the following Wednesday). The notice must give the name and address of the questioner and the name of the Cabinet Member of the Council to whom the question is to be put.

Number of Questions

- 10.4 At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation.

Scope of Questions

- 10.5 The Director of Legal and Democratic Services may reject a question if it:
 - Exceeds 200 words in length;

- is not about a matter for which the Council has a responsibility, or which affects Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
- requires the disclosure of confidential or exempt information.

Asking the Question at the Meeting

- 10.6 The Chairman will invite the questioner to put the question to the member named in the notice. If the questioner who has submitted a written question is unable to be present, he/she may ask the Chairman to put the question on his/her behalf. In the absence of the questioner, the Chairman may ask the question on the questioner's behalf, indicate that a written reply will be given, or decide that the question will not be dealt with.

Supplementary Question

- 10.7 A questioner who has put a question in person may also put one supplementary question without notice to the Cabinet Member who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds in Standing Order 10.5 above.

Written Answers

- 10.8 The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the Cabinet Member to whom it was to be put, will be dealt with by a written answer.

Reference of Question to the Council Cabinet or a Committee

- 10.9 Unless the Chairman decides otherwise, no discussion will take place on any question, but any Member may move that a matter raised by a question be referred to the Cabinet or the appropriate Committee or Sub-

Committee. Once seconded, such a motion will be voted upon without discussion.

Record of Questions

- 10.10 The Director of Legal and Democratic Services will keep a record, open to public inspection, of all public questions received and will immediately send a copy of the question to the Member to whom it is to be put. Rejected questions will include reasons for the rejection. Copies of all questions will be circulated to all Members and will be made available to the public attending the meeting. The Director of Legal and Democratic Services will be responsible for sending to the questioner a copy of the answer provided at the Council Meeting as soon as practicable after the Council Meeting.

11. Rules of Debate

- 11.1 Members shall stand when speaking and address the Chairman.
- 11.2 Whenever the Chairman rises, any member then standing shall sit and the Council shall be silent.
- 11.3 If two or more Members wish to speak the Chairman shall call one, ordinarily giving the other(s) a later opportunity to speak.
- 11.4 A motion or amendment shall not be discussed unless it has been proposed and seconded.
- 11.5 The proposer of a motion with the consent of the Council may alter the motion.
- 11.6 When a motion is under debate no other motion shall be moved except one of the motions specified in Standing Order 7.
- 11.7 No speech may exceed 10 minutes except with the consent of the Chairman.
- 11.8 A Member may rise on a point of order, or in personal explanation, and shall be entitled to be heard. A point of order shall relate only to an alleged breach of a Standing Order or statutory provision which the Member will specify. A personal explanation shall be confined to a relevant earlier statement which has been misunderstood.
- 11.9 The mover of the motion has a right of reply at the close of the debate on the motion or on any amendment. Any other Member may only speak a

second time in a debate under Standing Order 11.8 or with the permission of the Chairman.

11.10 An amendment shall be relevant to the motion and shall not merely negate or be negative to it:

- i) it shall be either to refer a matter to the Cabinet or a committee; or
- ii) to insert, add, alter or leave out words in or from the motion. A further amendment shall not be moved while an amendment is being considered.

11.11 The ruling of the Chairman under this Standing Order shall not be open to discussion.

12. Closure Motions and Budget Motions

12.1 At the conclusion of a speech of a Member, another Member may move that the question be now put or the meeting or debate be adjourned. If such closure motion is seconded, and the Chairman does not rule that the matter should be discussed further on that occasion, the Chairman shall put to the vote the closure motion. In the case of a debate closed by a motion that the question be now put the right of reply of the mover of the original motion will then be exercisable.

12.2 No motion or amendment to propose a precept shall be considered unless it contains sufficient detail within it to justify the precept moved. In determining whether or not a particular motion or amendment is in order the Chairman shall have regard to:

- i) advice of relevant officers;
- ii) information available within the motion or amendment concerning proposed reductions or increases in service estimates, or proposed measures which would reduce expenditure or increase income, or the government grant implications of the level of expenditure proposed; and
- iii) any other relevant matter.

13. Voting

13.1 When a vote is to be taken the Chairman shall call for a show of hands or if five Members stand a recorded vote. If there is a recorded vote a record of those voting for and against will be kept and any Member present but not declaring their vote shall be recorded as abstaining.

- 13.2 Where immediately after a vote is taken at a meeting of a relevant body, if any Member of that body so requires, there shall be recorded in the minutes of the proceedings of that meeting whether that person cast his or her vote for the question or against the question or whether he or she abstained from voting.

In this paragraph "relevant body" means the authority, the Cabinet, a committee or sub-committee of the Authority or a relevant joint committee or sub-committee of such a body.

- 13.3 Immediately after any vote on any decision relating to the making of the calculation or the issuing of the precept is taken at a budget decision meeting there must be recorded in the minutes the names of the persons who cast votes for the decision or against the decision or who abstained from voting.
- 13.4 Where three or more persons are nominated for any position and there is not a majority in favour of any one person, the person having the least number of votes shall be disregarded and a fresh vote taken and so on until there is a majority in favour of one person.
- 13.5 If there are equal numbers of votes for or against, the Chairman will have a second or casting vote. There will be no restriction on how the Chairman chooses to exercise a casting vote.

14. Interests

- 14.1 Where any business of the meeting relates to or is likely to relate to:
- (a) a Disclosable Pecuniary Interest as described at paragraph 4(1) of the Code of Conduct for Members;
 - (b) a Personal Interest as described at paragraph 4(2) of the Code of Conduct for Members; or
 - (c) any Other Interest as described at paragraph 4(3) of the Code of Conduct for Members.

held by a Member, the Member must, at the commencement of the consideration of that item of business, or as soon as the interest becomes apparent, disclose to the meeting the existence and nature of that interest.

- 14.2 Where a Member discloses an interest, and that interest is a Disclosable Pecuniary Interest, the Member must withdraw from the meeting room where the item of business is being discussed and, unless the Member

has been granted a dispensation by the Governance, Ethics and Standards Committee, he or she may not:

- (a) participate in any discussion of the matter at the meeting
- (b) vote on the matter at the meeting
- (c) continue to deal with that matter

14.3 Disclosures of interests will be recorded in the minutes of the meeting.

15. **Disorderly Conduct**

15.1 If at a meeting any Member of the Council commits misconduct by persistently disregarding the ruling of the Chairman, by behaving irregularly, improperly or offensively or by wilfully obstructing the business of the Council, the Chairman or any other Member may move "that the Member named be not further heard" and the motion, if seconded, shall be put and determined without discussion.

15.2 If misconduct by the Member continues the Chairman shall move that the Member named shall be excluded from the meeting and the motion, if seconded, shall be put and determined without discussion.

15.3 If a member of the public interrupts the proceedings at any meeting the Chairman shall warn the person. If the interruption continues the Chairman shall order the person's removal from the meeting. In the case of a general disturbance in any part of a meeting open to the public, the Chairman shall order that part to be cleared.

15.4 The Chairman may, in the event of a disturbance interfering with the orderly dispatch of business, adjourn or suspend a meeting for such period as the Chairman considers appropriate.

16. **Petitions**

16.1 Any **petition** signed by 100 or more members of the public and not received to be dealt with under a procedure regulated by law, shall be dealt with in accordance with the Council's Petition Scheme (Appendix 2).

17. **Committees**

17.1 When **appointing** a committee the Council may also appoint the Chairman and Vice- Chairman, who in each case must be a Member of the Council.

- 17.2 A **substitute** Member may take the place of a Member who is unable to attend a meeting of one of the Committees or Sub-Committees. Such substitute Member, once named by a member of the absent Member's political group, will be accepted onto the Committee with power to speak and vote
- 17.3 The **quorum** of a committee or sub-committee shall be one quarter of the whole number of Members, or two, whichever is the greater number;
- 17.4 **Meetings** - The Chairman of a committee may call a special meeting at any time. A quarter of the Members of a committee may require the Director of Legal and Democratic Services to call a special meeting. The requisition must be in writing setting out the business to be considered. The special meeting will only consider the business so set out. All meetings of committees shall be summoned by the Director of Legal and Democratic Services.
- 17.5 **Information** - A copy of the agenda of every meeting of a Council, committee together with the index of reports of Executive Directors and Directors shall be sent to every Member of the Council, in accordance with the Access to Information Rules (Appendix 6).
- 17.6 **Local Members** - With the consent of the Chairman, a Member whose electoral division is directly affected by a matter or who has special knowledge which is relevant, may attend any committee and may speak (but not vote) on any particular matter.
- 17.7 **Requests from Members** - The agenda for any committee shall include consideration of any item requested by a member of the committee, subject to the Director of Legal and Democratic Services receiving written notice at least 10 working days before the date of the meeting.
- 17.8 **Application of Standing Orders** - Standing Orders 2 (general meetings) 13 (voting), 15 (disorderly conduct) and 20 (interpretation) shall apply to meetings of Committees with any necessary adaptation.
18. **Canvassing** - A Member of the Council shall not solicit for any person any appointment within the Council but this shall not preclude a Member from giving a written reference for a candidate for a post.
19. **Suspension and Variation**
- 19.1 Subject to paragraph 2 of this Standing Order any of the preceding Standing Orders may be suspended so far as regards any business of the meeting where suspension is moved.

- 19.2 A motion to suspend Standing Orders shall not be moved without notice unless at least one half of the whole number of the Members of the Council are present.
- 19.3 Any motion to add to, vary or revoke any Standing Order, shall, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council.
20. **Interpretation** The ruling of the Chairman as to the application and meaning of any Standing Order shall not be challenged at any meeting of the Council.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

Report of the Director of Legal and Democratic Services

Minor Change to the Constitution: Trading Standards – Legislation Update

1. Purpose

- 1.1 To notify Council of minor amendments made to the Constitution to update the list of legislation under which the Council's Trading Standards Service can take enforcement action.

2. Information and Analysis

- 2.1 It is a statutory requirement under section 9P of the Local Government Act 2000 for the Council to maintain and keep its Constitution up to date. For the Constitution to remain up to date the list of legislation under which the Council's Trading Standards Service can take enforcement action needs to be regularly updated.
- 2.2 On 5 January 2022, the Director of Legal and Democratic Services under delegated authority from Cabinet agreed to update the existing list of legislation for Trading Standards enforcement and under delegated authority from Council agreed to include that updated list of legislation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions.
- 2.2 A copy of the report which was approved by the Director of Legal and Democratic Services is attached at Appendix B with the updated list of legislation attached at Appendix 2 to that report.
- 2.3 The delegation to the Director of Legal Services requires any agreed amendment to be reported retrospectively to the Governance, Ethics

and Standards Committee and full Council for noting. The amendment was reported to the Governance, Ethics and Standards Committee on 3rd March 2022 and the Committee also referred the amendment to full Council for noting.

3. Consultation

3.1 Not applicable

4. Alternative Options Considered

4.1 The decision has been made by the Monitoring Officer and Director of Legal Services. Council is asked to note the decision. Therefore, there are no appropriate alternatives to consider. Alternatives were considered in the making of the decision as outlined in the report attached at Appendix B.

5. Implications

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

6. Background Papers

6.1 None identified

7. Appendices

7.1 Appendix A – Implications.

7.2 Appendix B – Report to the Monitoring Officer and Director of Legal and Democratic Services with Appendices 1 and 2.

8. Recommendation

That Council notes the decision made by the Director of Legal Services to amend the Constitution to include the updated list of legislation to enable the Trading Standards Service to undertake necessary enforcement action.

9. Reasons for Recommendation

9.1 To comply with the provisions of the Constitution

Report Author:
Elizabeth Wild

Contact details:
Elizabeth.wild@derbyshire.gov.uk

Implications

Financial

1.1 None

Legal

2.1 As outlined in the report.

Human Resources

3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 None

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

7.1 None

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

**REPORT TO THE MONITORING OFFICER AND DIRECTOR OF LEGAL
AND DEMOCRATIC SERVICES**

4th January 2022

Report of the Principal Solicitor

**Minor change to the Constitution: Trading Standards – Legislation
Update**

1. Divisions Affected

1.1 County- wide

2. Key Decision

2.1 This is not a key decision

3. Purpose

3.1 To seek approval to updated the list of enforcement legislation for trading standards enforcement for inclusion in the Constitution.

4. Information and Analysis

4.1 The Trading Standards Service subscribes to a vetted facility which provides an updated list of legislation on a six-monthly basis. A new and updated list has recently been provided and it is proposed that this update replaces the list currently included at Appendix A to Appendix 1 – Responsibility for Functions of the Council's Constitution.

4.2 Due to the regularity of the updates the updating of the list of legislation, on 14 October 2021, Cabinet agreed to delegate authority to the Director of Legal and Democratic Services to update the Constitution as

necessary and in response to changes in relevant legislation regarding Trading Standards enforcement or administration and, in particular, to update the list of legislation attached at Appendix A to Appendix 1 of the Constitution – Responsibility for Functions, as necessary.

- 4.3 In accordance with paragraph 2 of Article 22 of the Constitution – Review and Revision of the Constitution, the Monitoring Officer is authorised to make changes to the Constitution which:
- amount to legal or technical amendments that do not materially affect the Constitution; or
 - are required to be made so as to put into effect any decision of the Cabinet, Cabinet Member, Committee, sub-Committee or Officer exercising delegated powers
- 4.4 Delegation 18 to the Director of Legal and Democratic Services also authorises the Director of Legal and Democratic Services to undertake any revisions or amendments to the constitution required as a consequence of amendments or variations to legislation or the implementation of new legislation.
- 4.5 Any such amendments must be reported retrospectively to the Governance, Ethics and Standards Committee and to Full Council for noting.

5. Consultation

- 5.1 Not applicable

6. Alternative Options Considered

- 6.1 Not to approve the updated list and include it within the Constitution. If the updated list of legislation is not included within the Constitution, then the Council's Trading Standards Service would not have the authorisation to undertake its statutory duties in relation to the whole range of consumer protection legislation. This would create a situation where the trading Standards Service was unable to exercise powers under the legislation, could not undertake enquiries or investigation into non-compliance and fail to take formal action, including prosecution against rogue businesses. Such a situation would create unacceptable risks to Derbyshire consumers and legitimate Derbyshire businesses.

7. Implications

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

8. Background Papers

8.1 None identified

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Updated list of legislation

10. Recommendation(s)

That the Monitoring Officer and Director of Legal and Democratic Services agrees to:

- a) update the existing list of legislation within the Council's Constitution as set out in Appendix 2;
- b) include this updated list of legislation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions;
- c) report the amendment to the Governance, Ethics and Standards Committee and full Council for noting.

11. Reasons for Recommendation(s)

11.1 To ensure that the relevant part of the Council's Constitution remains accurate and current.

11.2 To enable the County Council to meet its statutory duties and to enable the Council's Trading Standards Service to protect residents and businesses under various pieces of criminal and/or civil legislation.

12. Is it necessary to waive the call in period?

12.1 No

Report Author: Elizabeth Wild – Principal Solicitor

Contact details: Elizabeth.wild@derbyshire.gov.uk

Implications

Financial

- 1.1 There are no significant implications for the Council as this does not involve any expenditure or budgetary changes.

Legal

- 2.1 As described within the report.

Human Resources

- 3.1 This is an administrative decision and as such, there are no Human Resources implications

Information Technology

- 4.1 This is an administrative decision and as such, there are no Information Technology implications

Equalities Impact

- 5.1 This is an administrative decision and as such, there are no equalities implications

Corporate objectives and priorities for change

- 6.1 The Council Plan includes specific priorities linked to Trading standards work. These cover the protection of vulnerable residents susceptible to scams and fraud, and the support for local businesses due to the EU exit process. There would be implications for progress against these priorities if associated enforcement to this work were hampered due to the lack of authorisation to Trading Standards staff.
- 6.2 This also links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None

List of Legislation as at 31 October 2021

Part 1

Authorisation for officers enforcing legislation generally.

Agriculture (Miscellaneous Provisions) Act 1968
Air Quality (Domestic Solid Fuels Standards)(England) Regulations 2020
Animal Health Act 1981
Animal Welfare Act 2006
Animals Act 1971
Anti-social Behaviour Act 2003
Birmingham Commonwealth Games Act 2020
Botulinum Toxin and Cosmetic Fillers (Children) Act 2021
Brucellosis (England) Order 2015
Cancer Act 1939
Children and Families Act 2014
Children and Young Persons (Protection from Tobacco) Act 1991
Children and Young Persons Act 1933
Clean Air Act 1993 – Motor Fuel (Composition and Content), and Biofuel Labelling Regulations.
Companies Act 2006
Consumer Credit Act 1974
Consumer Protection Act 1987
Consumer Rights Act 2015
Copyright, Designs and Patents Act 1988
Criminal Justice Act 1988
Criminal Justice and Police Act 2001
Customs & Excise Management Act 1979
Education Reform Act 1988
Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015
Enterprise Act 2002
Environmental Protection (Microbeads)(England) Regulations 2017
Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020
Estate Agents Act 1979
European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty:
 Advanced Television Services Regulations 2003
 African Horse Sickness (England) Regulations 2012
 Animal By-Products(Enforcement)(England) Regulations 2013
 Avian influenza (Preventative Measures)(England) Regulations 2006
 Avian Influenza (Vaccination)(England) Regulations 2006
 Beef and Veal Labelling Regulations 2010
 Biofuel Labelling Regulations 2004

Bluetongue Regulations 2008
Business Protection from Misleading Marketing Regulations 2008
Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008
Cattle Identification Regulations 2007
Construction Products Regulations 2013
Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013
Consumer Protection from Unfair Trading Regulations 2008
Consumer Rights (Payment Surcharges) Regulations 2012
Cosmetic Products Enforcement Regulations 2013 and the EU Cosmetic Products Regulation 1223/2009
Crystal Glass (Descriptions) Regulations 1973
Detergents Regulations 2010
Diseases of Swine Regulations 2014
EC Fertilisers (England and Wales) Regulations 2006
Eggs and Chicks (England) Regulations 2009
Electrical Equipment (Safety) Regulations 2016
Electromagnetic Compatibility Regulations 2016
Energy Information Regulations 2011
Energy Performance of Buildings (England and Wales) Regulations 2012
Equine Identification (England) Regulations 2018
Financial Services (Distance Marketing) Regulations 2004
Fluorinated Greenhouse Gases Regulations 2015
Foot-and-Mouth Disease (Control of Vaccination)(England) Regulations 2006
Footwear (Indication of Composition) Labelling Regulations 1995
Gas Appliances (Enforcement) and Miscellaneous Amendments Regulations 2018
General Product Safety Regulations 2005
Package Travel and Linked Travel Arrangements Regulations 2018
Packaging (Essential Requirements) Regulations 2015
Passenger Car (Fuel Consumption and CO2 Emissions Information) Regulations 2001
Personal Protective Equipment (Enforcement) Regulations 2018
Pressure Equipment (Safety) Regulations 2016
Products of Animal Origin (Disease Control)(England) Regulations 2008
Pyrotechnic Articles (Safety) Regulations 2015
Quality Schemes (Agricultural Products and Foodstuffs) Regulations 2018
Radio Equipment Regulations 2017
REACH Enforcement Regulations 2008
Recreational Craft Regulations 2017
Registration of Establishments (Laying Hens)(England) Regulations 2003
Rights of Passengers in Bus and Coach Transport (Exemptions and Enforcement) Regulations 2013
Simple Pressure Vessels (Safety) Regulations 2016

Supply of Machinery (Safety) Regulations 2008
Textile Products (Labelling and Fibre Composition) Regulations 2012
Timeshare, Holiday Products, Resale and Exchange Contracts Regulations 2010
Tobacco and Related Products Regulations 2016
Toys (Safety) Regulations 2011
Trade in Animals and Related Products Regulations 2011
Transmissible Spongiform Encephalopathies (England) Regulations 2018
Veterinary Medicines Regulations 2013
Volatile Organic Compounds in Paints, Varnishes and Vehicle Refinishing Products Regulations 2012
Welfare of Animals at Time of Killing (England) Regulations 2015
Zoonoses (Monitoring) (England) Regulations 2007

Fireworks Act 2003
Fraud Act 2006
Hallmarking Act 1973
Health Act 2006
Knives Act 1997
Legal Services Act 2007
Licensing Act 2003
Medicines and Medical Devices Act 2021
Motor Cycle Noise Act 1987
Offensive Weapons Act 2019
Olympic Symbol etc. (Protection) Act 1995
Prices Act 1974
Protection of Animals Act 1911
Psychoactive Substances Act 2016
Registered Designs Act 1949
Road Traffic Regulation Act 1984
Road Traffic Acts 1988 and 1991
Single Use Carrier Bags Charges (England) Order 2015
Tenant Fees Act 2019
and the Housing and Planning Act 2016 as it relates to Client Money Protection Schemes
Theft Act 1968
Tobacco Advertising and Promotion Act 2002
Trade Descriptions Act 1968
Trade Marks Act 1994
Unsolicited Goods and Services Acts 1971 and 1975
Video Recordings Act 1984
Vehicles (Crime) Act 2001

Part 2

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

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

Animals and Animal Products (Examination for Residues and Maximum Residue Limits)(England and Scotland) Regulations 2015
Country of Origin of Certain Meats (England) Regulations 2015
Food for Specific Groups (Food for Special Medical Purposes for Infants, Infant Formula and Follow-on Formula) (Information and Compositional Requirements) (Amendment etc.) (England) Regulations 2020
Food for Specific Groups (Information and Compositional Requirements)(England) Regulations 2016
Food Information Regulations 2014
Food Safety and Hygiene (England) Regulations 2013
Genetically Modified Organisms (Traceability and Labelling)(England) Regulations 2004
Materials and Articles in Contact with Food (England) Regulations 2012
Novel Foods (England) Regulations 2018
Official Controls (Animals, Feed and Food, Plant Health Fees etc.) Regulations 2019 *in so far as it relates to food law*
Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to food law*
Olive Oil (Marketing Standards) Regulations 2014
Organic Products Regulations 2009
Poultrymeat (England) Regulations 2011
Quick-frozen Foodstuffs (England) Regulations 2007
Scotch Whisky Regulations 2009
Specified Products from China (Restrictions on First Placing on the Market) (England) Regulations 2008
Spirit Drinks Regulations 2008
Wine Regulations 2011

Food Act 1984

Food and Environment Protection Act 1985 [Note: Authorisation must be issued directly to the officer by the FSA.]

Food Safety Act 1990

Part 3

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

Agriculture Act 1970

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

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

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

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

Genetically Modified Organisms (Traceability and Labelling)(England) Regulations 2004

Official Controls (Animals, Feed and Food, Plant Health Fees etc.)

Regulations 2019 *in so far as it relates to feed law*

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

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

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

Measuring Container Bottles (EEC Requirements) Regulations 1977

Measuring Instruments Regulations 2016

Non-automatic Weighing Instruments Regulations 2016

Weights & Measures (Packaged Goods) Regulations 2006

Weights and Measures Act 1985

Part 5

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

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

ii) The following Regulations made under the 1974 Act:

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

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

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

The Dangerous Substances and Explosive Atmospheres Regulations 2002,

The Explosives Regulations 2014,
The Petroleum (Consolidation) Regulations 2014, and

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

Explosives Act 1875
Public Health Acts 1936 and 1961



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

23rd March 2022

Report of the Director of Legal Services and Monitoring Officer

Revised Code of Conduct for Members

1. Purpose

- 1.1 To seek approval for a revised Code of Conduct for Elected and co-opted Members and inclusion in the Constitution.

2. Information and Analysis

- 2.1 The Governance, Ethics and Standards Committee has undertaken work to review elements of the regime for ethical conduct which was introduced in 2012 in accordance with the Localism Act 2011. The review was prompted by the findings of Review of Ethical Standards by the Committee on Standards in Public Life (CSPL) in January 2019. During this review, it was observed that “local authorities are currently required to have in place a code of conduct of their choosing which outlines the behaviour required of councillors. There is considerable variation in the length, quality and clarity of code codes of conduct. This creates confusion among members of the public, and among councillors who represent more than one tier of local government. Many codes of conduct fail to address adequately important areas of behaviour such as social media use and bullying and harassment. An updated model code of conduct should therefore be available to local authorities in order to enhance the consistency and quality of local authority codes”.
- 2.2 As one of its recommendations, the CSPL tasked the Local Government Association (LGA) with preparation of the new model code of conduct. The model code was published in December 2020 with a revised version being published in summer 2021. The LGA has committed to reviewing the Code annually to ensure that it remains fit for purpose.
- 2.3 A working group formed from the Governance, Ethics and Standards Committee proposed a revised Code of Conduct based on the model

Code published by the LGA, including the revisions made in summer 2021. The revised Code which is attached at Appendix 2 presents additional restriction on Members in terms of participating in meetings where business in which they have a personal interest is discussed. Therefore, the Governance, Ethics and Standards Committee resolved at its meeting on 20th October that all members should be consulted on this.

- 2.4 An email was sent to all Members on 4th January 2022 requesting comments or thoughts on the draft Code for consideration by the Working Group. Final consideration was given by the Working Group to the draft Code at a meeting on 4th February and a proposed Code was presented to the meeting of the Governance, Ethics and Standards Committee on 3rd March 2021. The Committee resolved that this revised Code, as attached at Appendix 2 should be recommended to full Council for approval.
- 2.5 Subject to approval by Council, the Monitoring Officer will make arrangements to insert the new Code as Appendix 11 to the Constitution and provide training to Members over the forthcoming months to ensure the new obligations are clearly understood.
- 2.6 It is proposed that Council agrees to adopt the new Code at Appendix 2 for inclusion in the Constitution and that it should come into force on 1st April 2022 to enable Members to familiarise themselves with the Code and enable a training programme to be developed.

3. Consultation

- 3.1 This is a decision regarding administrative Council arrangements. Therefore, it was not necessary for public consultation or external consultation to take place.
- 3.2 However, all Members have been made aware of the proposed changes and invited to comment by way of an email dated 4th January 2022.

4. Alternative Options Considered

- 4.1 Whilst legislation requires that an authority must adopt a code dealing with the conduct that is expected of members and co-opted members when they are acting in that capacity, there is no legal obligation or requirement for the Council to adopt the Model Code as drafted by the LGA.
- 4.2 Therefore, the following options are potential alternatives and were considered by the Working Group and the Committee:
 - (a) retaining the current Code - with or without revisions;
 - (b) adopting the Model Code – with or without revisions;

- (c) rewriting a new Code, potentially using elements from both the Council's current Code and the Model Code.

4.3 Retaining the current code would not address the concerns highlighted in the Review undertaken by the CSPL and adopting the model code without revisions would not ensure that content of specific relevance and importance to Derbyshire Elected Members would be included. Therefore, it is proposed and was considered by the Governance, Ethics and Standards Committee that the revised Code attached at Appendix 2 was the most appropriate option for the Council.

5. Implications

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

6. Background Papers

6.1 None.

7. Appendices

7.1 Appendix 1 – Implications.

7.2 Appendix 2 – Proposed Code of Conduct.

8. Recommendation

That Council agrees to adopt the proposed Code of Conduct at Appendix 2 from 1st April 2022 for inclusion in the Constitution.

9. Reasons for Recommendation(s)

9.1 The revised Code of Conduct at Appendix 3 reflects the Model Code of Conduct proposed by the LGA. Therefore, this takes into account and addresses the recommendations made by the Committee for Standards in Public Life.

9.2 The revised Code of Conduct at Appendix 2 meets legislative requirements.

9.3 The revised Code of Conduct at Appendix 2 was considered by the Governance, Ethics and Standards Committee to be the most appropriate option for the Council.

Report Author:
Elizabeth Wild, Principal Solicitor

Contact details:
Elizabeth.wild@derbyshire.gov.uk

Implications

Financial

- 1.1 There are no financial implications.

Legal

- 2.1 Section 27 of the Localism Act 2011 requires authorities to promote and maintain high standards of conduct by members and co-opted members and that in discharging that duty, must adopt a code dealing with the conduct that is expected of members and co-opted members of the authority when they are acting in that capacity.
- 2.2 However, there is no legal requirement to adopt the Code proposed by the LGA and there is no legal requirement to revise the Derbyshire's current Code of Conduct. It is a matter for the Council to determine the code it wishes to have in place.

Human Resources

- 3.1 There are no HR considerations as the Code is for Elected and co-opted Members.

Information Technology

- 4.1 There are no IT implications.

Equalities Impact

- 5.1 Not applicable.

Corporate Objectives and Priorities for Change

- 6.1 This report links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None.

Derbyshire County Council's Code of Conduct for Elected Members (based on the Local Government Association Model 2020/2021)

Statement

The role of councillor across all tiers of local government is a vital part of our country's system of democracy. It is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. Our conduct as an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to be putting themselves forward to become councillors.

As councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

Importantly, we should be able to undertake our role as a councillor without being intimidated, abused, bullied, or threatened by anyone, including the general public.

This Code has been designed to protect our democratic role, encourage good conduct, and safeguard the public's trust in local government.

Definitions

For the purposes of this Code of Conduct, a "councillor" means a member or co-opted member of a local authority or a directly elected mayor. A "co-opted member" is defined in the Localism Act 2011 Section 27(4) as "a person who is not a member of the authority but who;

- (a) is a member of any committee or sub-committee of the authority; or
- (b) is a member of, and represents the authority on, any joint committee or joint subcommittee of the authority; and

who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee".

Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct. The use of support,

training and mediation prior to action being taken using the Code is encouraged. The fundamental aim of the Code is to create and maintain public confidence in the role of councillor and local government.

General Principles of Councillor Conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors, and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles.

- I act with integrity and honesty,
- I act lawfully,
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of councillor.

Principles:

1. **Selflessness:** Holders of public office should act solely in the public interest. They should not do so in order to gain financial or other material benefits for the themselves, their family, or friends.
2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties;
3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals or rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community,
- I do not improperly seek to confer an advantage, or disadvantage, on any person,
- I avoid conflicts of interest,

- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with Derbyshire County Council's requirements and in the public interest.

Obligations on Councillors

As a Member of Derbyshire County Council, your conduct should, in particular, address the statutory principles in the Code by:

1. Championing the needs of residents, including the whole community and, in a special way, your constituents, including those who did not vote for you, and putting their interests first.
2. Dealing with representations or enquiries from residents, members of the community and visitors fairly, appropriately and impartially.
3. Not allowing other pressures, including the financial interests of yourself or others connected to you, to deter you from pursuing constituents' case work, the interests of Derbyshire County Council or the good governance of Derbyshire County Council in a proper manner.
4. Exercising independent judgement and not compromising your position by placing yourself under obligations to outside individuals or organisations who might seek to influence the way you perform your duties as a Member of Derbyshire County Council.
5. Listening to the interests of all parties, including relevant advice from statutory and other professional officers, taking all relevant information into consideration, remaining objective and making decisions on merit.
6. Being accountable for your decisions and co-operating when scrutinised internally and externally, including by local residents.
7. Contributing to making Derbyshire County Council's decision-making processes as open and transparent as possible to enable residents to understand the reasoning behind those decisions and to be informed when holding you and other Members to account, but restricting access to information when the wider public interest or the law requires it.
8. Respecting the confidentiality of information which you receive as a member by:
 - (a) Not disclosing confidential information to third parties unless required by law to do so or where there is a clear and overriding public interest in doing so; and
 - (b) Not obstructing third parties' legal rights of access to information.
9. Behaving in accordance with all of Derbyshire County Council's legal obligations, with particular regard to:

- (a) The Data Protection Act 2018.
 - (b) The Freedom of Information Act 2000.
 - (c) The Bribery Act 2010.
 - (d) The Equality Act 2010.
10. Having regard to the principles of Derbyshire County Council's policies, protocols and procedures, including those relating to the use of Derbyshire County Council's resources (which must not be used improperly for political purposes including party political purposes).
 11. Valuing other Members and officers and engaging with them in an appropriate manner and in a manner which underpins the mutual respect between individuals that is essential to good local government and respecting and not bullying any person.
 12. Always treating people with respect, including the organisations and public you engage with and those you work alongside.
 13. Providing leadership through behaving in accordance with these principles when championing the interests of the community with other organisations as well as within the Council.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of councillor or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a councillor.

This Code of Conduct applies to you when you are acting in your capacity as a councillor which may include when:

- you misuse your position as a councillor.
- your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a councillor.

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings.
- at online or telephone meetings.
- in written communication.
- in verbal communication.
- in non-verbal communication.
- in electronic and social media communication, posts, statements, and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a councillor.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct.

Standards of Councillor Conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

1. Respect

As a councillor:

1.1 I treat other councillors and members of the public with respect.

1.2 I treat Council employees, employees and representatives of partner organisations and those volunteering for the Council with respect and respect the role they play.

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

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider, or the police. This also applies to fellow councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with Derbyshire County Council's Member and Officers' Relationship Protocol.

2. Bullying, Harassment and Discrimination

As a councillor:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

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

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of Officers of the Council

As a councillor:

- 3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.**
- 3.2 I take advice as necessary from professional officers in reaching decisions and ensure that all relevant information is taken into account to reach an objective decision based on merit, which is lawful and reached as a result of following a transparent process.**

Officers work for Derbyshire County Council as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must take professional advice, including legal advice into account when reaching your decision and you must not try and force officers to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity and the lawfulness of the decision or the process.

4. Confidentiality and Access to Information

As a councillor:

4.1 I do not disclose information:

- (a) given to me in confidence by anyone,**
- (b) acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless;**
 - (i) I have received the consent of a person authorised to give it;**
 - (ii) I am required by law to do so;**
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - (iv) the disclosure is:**
 - 1. reasonable and in the public interest; and**
 - 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
 - 3. I have consulted the Monitoring Officer prior to its release.**

4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer, or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

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

5. Disrepute

As a councillor:

5.1 I do not bring my role or local authority into disrepute.

As a Councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other councillors and/or your local authority and may lower the public's confidence in you or your Derbyshire County Council's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold Derbyshire County Council and fellow councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the council whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of Position

As a councillor:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of Local Authority Resources and Facilities

As a councillor:

7.1 I do not misuse council resources.

7.2 I will, when using the resources of the local authority or authorising their use by others:

- (a) act in accordance with the local authority's requirements; and**
- (b) ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery

- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and Derbyshire County Council's policies regarding their use, including the Protocol for Use of ICT by Members/Use of Resources.

8. Complying with the Code of Conduct

As a councillor:

- 8.1 I undertake Code of Conduct training provided by my local authority.**
- 8.2 I cooperate with any Code of Conduct investigation and/or determination.**
- 8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.**
- 8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.**

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in Derbyshire County Council or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your Reputation and the Reputation of the Local Authority

9. Interests

As a councillor:

- 9.1 I register and disclose my interests.**

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the authority.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also

important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

10. Gifts and Hospitality

As a councillor:

- 10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.**
- 10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**
- 10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of Derbyshire County Council, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your Monitoring Officer for guidance.

Appendices

Appendix A Registering Interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must **register** with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also **register** details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means a pecuniary interest in any business of the Council of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non-participation in Case of Disclosable Pecuniary Interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, **not participate** in any discussion or vote on the matter and **must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in

Table 2), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

7. Where a matter arises at a meeting which **affects** the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where the matter **affects** the financial interest or well-being:

- (a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Where you have an Other Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

Disclosure of Non-Registerable Interests

8. Where a matter arises at a meeting which **directly relates** to;
 - (a) your own financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1); or
 - (b) a financial interest or well-being of a relative or close associate, you must disclose the interest.
 - (c) a financial interest or wellbeing of a body included under Other Registrable Interests as set out in **Table 2**.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

9. Where a matter arises at a meeting which **affects** –

- (a) your own financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1); or
- (b) a financial interest or well-being of a relative or close associate;

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

10. Where a matter **affects** the financial interest or well-being:

- (a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest,

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

11. Where you have a Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it. The [LGA guidance](#) relating to Cabinet confirms that; "A single councilor who is guilty of bias is enough to strike out the whole decision when challenged before the courts. This can cause huge cost and reputational damage for the local authority, yet is seldom due to actual corruption or even consciously favoring a personal interest over the public interest on the part of the councilor involved and may have no repercussions for them personally."

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

SUBJECT	DESCRIPTION
Employment, office, trade, profession or vocation	Any employment, office, trade, profession, or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council:</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.</p>

Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
Corporate Tenancies	Any tenancy where (to the councillor's knowledge): <ul style="list-style-type: none"> (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where: <ul style="list-style-type: none"> (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either: <ul style="list-style-type: none"> (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

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

Table 2: Other Registrable Interests

You must register as an Other Registerable Interest:

- (a) Any unpaid directorships.
- (b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- (c) Any body;
 - (i) exercising functions of a public nature,
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.
- (d) Membership of other pressure groups, the Freemasons or other influential bodies of which you are a member.

And that interest is not a Disclosable Pecuniary Interest.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 23 MARCH 2022

Report of the Director - Legal and Democratic Services

Annual Report of the Independent Remuneration Panel

1. Purpose

- 1.1 To consider the annual report of the Council's Independent Remuneration Panel (IRP) following consideration of it by the Governance, Ethics and Standards Committee.

2. Information and Analysis

- 2.1 The Council is required to adopt and publish a Members' Allowances Scheme and to consider recommendations from the IRP. Attached for consideration at Appendix 2, is the report of the Independent Remuneration Panel dated March 2022. The IRP held four virtual meetings in order to prepare their report and a summary of the work carried out is included in the Panel's report at section three.
- 2.2 The findings of the Panel are set out in section four of their report with the recommendations in full provided at section five.
- 2.3 In summary, the Panel is recommending that one change is made to the special responsibility allowance payable to the Chairman of the Council to bring it into line with comparable committee chairs. The IRP is recommending that there should be no further changes, aside from the uplift in line with the pay award to staff, to any member allowances for next year.

- 2.4 At its meeting held on 3 March, the Governance Ethics and Standards Committee resolved to fully support the recommendations made by the IRP to be put forward for formal adoption by Council.
- 2.5 Since the preparation of the GES report, the staff pay award for 2021/22 has been agreed so the figures quoted in Appendix 2 to the Panel's report have been increased by 1.75% in line with the award.
- 2.6 Governance Ethics and Standards Committee also approved the process to recruit to fill upcoming vacancies on the IRP and agreed to establish a Recruitment Panel comprising Councillors Swann, Flatley and Gillott. A further report to Council will be submitted in due course to formally make these appointments.

3. Consultation

- 3.1 It has not been necessary to carry out formal consultation in relation to this report although the IRP did hold meetings with the Leader, Civic Chair and Chair of the Council to seek their views on the level of allowances to inform their recommendations

4. Alternative Options Considered

- 4.1 Council could decide not to support the recommendations made by the IRP and supported by the GES Committee, although alternative recommendations would not be fully costed which may lead to an unsound decision being made.

5. Implications

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

6. Background Papers

- 6.1 None identified

7. Appendices

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Report of the Independent Remuneration Panel

8. Recommendation(s)

- 1) To consider the report of the Independent Remuneration Panel, subsequently supported by the Governance Ethics and Standards Committee, and whether to accept the recommendations contained in the report;
- 2) Consequent on those recommendations, to agree the schedule of members' allowances for 2022/23 as attached at Appendix 2 to Independent Remuneration Panel's report;
- 3) To note the proposal to recruit to the positions on the Independent Remuneration Panel as the vacancies arise; and
- 4) To authorise the Monitoring Officer to make appropriate amendments to the Constitution to reflect any changes to the members' allowances scheme agreed.

9. Reasons for Recommendation(s)

- 9.1 To ensure that the Council has an up to date and robust scheme for the payment of allowances to members.

Report Author: Alec Dubberley **Contact details:** alec.dubberley@derbyshire.gov.uk
Tel: 01629 539035

Implications

Financial

- 1.1 Should Council accept the Panel's recommendations, then costs can be accommodated from within existing budgets.

Legal

- 2.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) set out that local authorities must establish a panel to review and advise on the level of allowances payable to members. The Council must have regard to the recommendation made by the Panel.
- 2.2 Adopting the Members' Allowances Scheme and approval of amendments to the Constitution are both matters which are reserved to full Council. However, under its terms of reference at Article 11 of the Constitution, the Governance, Ethics and Standards Committee is required to advise the Council on any matters in connection with the Members' Allowance Scheme, taking into account the recommendations of the Independent Remuneration Panel.

Human Resources

- 3.1 None

Information Technology

- 4.1 None

Equalities Impact

- 5.1 None

Corporate objectives and priorities for change

- 6.1 Not applicable

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

- 7.1 None.

**Report of the Independent Remuneration Panel
Derbyshire County Council
January 2022**

Table of Contents:

1. Background
2. Terms of Reference
3. Process of the Review
4. Results of the Review
5. Recommendations
6. Work Programme for 2022-2023

Annex A

Recommended Amounts Payable to Members under the Members Allowances Scheme 2022-2023

1. Background

- 1.1 The Independent Remuneration Panel is established under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) to provide advice and recommendations to the Council on its Members' Allowances Scheme and amounts to be paid under it.
- 1.2 Relevant guidance was issued by the Office of the Deputy Prime Minister "EIM65960 - Local Government Councillors and civic dignitaries in England: ODPM guidance: Part One: members' allowances.
- 1.3 Panel members are appointed for a period of four years and no member may serve for more than two terms of office of four years. Three current members' terms of office end in December 2022.
- 1.4 Panel members are recruited by public advertisement and should be of good standing in the community either as a resident and/or a stakeholder in the County. Ideally members should have sound knowledge of employment and financial matters with an understanding of the operations of a local authority. To maintain independence political appointments, and appointments which are made through friendship or any other personal association of any members of the council must be avoided.
- 1.5 The current Derbyshire County Council Independent Remuneration Panel comprises five members, none of whom are members of the Council or any of its committees, nor an employee of the Council. The members are:
 - a) **Mr. Simon Westwood - elected by the panel as Chair for 2021-22** Independent Chair of the Safeguarding Children Partnership for the City of Stoke on Trent. Independent Scrutineer for Safeguarding Children at Salford City Council. Worked for the County Council until 2000, having held the posts of Head of Planning and Projects and Head of Planning and Strategic Development. Member since December 2014. Term ends December 2022.
 - b) **Mr Denis Heaney** - Former Investigations Manager HMRC, previously an Independent Member of the Derbyshire Police Authority Standards Committee and the County Council's Standards Committee. Member since December 2014. Term ends December 2022.
 - c) **Mr Andrew Sharpe** - Clerk and Responsible Financial Officer for a number of Parish Councils in Derbyshire. Former Head of Democratic Services and Deputy Monitoring Officer with

Erewash Borough Council. Member since December 2014.
Term ends December 2022.

- d) **Mr Peter Clifford** - Retired Magistrate having served 17 years (including 6 years as a Chair). Former Pensions Manager at Coalite Group and Rolls-Royce. Bachelor of Law degree from the University of London. Member since December 2021.
- e) **Mr Peter Clay** - Former Banker, Retired Magistrate, Non-Executive Director NHS, Audit Chair and former Chair of Lincolnshire IRP. Member since December 2021.

1.6 During 2021-22 having served two terms, Mrs. Pat Boyle's term office expired. The Panel would like to thank Mrs. Boyle for her valuable and astute contributions to the Panel over the last eight years. Following a public advertisement and recruitment exercise two new members, Mr Peter Clay and Mr Peter Clifford, were appointed to the Panel by the Council with effect from 2 December 2021.

1.7 The Secretary to the Panel is the Head of Democratic and Registration Services. The Director of Legal and Democratic Services (Monitoring Officer), Director of Finance and ICT (Chief Finance Officer) and Principal Solicitor also attend the meetings to provide advice and support.

1.8 The Panel is advisory in nature and the recommendations it makes are not binding on the authority. However, the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) requires Council to "have regard" to the Panel's recommendations when setting its allowances.

2. **Terms of Reference**

The purpose of the Independent Remuneration Panel is as follows:

- a) To make recommendations to the authority as to the amount of basic allowance that should be payable to its elected members.
- b) To make recommendations to the authority about the responsibilities or duties which should lead to the payment of a special responsibility allowance and as to the amount of such an award.
- c) To make recommendations to the authority about the duties for which a travelling and subsistence allowance can be paid and as to the amount of this allowance.

- d) To make recommendations as to the amount of co-optees' allowance.
- e) To make recommendations as to whether the authority's allowances scheme should include an allowance in respect of the expenses of arranging for the care of children and dependents and if it does make such a recommendation, the amount of this allowance and the means by which it is determined.
- f) To make recommendations on whether any allowance should be backdated to the beginning of a financial year in the event of the scheme being amended.
- g) To make recommendations as to whether annual adjustments of allowance levels may be made by reference to an index, and if so, for how long such a measure should run.
- h) The IRP will make its recommendations in the form of a report to Council.

3. Process of the Review

The Panel held four meetings during the year in June, September, December and January. All were virtual due to the Covid restrictions.

The Panel were advised that, in May 2021, the Council had approved the addition of a new committee, the Improvement and Scrutiny Committee, Climate Change, Biodiversity and Carbon Reduction. The new roles created (Chair and Vice-Chair of the Committee) attracted additional Special Responsibility Allowances (SRAs). The Panel were advised that this cost could be met within existing resources.

The Panel received and considered information on comparative allowances from 13 other Council areas and all of the District Councils in Derbyshire and concluded there was no case for changing these for 2022-2023.

In respect of SRAs the Panel were informed of additional Cabinet Member roles that had been established and were advised that the costs of the SRAs for these was containable within the existing budget.

The Panel met with the Leader of the Council, the Chair of the Council and the Civic Chair of the Council to review the balance of responsibilities of these role after the role of Chair was initially introduced in 2019/20. These were due for review in 2020/2021 but due to the pandemic the activity of the role of the Civic Chair was particularly affected.

We considered the Role Profiles for these roles and received information from officers on previous Civic duties. We also considered the allowances paid in other Councils for these roles. We felt that the role of the Chair of the Council should be

remunerated in line with other committee chairs.

We did not feel that there was enough recent information to decide on any change to the Civic Chair remuneration for this year but that we would undertake a full review of that role in 2022/23.

In December 2021, the Panel were asked by the Governance, Standards and Ethics Committee to propose an appropriate rate of remuneration for Independent Persons appointed under the Localism Act within the standards regime for Derbyshire County Council.

We considered the report of Director of Legal and Democratic Services, the role profile for an Independent Person, benchmarking information from other Councils and reflected on the similarity between the IRP Panel members role and the Independent Persons role. As a result of that we provided our independent view to the working group considering this.

4. Results of the Review

4.1 Basic Allowance

On the issue of Basic Allowance the Panel agreed that there should be no change to the allowance for 2022-2023 other than the addition of any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of the 1st April each year. This is currently agreed within the scheme.

4.2 Special Responsibility Allowance

On the issue of Special Responsibility Allowance the Panel, having considered the importance, level of accountability and work required to prepare and manage lengthy meetings and managing public interaction with the Council, consider that the allowance for the Chair of the Council should be brought into line with the special responsibility allowance for other Council Committee Chairs of Derbyshire County Council and should be 25% of the full allowance for the year 2022/23. The Panel agreed that there should be no change to the other SRAs for 2022-2023 other than the addition of any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of the 1st April each year. This is currently agreed within the scheme.

4.3 That we advised the Governance, Standards and Ethics Committee on suitable remuneration for Independent Persons appointed under the Localism Act and also advised officers that they consider if any similar Independent Person roles in the Council should also be considered.

4.4 A revised Members' Allowances Scheme incorporating the recommended amendments is attached at Annex A.

- 4.5 In preparing this report, and the recommendations contained herein the Panel wants to thank the Members and Council Officers who contributed to the discussions and assisted the Panel in its work.

5. Recommendations

- 5.1 The Panel therefore recommends to Council that:

The basic allowance payable to all Members from 1st April 2022 should remain at the 2021-2022 level uplifted by any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1st April each year. This is currently agreed within the scheme.

- 5.2 The Special Responsibility Allowances payable from 1st April 2022 for the Chair of the Council should be 25% of the full allowance.

- 5.3 There should be no change to the Civic Chair allowance during 2022-2023.

- 5.4 All other Special Responsibility Allowances payable from 1st April 2022 should remain at the 2021-2022 level uplifted by any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1st April each year. This is currently agreed within the scheme.

- 5.5 The Members' Allowances Scheme should be amended to adjust the SRA for the Chair of the Council.

- 5.6 The revised Members' Allowances Scheme at Annex A is approved.

- 5.7 In recognition of the expiry of the term of office of three members of the Panel in December 2022, Council agrees to commence a recruitment exercise during 2022 so that it is in a position to appoint to the vacant positions.

6. Work Programme for 2022-23

- 6.1 The Panel intends to continue to keep under review all aspects of the allowances paid to Members and review the role of the Civic Chair. An open invitation is extended to all Members of Council to ask questions or raise issues with the Panel at any time.

Report Author
Simon Westwood
Independent Chair

Derbyshire County Council Independent Remuneration Panel Appendix A
Amounts Payable to Members under the Members Allowances Scheme 2022/23

No Claim Required. These Allowances will be paid Automatically.

		Relative Responsibility %	Annual Amount 2022-23 £
Special Responsibility Allowances			
Council	Chairman	25	9,414
	Civic Chairman	25	9,414
	Civic Vice-Chairman	10	3,768
Cabinet	Leader	100	37,717
	Deputy Leader	75	28,258
	Cabinet Member	50	18,852
Leader of the Main Opposition Group		45	16,969
Leader of a Minority Opposition Group (with at least 10% of Council Members)		15	5,652
Cabinet Support Member		25	9,414
Improvement and Scrutiny Committee-Resources Improvement and Scrutiny Committee-Places Improvement and Scrutiny Committee-People Improvement and Scrutiny Committee-Health Improvement and Scrutiny Committee-Climate Change, Biodiversity and Carbon Reduction Planning Committee (Regulatory) Governance, Ethics and Standards Committee Audit Committee Pensions and Investments Committee Appointments and Conditions of Service Committee	Chairman	25	9,414
	Vice-Chairman	10	3,768
Basic Allowance			11,414
Co-optees Allowance			759
Fostering Panel			1,994

NB - A Member cannot be in receipt of more than two SRAs at any one time



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 23 MARCH 2022

Report of the Director - Legal and Democratic Services

Remuneration of the Independent Remuneration Panel

1. Purpose

- 1.1 To seek approval from the Council to set the level of remuneration to be paid to members of the Independent Remuneration Panel.

2. Information and Analysis

- 2.1 The Council is required to establish an Independent Remuneration Panel (IRP) under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) to provide advice and recommendations to the Council on its Members' Allowances Scheme and amounts to be paid under it.
- 2.2 By virtue of regulation 20 (3), the Council may pay the expenses incurred by the IRP in carrying out its functions and may pay the members of the panel such allowances or expenses as it may determine. The Local Government Councillors and civic dignitaries in England: ODPM guidance: Part One: members' allowances does not indicate what level of allowance should be paid but confirms "These allowances are a matter for the local authority to determine".
- 2.3 Currently members of the IRP are entitled to receive £125 per meeting (plus expenses). This is conditional upon the panel member attending the meeting. The Chair is also entitled to an additional £250 chair's allowance. All payments are made following the submission of a claim from the Panel member.

- 2.4 The current process is not as efficient as possible and it is therefore proposed that the Council moves to a fixed fee arrangement payable in equal monthly instalments. This will enable the administrative burden of submitting and processing individual claims to be removed and the process of making payments to be streamlined.
- 2.5 It is important that the fee is set at an appropriate level to reflect the responsible nature of the role of the IRP, but that is a justifiable payment from public funds. This year the IRP met on 4 occasions (virtually) and prior to the Covid-19 pandemic, the IRP also met on 4 occasions during 2018/19. It is reasonable to expect that on average the IRP will meet in the region of 4 times a year. It is proposed that:
- (a) The allowance paid to IRP members be set at £600 per annum payable in equal monthly instalments and that this sum would include attendance at meetings, reading time and expenses in order to avoid the need for a separate claim;
 - (b) The Chair should continue to be paid an additional allowance of £250 to recognise the additional responsibilities of the role; and
 - (c) Payments shall be made in equal monthly instalments.
- 2.6 At its meeting of 3 March 2022, the Governance, Ethics and Standards Committee resolved to support the proposals made in this report. As per the constitution, the GES Committee must be consulted on proposals relating to remuneration of the IRP.
- 3. Consultation**
- 3.1 Not applicable
- 4. Alternative Options Considered**
- 4.1 To maintain the status quo and continue to make the current payments to the IRP members. However this would result in the continuation of the administrative burden of submitting and processing individual claims.
- 5. Implications**
- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

6.1 None identified

7. Appendices

7.1 Appendix 1 – Implications

8. Recommendation(s)

To approve that:

- a) Independent Remuneration Panel members are paid a fixed-fee of £600 per annum;
- b) The Chair of the IRP is paid an additional chair's allowance of £250 per annum; and
- c) The allowances payable to the Independent Remuneration Panel are payable in 12 monthly instalments from 1st April 2022.

9. Reasons for Recommendation(s)

9.1 To ensure that the IRP is appropriately remunerated and the process for payment is efficient and streamlined.

Report Author: Alec Dubberley **Contact details:** alec.dubberley@derbyshire.gov.uk
Tel: 01629 539035

Implications

Financial

- 1.1 Payment of the allowances for the IRP members can be accommodated within existing resources.

Legal

- 2.1 As set out in the report.

Human Resources

- 3.1 The members of the IRP are not employees and there is no contract of employment, therefore, there are no HR considerations.

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 Members of the IRP will be entitled to the fixed fee irrespective of any protected characteristics.

Corporate objectives and priorities for change

- 6.1 None.

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

- 7.1 Currently the £125 payment is conditional upon the panel member attending a meeting. Moving to a fixed fee arrangement creates a small risk that a panel member will receive a payment notwithstanding the fact they have not attended a meeting. Conversely, if additional meetings are attended, the panel member will not be entitled to an increased payment under a fixed fee arrangement.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

Report of the Director of Legal Services and Monitoring Officer

Independent Persons

1. Purpose

- 1.1 For Council to determine the appropriate number of independent persons to support the Council's regime to maintain high standards of conduct by elected members and to determine appropriate remuneration for the independent persons.

2. Information and Analysis

- 2.1 The Governance, Ethics and Standards Committee has undertaken work to review elements of the regime for ethical conduct which was introduced in 2012 in accordance with the Localism Act 2011.
- 2.2 The review was conducted by a working group formed from the Governance, Ethics and Standards Committee and included consideration of the involvement of independent persons within the process of considering complaints against members, with specific consideration being given to the optimum number of independent persons for the Council and the level of remuneration for those independent persons. The Independent Remuneration Panel (IRP) was asked to consider the level of remuneration.
- 2.3 A copy of the report presented to the Governance, Ethics and Standards Committee on 3rd March detailing the information considered, including the recommendations from the IRP, is attached at Appendix B.

2.4 The Governance, Ethics and Standards Committee agreed to support the proposals that the Council should:

- a) pay independent persons appointed under s28 Localism Act 2011 a fixed-fee of £1200 per annum in 12 monthly instalments from 1st April 2022, but that this should be kept under regular bi-annual review by the Committee; and
- b) have two independent persons.

Both proposals were referred to full Council for formal approval. The Committee also suggested that it would be appropriate for this sum to be kept under regular bi-annual review by the Governance, Ethics and Standards Committee.

2.5 As the Council currently only has one serving independent person, the Governance, Ethics and Standards Committee approved the commencement of a recruitment procedure to appoint a further independent person and agreed to establish a Recruitment Panel comprising Councillors Swann, Flatley and Gillott to support this. Any recommendations for a future appointment will be presented to full Council for consideration.

3. Consultation

3.1 This is a decision regarding administrative Council arrangements. Therefore, it was not necessary for public or external consultation to take place.

3.2 Members have consulted with the IRP and made appropriate enquiries to fully consider the position.

4. Alternative Options Considered

4.1 The arrangements for the involvement of independent persons could remain as it currently stands, with the Council having three independent persons who are remunerated on the current basis of a fee per event attended/work undertaken and reimbursement of expenses. This meets basic statutory requirements, however, it would not achieve the most efficient and effective service and benefit to the Council.

4.2 Consideration could be given to a different number of independent persons to support the Council or to offer an alternative amount or method of remuneration. However, it is asserted that the proposal detailed in the report is the most efficient and effective arrangement for the involvement of independent persons

5. Implications

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

6. Background Papers

- 6.1 None

7. Appendices

- 7.1 Appendix A – Implications
7.2 Appendix B – Report to the Governance, Ethics and Standards Committee on 3rd March 2022

8. Recommendation(s)

That Council:

- a) agrees that the Council pay independent persons appointed under s28 Localism Act 2011 a fixed-fee of £1200 per annum in 12 monthly instalments from 1st April 2022, but that this should be kept under bi-annual review by the Governance, Ethics and Standards Committee;
- b) agrees that the Council should have two independent persons; and
- c) notes that a recruitment process for a second independent person will be commenced.

9. Reasons for Recommendation(s)

- 9.1 To comply with the legislation to have in place independent persons as required by the Localism Act 2011.
- 9.2 To ensure that independent persons are appropriately remunerated.

Report Author:

Elizabeth Wild, Principal Solicitor

Contact details:

Elizabeth.wild@derbyshire.gov.uk

Implications

Financial

- 1.1 As only two persons will be undertaking the role of independent person, the total cost to the Council per year will be £2400 which is a minimal consideration. Financial advice provided to the IRP in considering the reasonableness of the proposal was that this was a reasonable amount which the Council could accommodate.

Legal

- 2.1 Section 28(7) of the Localism Act requires that an authority must include provision for the appointment by the authority of at least one independent person and in accordance with 28(8)(d), is not prevented from being paid an allowance by the appointing authority.
- 2.2 Section 28(7) also requires that the independent person(s) be appointed by the authority and section 28(8)(c)(iii) requires that any appointment be approved by a majority of the members of the authority.

Human Resources

- 3.1 Independent persons are not employees and there is no contract of employment. Therefore, there are no HR considerations

Information Technology

- 4.1 There are no IT implications

Equalities Impact

- 5.1 In accordance with s28(8)(c), the authority must conduct an appropriate appointment procedure for independent persons. In doing so, the authority must comply with the public sector equality duty and equalities legislation.

Corporate objectives and priorities for change

- 6.1 This report links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

7.1 None

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

GOVERNANCE, ETHICS AND STANDARDS COMMITTEE

3rd March 2022

Report of the Director of Legal Services and Monitoring Officer

Independent Persons

1. Purpose

- 1.1 To provide the Committee with an update of the work undertaken by the Working Group regarding Independent Persons and to ask the Committee to agree to recommendations to be put forward to Council regarding the number of and remuneration for Independent Persons.

2. Information and Analysis

- 2.1 Members will recall that two working groups were established from the Governance, Ethics and Standards Committee to review elements of the Standards regime introduced in 2012 under the Localism Act 2011.
- 2.2 The working group considering the involvement of independent persons within the process of considering complaints against members, including the level of remuneration has now completed their enquiries.
- 2.3 It was agreed at the meeting of the Committee in October 2021, that the Independent Remuneration Panel (IRP) should be asked to look at the level of remuneration for independent persons in Derbyshire and the matter was subsequently referred to the IRP for consideration.
- 2.4 The IRP considered the matter at its meeting on 26th January 2022. A report to the IRP setting out details of the role, details of the time likely to be spent by and Independent Person on this role and the current remuneration arrangements was provided to the IRP. The IRP also considered some benchmarking information.

- 2.5 The IRP was concerned that the serious and responsible nature of the role should be reflected, but that the figure set should not discourage or encourage candidates for financial reasons. The IRP also took into account the practical considerations around claiming and paying the remuneration and were of the view that these should be as efficient as possible. The IRP moved that the allowance should be set at £1,200 per annum payable in equal monthly instalments and that this sum would include expenses in order to avoid the need for a separate claim.
- 2.6 The Working Group supported the proposal made by the IRP. The Working Group was also mindful that as this sum was not in direct recompense of specific work undertaken, but a responsibility allowance to reflect the role, that it would be appropriate for the remuneration to be kept under regular review.
- 2.7 Additionally, the Working Group was invited to consider the optimum number of independent persons for the Council. The Council has generally received in the region of 3 or 4 complaints per year, during the period from 2015 to 2021. None of the complaints received during that period have been taken forward for investigation; all have been dealt with by way of informal resolution or rejected.
- 2.8 Legislation requires that the Council has at least one independent person (s28(7) Localism Act 2011). In 2012, in setting up the new standards regime, it was agreed that the Council should have three independent persons. This was based on an analysis of the worst-case scenario so that there would be one independent person to advise at the initial stage; one to support the subject member and one available to support a hearing panel.
- 2.9 To date, no more than one Independent Person has been involved in the consideration of any one complaint.
- 2.10 The Council currently has one serving Independent Person, Mr Ian Orford, who was appointed in February 2021 for a term of 4 years, although the appointment is subject to a review to be conducted by the Council's Monitoring Officer in conjunction with the Chair of the Governance, Ethics and Standards Committee after a period of 12 months. That review has now been undertaken and it has been agreed that Mr Orford should continue in the role of Independent Person for the remainder of the four-year term.

- 2.11 Mr Lloyd Newby's term of office as an independent person expired in December 2021. Mr Newby served as an independent person since the regime was introduced in 2021. He served two terms, with the latter period being extended by 12 months due to an on-going recruitment process and then to provide an element of overlap with Mr Orford to enable the Council to benefit from the knowledge and expertise Mr Newby gained in undertaking the role for such a long period of time.
- 2.12 Mr Newby was prevented from undertaking a further term of office as the Council's arrangements only enable individuals to undertake 2 terms of office in order to preserve independence. It is proposed that a formal letter of thanks from the Civic Chair and Chair of the Governance, Ethics and Standards Committee be sent to him to recognise his service.
- 2.13 In considering the position regarding complaints and the experience of the independent persons, the Working Group was of the opinion that continuing with three was excessive in light of the number of complaints. However, it would be appropriate to have more than one in order to ensure an element of flexibility in the event of conflict or other difficult circumstances. Therefore, the Working Group was of the view that two would be the optimum number of independent persons for the Council.
- 2.14 As the Council currently only has one serving independent person, it would be appropriate to commence a recruitment procedure to appoint a further independent person. Due to the nature of the role, the Working Group felt that it would be appropriate for members to be involved in the appointment process.

3. Consultation

- 3.1 This is a decision regarding administrative Council arrangements. Therefore, it was not necessary for public consultation or external consultation to take place.
- 3.2 However, members have consulted with the IRP and made appropriate enquiries to fully consider the current position.

4. Alternative Options Considered

- 4.1 The arrangements for the involvement of independent persons could remain as it currently stands, with the Council having three independent persons who are remunerated on the current basis of a fee per event

attended/work undertaken and reimbursement of expenses. This meets basic statutory requirements, however, it would not achieve the most efficient and effective service and benefit to the Council.

- 4.2 Consideration could be given to a different number of independent persons to support the Council or to offer an alternative amount or method of remuneration. However, it is asserted that the proposal detailed in the report is the most efficient and effective arrangement for the involvement of independent persons

5. Implications

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

6. Background Papers

- 6.1 None

7. Appendices

- 7.1 Appendix 1 – Implications.

8. Recommendation(s)

The Committee:

- a) Supports the proposal for the Council to pay independent persons appointed under s28 Localism Act 2011 a fixed-fee of £1200 per annum in 12 monthly instalments from 1st April 2022, but that this should be kept under regular bi-annual review by the Committee and recommends this be referred to full Council for approval;
- b) Supports the proposal that the Council should have two independent persons and recommends that this be referred to full Council for approval;
- c) agrees that a recruitment process should be commenced to appoint a second independent person and authorises the Monitoring Officer to commence the recruitment process and make arrangements for a cross-party, politically balanced recruitment panel of 3 members drawn from the Governance, Ethics and Standards Committee to be established to interview candidates

and recommend a candidate for approval, initially to the Committee and then to full Council.

- d) agrees that a formal letter of thanks from the Civic Chair and Chair of the Governance, Ethics and Standards Committee be sent to Mr Lloyd Newby to recognise his service as an independent person.

9. Reasons for Recommendation(s)

- 9.1 To comply with the legislation to have in place independent persons as required by the Localism Act 2011.
- 9.2 To ensure that independent persons are appropriately remunerated

Report Author:

Elizabeth Wild

Contact details:

Elizabeth.wild@derbyshire.gov.uk

Appendix 1

Implications

Financial

- 1.1 As only two persons will be undertaking the role of independent person, the total cost to the Council per year will be £2400 which is a minimal consideration. Financial advice provided to the IRP in considering the reasonableness of the proposal was that this was a reasonable amount which the Council could accommodate.

Legal

- 2.1 Section 28(7) of the Localism Act requires that an authority must include provision for the appointment by the authority of at least one independent person and in accordance with 28(8)(d), is not prevented from being paid an allowance by the appointing authority.

Human Resources

- 3.1 Independent persons are not employees and there is no contract of employment. Therefore, there are no HR considerations

Information Technology

- 4.1 There are no IT implications

Equalities Impact

- 5.1 In accordance with s28(8)(c), the authority must conduct an appropriate appointment procedure. In doing so, the authority must comply with the public sector equality duty and equalities legislation.

Corporate objectives and priorities for change

- 6.1 This report links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 MARCH 2022

Report of the Managing Director

Council Plan Refresh 2022-23

1. Purpose

- 1.1 To seek approval of the authority's Council Plan Refresh 2022-23.

2. Information and Analysis

- 2.1 The Council Plan sets out the Council's ambition and values together with the outcomes that the Council is seeking to achieve, working with partners and local communities. In March 2021, Council approved the new Council Plan 2021-25, to drive forward activity over the forthcoming four years.
- 2.2 A light touch refresh of the Council Plan 2022-23 has been undertaken to ensure that the Plan remains up to date and fit for purpose. The draft Plan reflects the future aspirations the Council has for Derbyshire including: maximising the benefits of becoming a county deal pathfinder area; driving forward Vision Derbyshire to develop a collaborative working model across all local authorities; exploring opportunities to maximise heritage and tourism based growth; and delivering the levelling up agenda across the county to help boost economic performance and investment in the area and improve opportunities and outcomes for all people and places.

The outbreak of coronavirus and the ensuing pandemic has had a significant impact on the work of the Council. The draft Plan reflects the vital community leadership role the Council will continue to play, in

ensuring work with partners and local communities addresses both the challenges and opportunities presented by Covid-19.

The priorities outlined in the existing Council Plan will remain as follows:

- 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

The headline initiatives have been refreshed as set out below and it is recommended that the Council adopt two additional headline initiatives, one in respect of the Council's County Deal pathfinder status included as the first bullet point, and one relating to the Council's ambitious improvements to Children's Services included as the sixth bullet point:

- Delivering devolution and the levelling up agenda across Derbyshire as one of nine early County Deal pathfinder areas, helping to boost economic performance and improve opportunities and outcomes for people and places
- Leading the county's economic and community recovery from the COVID-19 pandemic delivering a £15m fund to support local businesses and residents in need
- Investing £40m in well managed roads and pathways and developing sustainable methods of travel
- Taking action on climate change, providing community grants for sustainable and green projects and delivering the Green Entrepreneurs scheme to help local people and businesses to reduce carbon emissions
- Working with partners to benefit the health and wellbeing of people in Derbyshire by better integrating health and social care and developing the Better Lives transformation programme
- Driving forward the ambitious improvements in Children's Services to positively strengthen outcomes for children and young people, resulting in children's services being a judged 'Good' or better by Ofsted
- Mainstreaming the Thriving Communities approach, working alongside communities to improve resilience and outcomes for local people and communities, reducing demand for high cost services
- Promoting our employees' wellbeing and developing their potential

The refreshed Council Plan 2022-23 is attached at Appendix 2 and is now recommended for approval by Council. An updated Delivery Plan,

outlining clear timescales for undertaking activity, success measures and lead responsibility, is also attached at Appendix 3 for noting.

The Council will continue to assess progress through regular monitoring of the identified actions and key performance measures set out in the Plan.

3. Consultation

- 3.1 As part of the process for developing the new four-year Council Plan for 2021-2025, consultation took place between 18 December and 29 January 2021 for a period of six weeks in 2021. A total of 163 responses to the consultation were received from residents of Derbyshire, people who work in the county and local groups/ organisations and businesses.

Many positive comments were received with people expressing their support as well as making suggestions for improvement. As a result of the consultation, a number of changes were made to help strengthen the Council Plan 2021-25. A summary, outlining the key themes arising from the consultation and the changes to the Council Plan that were made as a result can be found in the background papers below.

4. Alternative Options Considered

- 4.1 Alternative Option 1 - Do Nothing. The Council could continue to progress the existing Council Plan document until it expires in 2025. This option is not desirable as it would mean any new strategic priorities and activity to be undertaken by the Council would not be reflected.

5. Implications

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

6. Background Papers

- 6.1 Report to Cabinet 11 March 2021 – Council Plan 2021-2025, including:
- Appendix A – Council Plan 2021-2025
 - Appendix B – Consultation Summary
 - Appendix C – Delivery Plan 2021-2022
- 6.2 Report to Cabinet 10 March 2022 – Council Plan Refresh 2022-2023, including:
- Appendix 1 – Council Plan Refresh 2022-23

- Appendix 2 – Council Plan Delivery Plan 2022-23

7. Appendices

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Council Plan Refresh 2022-23
- 7.3 Appendix 3 – Council Plan Delivery Plan 2022-23

8. Recommendations

That Council:

- a) Approves the authority's refreshed Council Plan 2022-23.
- b) Notes the Council Plan Delivery Plan 2022-23.

9. Reasons for Recommendations

- 9.1 The approval of the refreshed Council Plan 2022-23 will ensure the Council's key strategic priorities and activity remain up to date.

Report Author: Laura Howe

Contact details: Laura.Howe@derbyshire.gov.uk

Implications

Financial

- 1.1 Information regarding the Council's budget is set out in the Plan alongside the outcomes the Council is seeking to achieve. There are also a range of actions in the Plan to ensure the Council continues to deliver value for money.

Legal

- 2.1 There is no specific statutory requirement for the Council to have a Council Plan. However, it is important that the Council sets out its priorities and ambitions so that Members, staff, residents, and stakeholders have a clear understanding of what the Council seeks to achieve. Legal advice will be provided on individual projects and initiatives included in the Council Plan as necessary.

Human Resources

- 3.1 The Plan includes a headline initiative and supporting actions relating to the Council's People Strategy and Wellbeing Strategy.

Information Technology

- 4.1 Continuing developments in IT will support the Council's organisational transformation and delivery of the Enterprising Council Strategy as set out in the Plan.

Equalities Impact

- 5.1 The Council's commitment to enhancing the wellbeing of communities and individuals and to promoting equality and diversity has been embedded throughout the Plan.

Corporate objectives and priorities for change

- 6.1 The Council Plan clearly sets out the Council's ambition, outcomes, priorities, and headline initiatives.

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

- 7.1 The Plan outlines the Council's ambition of being a net zero carbon organisation by 2032, or sooner, and for the county of Derbyshire to be net zero by 2050. This includes a headline initiative and a number of activities relating to climate change, such as reducing emissions from Council land, building and operations; developing a Natural Capital Strategy and working with partners, businesses, and communities to reduce carbon emissions across Derbyshire.

The Plan also includes activities relating to rationalising Council land and buildings and improving the management of those that remain along with progressing the Council's approach to modernising working practices.

In refreshing the Council Plan a review of strategic and operational risks for each Council Plan action has been undertaken with all identified risks assessed and recorded on the new annual corporate risk register.

Activity to ensure that high quality safeguarding services are in place for children and families is included within the Council Plan along with work to address existing and emerging community safety issues, domestic abuse and tackling issues relating to violence against women and girls.

Council Plan

Refresh 2022-23

Page 137

Contents

Foreword	3
About Derbyshire	5
About the Council	6
Ambition	7
Our Strategic Approach	8
Our Services	9
Budget	10
Our Achievements	11
Our Plan for 2021-25	13
Challenges & Opportunities	14
Priorities	17
Headline Initiatives	18
Key Actions	19
Resilient, healthy and safe communities	20
High performing, value for money and resident focused services	22
Effective early help for individuals and communities	26
A prosperous and green Derbyshire	28
Delivering the Plan	31
Have Your Say	34



Foreword

There are so many reasons to be proud of Derbyshire and to be grateful that we live in such a wonderful county.

Derbyshire means so many things to so many people. We have beautiful countryside, varied towns and villages, diverse industries and businesses, culture, and heritage. And we are proud of our close-knit, spirited communities with residents supporting and looking out for each other in tough times and good.

As a county council we need to reflect the many and varied views our residents and visitors have of Derbyshire and be at the heart of what makes our county tick, bringing together the best services we can to help people live the lives they choose, help businesses to grow and prosper and support our communities and economy to thrive.

The last two years have been the toughest most of us will have faced, with pressures and uncertainty continuing to affect the council and our communities.

We face significant budget pressures now and in the years ahead, compounded by the continuing impact of COVID-19 and the significant rise in demand for adult and children's social care. While we continue to lobby central government for additional resources and transform the way we operate, we know that tough decisions lie ahead if we are to ensure the continuation of some of our most vital services to support people who need them most.

As a council, providing those services, while ensuring we continue to invest in our schools, our infrastructure, our young people, our health, our economy, our environment and our climate change work, is key to the success of our county. We cannot afford to drop the ball in these areas and so many more, and as an enterprising council we will continue to find ways through these difficult times.

The last two years have seen huge adjustments to the way we work, and we continue to demonstrate that we can do things just as effectively and efficiently, using our resources wisely, but in different ways. We are more agile and flexible and change across the authority continues at pace, including how we deliver our services and how we work day-to-day.



To ensure we are best placed to meet the continuing challenges we have adopted a new leadership model, appointing a new Managing Director who will work alongside me and my team to provide strong, accountable leadership and ensure we have the capacity to deliver our ambitious plans and our county thrives now and in future.

Taking the time to refresh our Council Plan is extremely important, as we can recognise the achievements made, revisit our priorities and reshape where needed, as well as ensuring we are progressing with vital programmes of work and introducing new initiatives that will drive us forward and help us to overcome the challenges ahead.

It is vital our residents feel reassured that we are up to the challenge, which as well as leading the post-pandemic economic and social recovery includes the integration of health and social care, driving forward Vision Derbyshire to develop a collaborative working model across all local authorities, and harnessing the opportunities that a devolution deal for Derbyshire presents.

This is intertwined with delivering the levelling up agenda across the county, working closely with our partners. We know this important work will help to boost economic performance and investment in our county and greatly improve opportunities and outcomes for our communities.

It is a priority for the council that initiatives and programmes we put in place tackle inequalities and support social mobility, ensuring all our residents have equal access to any available opportunities and that no person or place is left behind.

Our refreshed Council Plan makes our continued ambition for the county and our residents very clear.

We will continue to listen to what is being said and work alongside our communities and partners to ensure we are delivering the best we can for Derbyshire.

Cllr Barry Lewis,

Leader of Derbyshire County Council



About Derbyshire

- A county with a rich, diverse heritage with spectacular landscapes such as the Peak District National Park and other unique attractions
- Derbyshire is a largely rural county with many sparsely populated areas alongside larger built-up urban conurbations
- The county has a total population of 807,183 people
- Derbyshire's population is expected to increase by 13% by 2043
- Population growth varies across the county ranging from just 5.2% in Derbyshire Dales to 30.1% in South Derbyshire
- Derbyshire has an increasingly ageing population with the 85+ population set to double by 2043
- 4.2% (33,7030) of people living in the county are from Black and Minority Ethnic groups
- Derbyshire's economy is worth £16.5 billion and prior to COVID-19 had grown significantly over recent years
- Around 9.5 million people live within easy reach of Derbyshire in the surrounding cities of Derby, Sheffield, Nottingham, Manchester and Leicester
- 28 market towns play a significant role in the local economy. Chesterfield is the area's largest town, with a population of 89,466

“ Derbyshire's economy is worth £16.5 billion and prior to COVID-19 had grown significantly over recent years ”



Page 142



About the Council

Ambition

“ We will work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive ”

Values

The way we work – we will:

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



Outcomes

We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- High quality public services that work together alongside communities to deliver services that meet people's needs


A strong focus on our outcomes will be important in determining our response and recovery from COVID-19 over the life of this plan.



Our Strategic Approach

Our strategic approach governs how we work, as a council, with and for communities, and in collaboration with partners. Three key areas of activity are taking the approach forward – Enterprising Council, Thriving Communities and Vision Derbyshire.

Together these key areas place the Council in a stronger position to understand, to adapt and respond to future challenges and to bring about the changes needed to ensure future success.



Vision Derbyshire
working with our
partners to succeed

Vision Derbyshire

Collaborating with partners in new and powerful ways, maximising existing resources to collectively address complex challenges and shape future services to deliver better outcomes for local people and places.

Thriving Communities

Supporting greater collaboration with and across our communities to bring about change, ensuring people and places thrive.



Thriving Communities
working with our communities
to succeed

Enterprising Council

Transforming the organisation, working as one council, ensuring we are prepared for the future and able to respond to the challenges and opportunities that lie ahead.



Enterprising Council
working within our
organisation to succeed

Our Services



A total of 64 elected members represent the residents of Derbyshire



Supports 419 schools to offer the best education



Supported 12,659 people get home from hospital and 14,818 older and disabled people to live independently



Runs 45 branch libraries, 2 mobile libraries, which welcome over 1.75 million visits each year



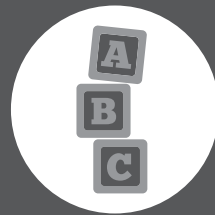
Provides safe, stable homes for almost 900 children in our care



Maintains 3,386 miles of roads and 2,796 miles of pavements and footways each year



Looks after 1,182 bridges, 1,000 footbridges, 3,093 rights of ways and 89,805 streetlights



Dealt with more than 25,000 concerns about child safety or wellbeing



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

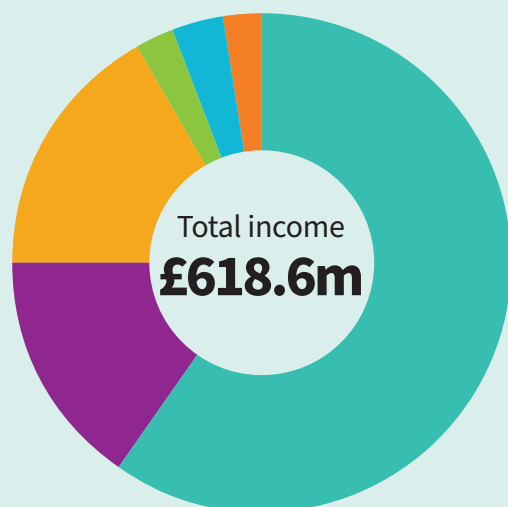


Dealt with more than 46,000 requests for social care assessments, advice, and information

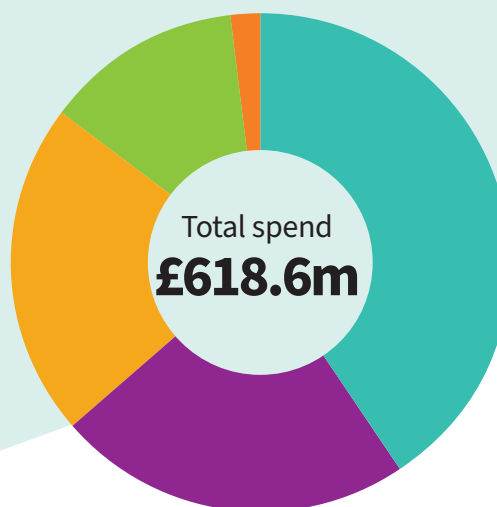
Budget

The Council employs more than 11,600 people and has a budget of £618.6m in 2022/23 that is used to deliver a broad range of services including its statutory responsibilities. This money comes from six main sources and is spent on the following service areas:

Where the money comes from (£m)

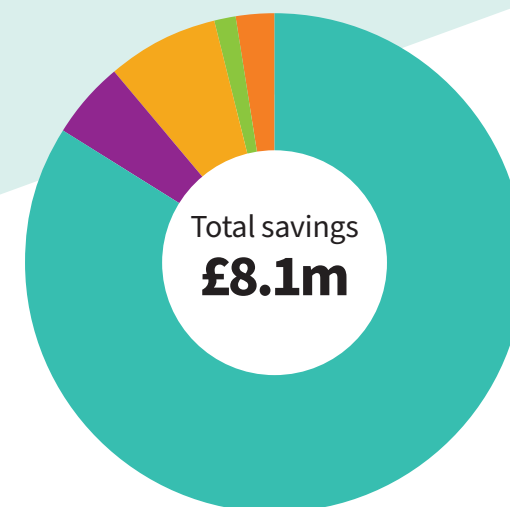


How the money will be spent (£m)



Savings (£m)

The Council needs to make total savings of £67.0m by 2026-27, of which the following £8.1m savings having been identified for 2022-23.



Our Achievements



Raised £1m from the disposal of land and buildings



Carried out reviews of Human Resources and Finance functions, saving the authority over £100,000



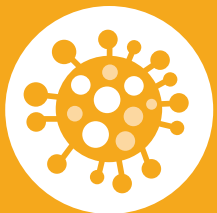
Developed the Council's People Strategy to support employee wellbeing and harness potential



Developed a new Equality and Diversity Strategy setting out actions to reduce discrimination and tackle inequalities



Lead the county-wide COVID-19 recovery strategy helping communities and businesses, including boosting tourism



Created a £15m recovery fund to support those impacted by the pandemic



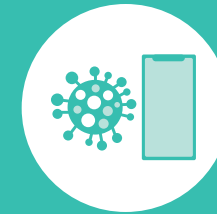
Invested £8.6m on schemes to upgrade 32 schools plus £8.5m for major refurbishments at 3 schools



Provided 60,000 holiday activity places and food to vulnerable children



Provided training to providers to support the emotional and mental health of children following the pandemic



Made 33,700 calls and undertook 115,814 lateral flow tests as part of local COVID-19 contact tracing and testing work



Helped residents to claim over £27m in benefits and write off £1.26m of personal debt



Supported 12,000 residents through the Derbyshire Discretionary Fund



Assisted 5,854 individuals to complete a health and wellbeing MOT to help tackle health risks



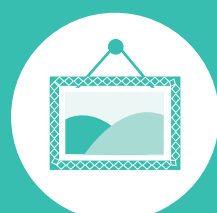
Invested over £200,000 in local suicide prevention programmes



Launched a Climate Change Strategy and a £2m Green Entrepreneurs fund



Continued to support new businesses, providing specialist advice and a £1m support fund



Attracted around 90,000 virtual visits to Buxton Museum and Art Gallery



Grittied 1,550 miles of roads and fixed over 95,685 potholes



Helped 2,850 older and disabled people to access our reablement service



Supported over 350 people with a learning disability and, or who are autistic to have an outcome focused support plan



Our Plan for 2021-25

Page 149



Challenges & Opportunities

Climate Change

Climate change continues to be one of the major issues of our time. Locally, the increase in global temperatures has led to more frequent extreme weather events such as heatwaves, droughts, storms, and extreme rainfall resulting in significant flooding in parts of the county. The Council is committed to reducing the harmful levels of carbon emissions in the environment to help limit the devastating impact such events can have upon local businesses and communities. Adapting how we operate and deliver services in a changing climate are key actions that must be taken.

Building on the Derbyshire Climate Change Framework, the Council is working with partners through Vision Derbyshire to reduce emissions and achieve a net zero target by 2050. Since 2009-10 the Council has cut emissions from its own estate and operations by 63% and has an ambitious target to achieve net zero carbon emissions by 2032, or sooner. The Council has set out priorities and next steps to reduce emissions in Derbyshire County Council's Climate Change Strategy: Achieving Net Zero (2021-2025).

“ Since 2009-10 the Council has cut emissions from its own estate and operations by 63% ”



Recovering from the Coronavirus Pandemic

The pandemic continues to have a significant impact on the lives of residents and key sectors of the local economy and we are working hard with our partners to support businesses and communities across the county to deal with the ongoing consequences of the pandemic. This includes leading the post-pandemic economic and social recovery; overcoming challenges in recruiting and retaining staff with the appropriate skills, which has been exacerbated by the pandemic; and responding to the impact of the rising cost of living being experienced by Derbyshire residents.

Protecting the health of local people will remain a key focus, with the Council continuing to work alongside the NHS to support and drive the uptake of the COVID-19 vaccination programme. Work to bring health and social care organisations to work more closely together than before will also be a key area of activity, ensuring that the best care and services are provided for local people through Joined Up Care Derbyshire.

Page 151

“ Protecting the health of local people will remain a key focus, with the Council continuing to work alongside the NHS to support and drive the uptake of the COVID-19 vaccination programme ”



Our aspirations for the future

Our aspirations for Derbyshire remain strong despite facing significant challenges in providing the services that local people need and want with available resources.

Moving forward the Council will be working with partners to drive forward Vision Derbyshire to develop a collaborative working model across all local authorities; exploring opportunities to maximise heritage and tourism based growth, making the most of the county's rich assets; and delivering devolution as one of the nine early County Deal pathfinder areas, ensuring we harness all the benefits that a devolution deal for Derbyshire could provide.

This includes delivering the levelling up agenda across the county to help boost economic performance and investment in the area and improve opportunities and outcomes for people and places; and working with partners to tackle inequalities and social mobility to ensure support and opportunities are available to all, to build a fairer, more inclusive future for the county.

“ ...the Council will be working with partners to drive forward Vision Derbyshire to develop a collaborative working model across all local authorities; exploring opportunities to maximise heritage and tourism based growth, making the most of the county's rich assets... ”



Priorities

Over the next four years we will focus our efforts and resources on the following priorities



**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**

Headline Initiatives

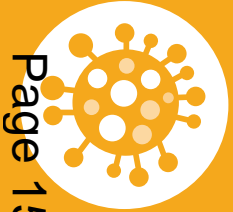
Over the next 12 months we will move forward on delivering the following headline initiatives



Delivering devolution and the levelling up agenda across Derbyshire as one of nine early County Deal pathfinder areas, helping to boost economic performance and improve opportunities and outcomes for people and places



Working with partners to benefit the health and wellbeing of people in Derbyshire by better integrating health and social care and developing the Better Lives transformation programme



Leading the county's economic and community recovery from the COVID-19 pandemic delivering a £15m fund to support local businesses and residents in need



Driving forward the ambitious improvements in Children's Services to positively strengthen outcomes for children and young people, resulting in children's services being judged 'Good' or better by Ofsted



Investing £40m in well managed roads and pathways and developing sustainable methods of travel



Mainstreaming the Thriving Communities approach, working alongside communities to improve resilience and outcomes for local people and communities, reducing demand for high cost services



Taking action on climate change, providing community grants for sustainable and green projects and launching the Green Entrepreneurs scheme to help local people and businesses to reduce carbon emissions



Promoting our employees' wellbeing and developing their potential



Key Actions

Resilient, healthy and safe communities

In the next year we will have:

Worked with partners to enable individuals and communities to lead healthier and happier lives, accessing support when and where they need it to encourage physical activity, help people stop smoking and manage their weight

Provided support to people and communities in need, including financial help from our Discretionary Fund, and other activities that promote financial inclusion

Implemented key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and Inclusion Strategy 2022-2025

Ensured the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and County Lines

Further develop and embed the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of Connected Teams of public services and communities working creatively together

Worked with people with learning disabilities, recovering from mental ill health and, or autism to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

By 2025 we will have:

Worked with people to make a difference to their health and enabled them to live healthier and happier lives through a range of support

Ensured individuals and communities most in need are supported and protected

Effectively responded with partners to emerging community safety threats so that there is reduced prevalence of crime and victimisation

Mainstreamed the thriving community approach to reduce demand for high cost services and enable people to live their best lives

Enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on public services

Resilient, healthy and safe communities

In the next year we will have:

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

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

Reviewed how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources

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

Established a new grant funding Prospectus and Framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity

By 2025 we will have:

Supported communities to take responsibility for their areas, assets and environments

Achieved a successful community managed library approach by delivering the Derbyshire Library Strategy

School transport which meets young people's needs and contributes to the council's climate targets

A thriving voluntary sector that is less dependent on council funding

New Strategic approach to grants funding has maximised opportunities for local people to contribute to the wellbeing of people and places in Derbyshire

High performing, value for money and resident focused services

In the next year we will have:

Worked with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally

Helped more children in care to return to live with their birth families, or to find other loving, permanent family homes

Increased recruitment, utilisation, and retention of Council foster carers to ensure that more children in our care can benefit from loving stable homes with foster carers

Improved the quality of our support for children identified as being in need, so that concerns do not escalate

Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services

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

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

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

By 2025 we will have:

Continued to work with schools to ensure they increase the percentage of children in good or outstanding schools to above the national average

Ensured the children and young people we look after, live in safe, secure and loving homes that support them to be the best they can be

Embedded a culture of prevention and demand management across the Council

Maintained effective adult and children's social care services

Embedded a comprehensive approach to customer service, improving residents' experience of interacting with the Council and enabling the authority to anticipate demand for services

High performing, value for money and resident focused services

In the next year we will have:

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

Implemented Phase 4 of the Vision Derbyshire approach 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

Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements

Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money

Reviewed the Enterprising Council approach to identify achievements and successes to date, whilst developing Phase 3 of the programme to transform, modernise, collaborate and innovate as a Council

Designed, scoped, and developed Phase 2 of the Modern Ways of Working strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working

By 2025 we will have:

Increased engagement and communication with residents and partners about our services, supporting a truly collaborative approach

Secured improved outcomes for people and places through effective partnership working at a local, regional and national level

Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19

High performing, value for money and resident focused services

In the next year we will have:

Worked in partnership with the NHS to support the establishment of a well-functioning Integrated Care System, Integrated Care Partnership and Local Place Alliances that benefit the health and well-being of the people of Derbyshire

Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours

Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery

Completed a programme to centralise ownership, management, and responsibility for all of the Council's land and property assets and budgets, within Corporate Property, to ensure the most effective use of our land and buildings

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

By 2025 we will have:

Worked as a strong integrated partnership with NHS partners, Integrated Care partners and local Place Alliances to improve health and wellbeing outcomes for the population of Derbyshire

Become an employer of choice attracting and retaining a talented and diverse workforce

Rationalised our land and building assets and improved the management of those that remain

Maintained the lowest possible Council Tax

High performing, value for money and resident focused services

In the next year we will have:

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

Implemented a contract and supply chain management regime across the Council which drives value for money throughout the contract lifecycle

By 2025 we will have:

All budget savings have been identified and delivered by 2024-25

Achieved excellence in procurement and contract management

Effective early help for individuals and communities

In the next year we will have:

Continued to deliver the ongoing COVID-19 response and recovery in relation to health protection, alongside wider partnership action to tackle health inequalities

Worked with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people at both school and in the community

Worked with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people

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

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

Developed a holistic Domestic Abuse Strategy and supporting Delivery and Commissioning Plan including addressing issues in relation to violence against women and girls and the new legislative requirements for Children and Young People

By 2025 we will have:

Provided strong leadership to protect the health of local communities and support them to recover from the coronavirus pandemic

Supported more people to manage their own physical and mental health and wellbeing

Continued the implementation of the Older Peoples Housing, Accommodation and Support Strategy

Put in place a new way of working that connects older people and disabled people to our thriving communities

Put in place a new model of care supported by Assistive Technology

Protected those who experience domestic abuse through effective multi-agency working and reduced fear of crime amongst women and girls in Derbyshire

Effective early help for individuals and communities

In the next year we will have:

Helped and empowered more young people with disabilities to be independent in their transition to adulthood

Strengthened the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implemented a new local area strategy to assure the quality of the services and support they receive

By 2025 we will have:

More young adults with disabilities living independently and in paid employment

Continued to improve the Council's care and support offer for children with special educational needs and disabilities to improve efficiency, value for money and customer outcomes

A prosperous and green Derbyshire

In the next year we will have:

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

Opened Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

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

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

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

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

By 2025 we will have:

Invested in improvements to the highway network to bring forward more jobs and homes for the county

Developed and implemented the agreed transport and growth interventions in response to the Integrated Rail Plan recommendations, securing better jobs and homes for Derbyshire

Subject to a positive viability assessment, delivered the Chesterfield to Staveley regeneration route

Adapted our services and worked with communities to help lessen the effects of climate change

A prosperous and green Derbyshire

In the next year we will have:

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

Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced whilst also supporting the green economy

Explored initiatives to tackle climate change including low carbon local energy generation

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

Agreed and implemented the COVID-19 Economic Recovery Strategy to drive good growth and maximise low carbon economic opportunities

Rollled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction

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

Delivered the "Invest in Derbyshire" plan to increase levels of inward investment into the county

By 2025 we will have:

Continued to implement the Climate Change Strategy, working with partners, communities and businesses to reduce the county's carbon emissions

Continued delivery of the Economic Development and Employment and Skills Recovery Action Plans to drive low carbon recovery and good growth, specifically creating more and better jobs, increased skill levels and clean/green renewal projects

Rescoped and redefined the Derbyshire economy for the future embracing change, advances in technology and the digital infrastructure

Created more jobs through increased levels of domestic and international inward investment into the county

A prosperous and green Derbyshire

In the next year we will have:

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

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

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

Mobilised the Derbyshire Cultural Framework and reviewed and developed a costed action plan for the Derwent Valley Mills World Heritage Site

By 2025 we will have:

Created a Derbyshire Social Mobility Commission to improve access to opportunities and enable people to have a better life and fulfil their potential

Ensured that children, young people and adults are empowered to realise their ambitions and maximise their potential

Conserved and promoted Derbyshire's unique heritage to bring greater economic and community benefits to Derbyshire residents, including highlighting our key globally important assets such as the Derwent Valley Mills World Heritage Site

Delivering the Plan

The Council Plan is supported by the Council's Financial Plan and an overarching Delivery Plan, and each department has a Service Plan which sets out how the department will deliver the headline initiatives and actions in the Council Plan.

In addition to monitoring progress on the actions set out above, the following measures will also be monitored on a quarterly basis to show how we're progressing in delivering the Council Plan. For further information, the Financial Plan, Council Plan Delivery Plan, Departmental Service Plans and Quarterly Performance Reports on Council Plan progress are available on the Derbyshire County Council website.

Council Plan Measures

Overarching Measures

- Percentage of residents who are satisfied with the Council
- Percentage of residents agreeing that they feel informed about Council decisions
- Percentage of residents agreeing the Council provides good value for money



Resilient, healthy and safe communities



- Number of people with a learning disability and/or who are autistic with an outcome focused support plan
- Number of people with a learning disability and/or who are autistic recovering from mental ill health supported to move from 24-hour residential care to more independent supported living setting
- Number of people achieving a 4 week Quit
- Number of people achieving a 5% weight loss
- Percentage of successful completions as a proportion of all in treatment for substance misuse
- Uptake of full sexual health screen out of all those eligible
- Number of communities (geographic or thematic) applying a Thriving Communities approach
- Number of people from organisations and communities directly supporting the running of hyper local activity in Thriving Communities areas
- Number of people who received support or benefiting from individual activities in Thriving Communities areas
- Equality and Diversity measures to be set following confirmation of Equality and Diversity Strategy

High performing, value for money and resident focused services



- Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted
- Rate of improvement in the proportion of children attending schools rated "Good" or "Outstanding" by Ofsted
- Proportion of practice areas within reflective case reviews judged to be good or better
- Children's social work assessments completed within 45 days
- Initial child protection conferences within 15 days
- Early help assessments completed within 45 days
- Increase in the percentage of children returning home after a period of being in care
- Number of children living with Council foster carers
- Percentage of children in care leaving through special guardianship orders where it is safe and appropriate to do so
- Adult Social Care Outcomes Framework measures – to be confirmed following national review
- 30 further services available online via the Council's Customer Relationship Management system
- Achievement of identified annual budget savings
- Amount of money raised from the disposal of council land and building
- Sickness as a percentage of available working hours

Effective early help for individuals and communities



- Percentage of children achieving a good level of development at the Early Years Foundation Stage
- Percentage of completed specialist Domestic Violence interventions with a goal fully met
- Increasing trajectory from baseline of specialist domestic abuse interventions that continue to completion
- Percentage of parents/carers who feel that their child's EHCP has the right support in it
- Percentage of parents/carers who feel that their views were listened to during the assessment process
- Number of older people and disabled people entering residential care
- Number of older people and disabled people able to access short term assistance to regain or increase independence
- Number of people with social care needs able to access Assistive Technology

A prosperous and green Derbyshire

Page 169



- Total amount of expenditure on the delivery of the Local Transport Programme
- Percentage of residents satisfied with highways and transport services
- Percentage of Principal roads where maintenance should be considered
- Percentage of Non-principal classified roads where maintenance should be considered
- Percentage of Unclassified road network where maintenance should be considered
- Percentage of road defects repaired within target
- Number of start-up businesses supported
- Number of properties classed as hard to reach (post Contract 2) that are fibre enabled
- Percentage of pupils achieving the expected level in Phonics
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics
- Percentage of pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE
- Percentage of 17-18 year olds in employment, education, and training
- Amount of Apprenticeship Levy transferred to businesses
- Percentage reduction in carbon emissions from council land and operations from 2010 baseline
- Reduction in staff mileage

Have Your Say

We would very much welcome your views on our priorities and the Council Plan. If you would like to discuss any part of it, are interested in getting involved, have any comments or require more information then please contact:



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



policy@derbyshire.gov.uk



Call Derbyshire: 01629 533190



Council Plan Delivery Plan

2022-2023

Derbyshire County Council Delivery Plan 2022-23

This Delivery Plan has been developed to provide more detail on the implementation of the Council Plan 2022-23. It will also help the Council monitor the progress of its work. Timescales are provided though these sometimes extend outside the period of this plan reflecting the long-term ambition and implementation periods required.

Key

*

ASCH	Adult Social Care and Health
CS&T	Corporate Services and Transformation
CS	Children's Services
Place	Place

Priority: Resilient, healthy, and safe communities

Deliverable	Dept	Lead Officer	End Date
Worked with partners to enable individuals and communities to lead healthier and happier lives, accessing support when and where they need it to encourage physical activity, help people stop smoking and manage their weight	ASC&H	Assistant Director of Public Health – Health Improvement	March 2023
Provided support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion	ASC&H	Assistant Director of Public Health – Healthcare, Intelligence, Inclusion & Place	March 2023
Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and Inclusion Strategy 2022-2025	CST/ all depts	Director of Organisational Development & Policy	March 2023
Ensured the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and County Lines	CST	Assistant Director Strategy & Policy	March 2024
Further develop and embed the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of Connected Teams of public services and communities working creatively together	CST/ all depts	Assistant Director Strategy & Policy	March 2023
Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the COVID-19 pandemic	CST	Assistant Director Strategy & Policy	March 2023
Worked with people with learning disabilities, recovering from mental ill health and, or autism to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals	ASC&H	Service Director – Transformation & Partnerships	March 2025
Transferred a minimum of 5 libraries to community management, engaging and involving communities in the development of a cost-efficient library service	Place	Economy & Regeneration Director	October 2024

Deliverable	Dept	Lead Officer	End Date
Reviewed how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources	CS/ Place	Director of Schools & Learning/ Economy & Regeneration Director	March 2025
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	CST & ASC&H	Assistant Director Strategy & Policy/ Assistant Director – Commissioning, Safeguarding, Performance and Quality	March 2023
Established a new grant funding Prospectus and Framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity	CST/ all depts	Assistant Director Strategy & Policy	March 2023

Priority: High performing, value for money and customer focused services

Deliverable	Dept	Lead Officer	End Date
Worked with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally	CS	Director of Schools & Learning	March 2025
Helped more children in care to return to live with their birth families, or to find other loving, permanent family homes	CS	Director of Early Help & Safeguarding	March 2025
Increased recruitment, utilisation, and retention of Council foster carers to ensure that more children in our care can benefit from loving stable homes with foster carers	CS	Director of Early Help & Safeguarding	March 2025
Improved the quality of our support for children identified as being in need, so that concerns do not escalate	CS	Director of Early Help & Safeguarding	March 2025
Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services	ASC&H	Assistant Director of Public Health – Healthcare, Intelligence, Inclusion & Place	December 2022
Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire	CS	Director of Early Help & Safeguarding	March 2023
Implemented new national performance inspection measures for Adult Social Care to improve outcomes for local people and drive value for money	ASC&H	Assistant Director – Commissioning, Safeguarding, Performance and Quality	March 2023
Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance	CST/ all depts	Assistant Director – Communications & Customer Services	March 2025
Put in place a new complaints and feedback system to improve service delivery and resident experience	CST/ all depts	Assistant Director – Communications & Customer Services	July 2023
Implemented Phase 4 of the Vision Derbyshire approach including activity on business support, climate change, homelessness, independent living	CST/ all depts	Managing Director	March 2023

Deliverable	Dept	Lead Officer	End Date
and skills and employment priorities, creating new arrangements to speed up joint decision making with partners			
Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements	CST/ Place	Managing Director	March 2023
Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	CST/ all depts	Director of Organisational Development & Policy	March 2023
Reviewed the Enterprising Council approach to identify achievements and successes to date, whilst developing Phase 3 of the programme to transform, modernise, collaborate and innovate as a Council	CST/ all depts	Director of Organisational Development & Policy	December 2023
Designed, scoped, and developed Phase 2 of the Modern Ways of Working strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working	CST/ all depts	Director of Organisational Development & Policy	December 2022
Worked in partnership with the NHS to support the establishment of a well-functioning Integrated Care System, Integrated Care Partnership and Local Place Alliances that benefit the health and well-being of the people of Derbyshire	ASC&H	Executive Director Adult Social Care and Health/ Director of Public Health	March 2023
Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours	CST/ all depts	Assistant Director HR	March 2023
Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery	CST/ all depts	Jen Skila Assistant Director HR	March 2023
Completed a programme to centralise ownership, management, and responsibility for all of the Council's land and property assets and budgets,	CST/ all depts	Assistant Director Asset Management	March 2025

Deliverable	Dept	Lead Officer	End Date
within Corporate Property, to ensure the most effective use of our land and buildings			
Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement	CST	Executive Director – Corporate Services and Transformation	March 2022
Kept on track to achieve all planned budget savings in the medium term	All depts	Executive Director – Corporate Services and Transformation	March 2024-25
Implemented a contract and supply chain management regime across the Council which drives value for money throughout the contract lifecycle	CST/ all depts	Finance Manager – Head of Procurement	March 2023

Priority: Effective early help for individuals and communities

Deliverable	Dept	Lead Officer	End Date
Continued to deliver the ongoing COVID-19 response and recovery in relation to health protection, alongside wider partnership action to tackle health inequalities	ASC&H	Deputy Director of Public Health	March 2023
Worked with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people at both school and in the community	ASC&H/ CS	Assistant Director of Public Health – Health Improvement/ Director for Schools and Learning	September 2023
Worked with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people	ASC&H	Assistant Director – Commissioning, Safeguarding, Quality and Performance	March 2035
Finalised the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities	ASC&H	Service Director – Transformation & Partnerships	March 2025
Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community	ASC&H	Assistant Director – Commissioning, Safeguarding, Quality and Performance	March 2025
Developed a holistic Domestic Abuse Strategy and supporting Delivery and Commissioning Plan including addressing issues in relation to violence against women and girls and the new legislative requirements for Children and Young People	CST/ CS	Assistant Director Strategy & Policy / Director of Early Help and Safeguarding	March 2023
Helped and empowered more young people with disabilities to be independent in their transition to adulthood	CS	Director for Schools & Learning	March 2025
Strengthened the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implemented a new local area strategy to assure the quality of the services and support they receive	CS	Director for Schools & Learning	March 2023

Priority: A prosperous and green Derbyshire

Deliverable	Dept	Lead Role	End Date
Delivered a £40m Local Transport Programme to provide well managed roads and highways and address road safety concerns	Place	Highways Director	March 2023
Opened Hollis Lane Link Road Phase 1 in Chesterfield to improve road access	Place	Economy & Regeneration Director	March 2023
Prepared a countywide response to the Integrated Rail Plan for the Midlands and the North in relation to HS2 to minimise any potential disruption and take full advantage of the economic growth opportunities	Place	Economy & Regeneration Director	March 2023
Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area	Place	Economy & Regeneration Director	June 2022
Reduced carbon emissions from Council property and vehicles, street lighting and procurement	Place/all depts	Environment & Transport Director	March 2032
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 support and develop flood resilience measures	Place	Highways Director	March 2023
Delivered the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions	Place/all depts	Environment & Transport Director	March 2025
Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced whilst also supporting the green economy	Place	Environment & Transport Director	December 2022
Explored initiatives to tackle climate change including low carbon local energy generation	Place	Economy & Regeneration Director	March 2023
Developed and delivered a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking	Place	Economy & Regeneration Director	March 2023
Agreed and implemented the COVID-19 Economic Recovery Strategy to drive good growth and maximise low carbon economic opportunities	Place	Economy & Regeneration Director	June 2022

Deliverable	Dept	Lead Role	End Date
Rolled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction	Place	Economy & Regeneration Director	March 2023
Increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses	Place	Economy & Regeneration Director	March 2025
Delivered the “Invest in Derbyshire” plan to increase levels of inward investment into the county	Place	Economy & Regeneration Director	March 2023
Worked with partners through the Vision Derbyshire approach to develop a county wide approach to improve social mobility, targeting underperforming areas across the county	CST	Assistant Director Strategy & Policy	March 2023
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	CS	Director for Schools and Learning	June 2023
Worked with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities	Place	Economy & Regeneration Director	March 2023
Mobilised the Derbyshire Cultural Framework and reviewed and developed a costed action plan for the Derwent Valley Mills World Heritage Site	Place	Economy & Regeneration Director/ Environment & Transport Director	March 2023



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

Report of the Managing Director

Departmental Service Plans 2022-23

(Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change)

1. Purpose

- 1.1 To seek approval for the refreshed Departmental Service Plans 2022-23

2. Information and Analysis

- 2.1 In March 2021 Council approved new Service Plans for 2021-25, aligned to the new Council Plan 2021-25. In line with the refresh of the Council Plan 2022-23, the subject of a separate report to Council, a light touch refresh of the Council's four departmental Service Plans has been undertaken, to ensure they remain up to date and fit for purpose.
- 2.2 Service Plans set out how each department will contribute to the outcomes and priorities set out in the Council Plan alongside the delivery of additional departmental priorities. To support the development of the four departmental Service Plans, detailed planning has been undertaken to ensure the Council is able to deliver on its ambitions. Planning has encompassed considerations in respect of timescales, interdependencies, resources, risk management and workforce planning.
- 2.3 Each Service Plan also includes a range of performance measures to monitor progress. Baseline and target information for a number of measures are still to be confirmed due to the reliance of data that is not fully available until later in the year. Service Plans will be refreshed at

appropriate points during the year to ensure that they include updated information once available.

- 2.4 The four refreshed departmental Service Plans 2022-23 are now attached at Appendices 2, 3, 4 and 5 for approval.

3. Consultation

- 3.1 The Service Plans align with the outcomes and priorities set out in the Council Plan. As part of the process for developing the four-year Council Plan for 2021-2025, consultation took place between 18 December and 29 January 2021 for a period of six weeks in 2021. As a result of the consultation, a number of changes were made to help strengthen the Council Plan 2021-25.
- 3.2 Service Plans are also shaped by ongoing consultation and engagement undertaken by departments, including for instance, the Youth Network, Older People's Forum and Black and Minority Ethnic Communities Forum.

4. Alternative Options Considered

- 4.1 Alternative Option 1- Do Nothing. Departments could utilise the existing Service Plans until they expire in 2025. This option is not desirable as it would mean any new strategic and departmental priorities and activity would not be accounted for in the existing departmental Plans.

5. Implications

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

6. Background Papers

- 6.1 Report to Cabinet 10 March 2022 – Service Plans 2021-2025, including:
- Appendix 1 – Adult Social Care and Health Service Plan Refresh 2022-23
 - Appendix 2 – Children's Services Service Plan Refresh 2022-23
 - Appendix 3 – Corporate Services and Transformation Service Plan Refresh 2022-23
 - Appendix 4 – Place Service Plan Refresh 2022-23

7. Appendices

- 7.1 Appendix 1- Implications.

- 7.2 Appendix 2 – Adult Social Care and Health Service Plan Refresh 2022-23
- 7.3 Appendix 3 – Children’s Services Service Plan Refresh 2022-23
- 7.4 Appendix 4 – Corporate Services and Transformation Service Plan Refresh 2022-23
- 7.5 Appendix 5 – Place Service Plan Refresh 2022-23

8. Recommendation

That Council approves the Departmental Service Plans for 2022-23

9. Reasons for Recommendation

- 9.1 The approval of the refreshed Service Plans will ensure that departmental plans encompass emerging key priorities and activity.

Report Author: Matthew Walters

Contact details: matthew.walters@derbyshire.gov.uk

Implications

Financial

- 1.1 The capital and revenue programmes included in Service Plans accord with the revenue and capital budgets approved by Council in February 2022. A forward Plan of procurement activity over the next 24 months is set out in the appendices to the Plans. Budgetary resources required to deliver each of the key actions have been considered and the Service Plans also include a range of actions to support the Council's ambition to deliver value for money services.

Legal

- 2.1 The Forward Procurement Plans for each department are included in accordance with Financial Regulations.

Human Resources

- 3.1 As part of the Service Plan refresh departments have considered how they will work towards achieving the people priorities which are set out in the Council's People Strategy; key actions supporting this are set out in the Plans.

Information Technology

- 4.1 Resources required to deliver the Plan, including Information Technology requirements, have been considered for each key activity and these are set out in the Service Plans.

Equalities Impact

- 5.1 The Council's commitment to enhancing the wellbeing of communities and individuals and to promoting equality and diversity has been embedded throughout the Plans.

Corporate objectives and priorities for change

- 6.1 The Service Plans clearly support the Council's ambition, outcomes, and priorities as set out in the Council Plan.

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

- 7.1 Departments have outlined in their Service Plans how they will contribute to achieving the Council's ambition of being a net zero carbon organisation by 2032, or sooner, and for the county of Derbyshire to be net zero by 2050.
- 7.2 Departments have also considered their requirements regarding property and asset management to support the delivery of their priorities and these are set out in the Service Plans.
- 7.3 As part of the refresh of the Service Plans, departments have undertaken a review of strategic and operational risks. All major risks, that have been identified as a result of the review, have been included alongside mitigating actions, as appendices to the Service Plans.
- 7.4 Activity to ensure that high quality safeguarding services are in place for adults, children and families is included within the Service Plans along with work to address existing and emerging community safety issues, domestic abuse and tackling issues relating to violence against women and girls.

This page is intentionally left blank

Appendix A

Service Plan 2021-25 (2022-23 Refresh)

Page 187

Adult Social Care and Health

Helen Jones
Executive Director

Contents

Council Ambition, Outcomes and Priorities	2
Departmental Overview	4
<ul style="list-style-type: none">• Departmental Management Structure• Achievements• Priorities• Budgets and Savings	
Section One: Delivering the Council priorities	14
Section Two: Delivering departmental services and priorities	32
Appendix A – Approved controllable budget	41
Appendix B – Forward plan of procurement projects	42
Appendix C – Major Risks	47

Our Council Plan 2021- 2025

Council Ambition

“We will work together with our partners and communities to be an enterprising council delivering value for money and enabling local people and places to thrive.”

Values

The way we work – we will:

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

Outcomes

We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential

- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- High quality public services that work together and alongside communities to deliver services that meet people's needs

Council Priorities

Our Council 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

Departmental Overview

The Adult Social Care and Health (ASCH) Directorate supports the delivery of adult social care and public health functions for the council.

Adult Social Care acts as the system leader for social care, discharging the local authority's statutory duties regarding the Care Act (2014), the Mental Health Act (2017) and the Mental Capacity Act (2005).

The department:

- Provides social work assessment to support people to identify their care and support needs.
- Enables people with care and support needs to identify a range of personal, community, voluntary, independent, and statutory service opportunities to meet those needs.
- Has responsibility for managing and commissioning the care services market across Derbyshire to ensure that there is the right type of high-quality services to meet both current and future demand.
- Directly provides care and support services and operates residential care homes, day centres and homecare with a focus on delivering short-term support to enable independence.
- Has lead responsibility for Adult Safeguarding activity and is committed to following the principals of making safeguarding personal to deliver strong, effective and person focused safeguarding enquires, action and reporting.

The core aim of Adult Social Care is to ensure that the services and support people receive are co-ordinated, person centred and promote choice so that, wherever possible, people can live an independent and fulfilling life being part of their local communities.

Public Health acts as the system leader for health and wellbeing, discharging the local authority's duties in regard to health improvement, health protection and reducing health inequalities as outlined in the Health and Social Care Act 2012 and other legislation. The department also has statutory responsibility for developing a Joint Strategic Needs Assessment (JSNA).

The department:

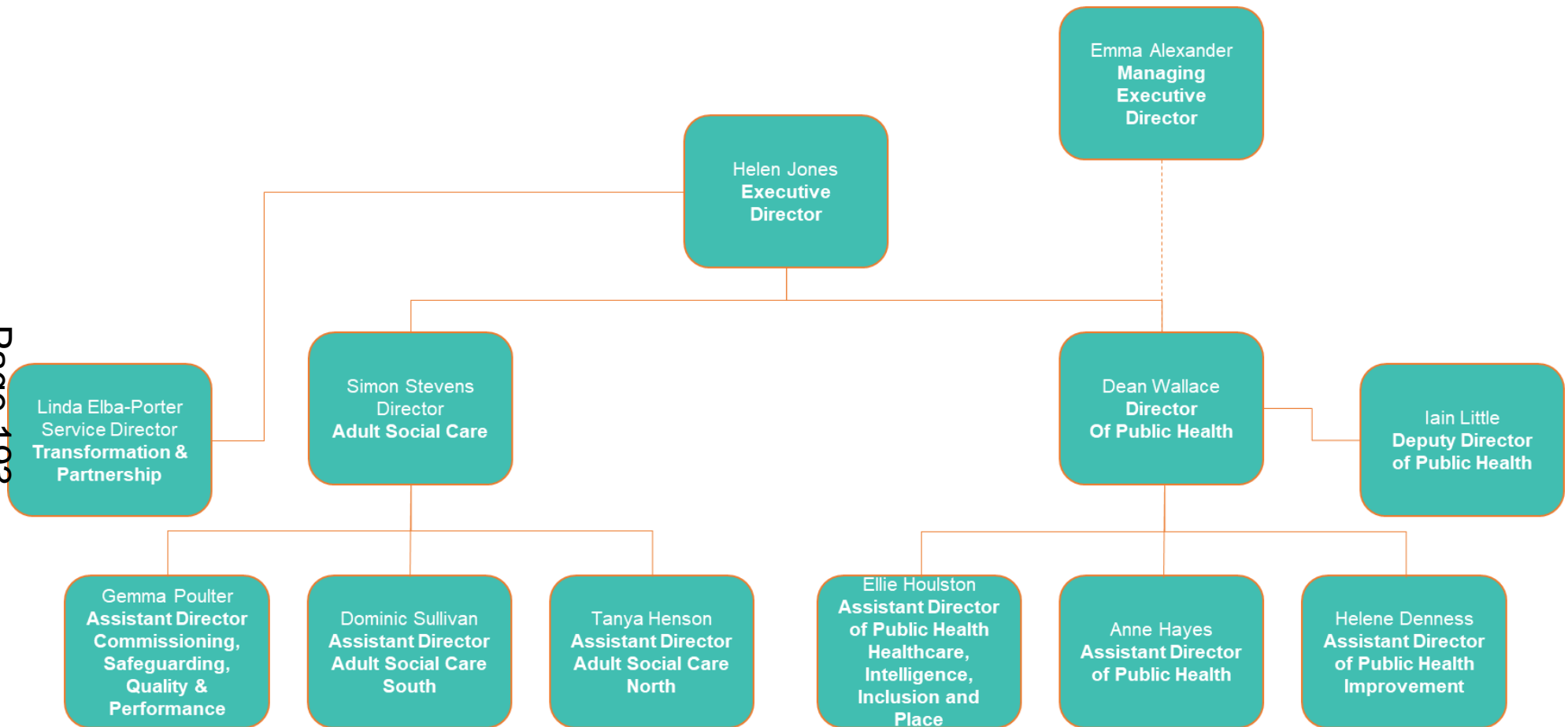
- Seeks to ensure that all Derbyshire people live healthy lives.
- Works to improve and protect the health and wellbeing of everyone in Derbyshire, with a focus on increasing healthy life expectancy, reducing health inequalities, and increasing people's quality of life.
- Delivers health protection and outbreak management responses to communicable diseases, including the current coronavirus pandemic.
- Utilises the latest available evidence to identify and evaluate the health needs of the Derbyshire population.
- Has a key role in developing the role of Population Health Management and Prevention within the emerging Integrated Care System.
- Is working in partnership with the newly formed national Public Health bodies - UK Health Security Agency and the Office for Health Improvement and Disparities.
- Works collaboratively to influence decisions to maximise the benefits to population health and wellbeing.
- Improves population health outcomes by working in partnership with the NHS, district and borough councils and the voluntary sector.

Joined Up Care Derbyshire

The Integrated Care System (ICS) will launch in July 2023 and will further enhance joint working and collaboration across health, social care and public health to improve outcomes. The ICS will help tackle key population health challenges and address health inequalities. The ICS will develop an Integrated Care Strategy in the first part of the financial year and this will link across to and support the work of the Health and Wellbeing Board and use evidence from the Joint Strategic Needs Assessment.

Departmental Management Structure

Page 193



Achievements

Covid-19 has had a significant impact on the department during 2021/22 with a range of challenges and opportunities in delivering existing services, developing new methods of service delivery and reacting to new demands and regulations. The hard work and flexibility of all staff has led to a range of notable achievements. Over the last year the directorate has:

Adult Social Care

- Successfully completed the second year of our four year 'Better Lives' transformation programme and have made significant progress on our ambition to provide both improved outcomes for people and make more effective use of resources.
- Finalists for the Social Worker of the Year Awards 2021: Integrated Discharge Team Royal Derby Hospital
- Alongside our System partners finalists for HSJ Awards for work completed on interagency sheets
- Commissioned and worked alongside an independent engagement provider to facilitate the coproduction of an Adult Care Strategy with local residents.
- Received a total of 40,000 referrals over the 2021 calendar year and we were able to successfully signpost/ refer on 50% at this first point of contact.
- Supported 22,000 people throughout 2021 and are currently supporting over 13,000 people to remain living within their own homes within their local communities.
- Enabled 14,400 people to leave hospital safely during 2021.
- Our Community Support Beds helped to support 871 people to gain independence following an hospital admission or to prevent them having to stay in hospital.
- Worked with 352 people with a learning disability and / or who are autistic to ensure they have an outcome focused support plan.
- 2,850 older and disabled people have been able to access our reablement Short Term Service.
- Continued to build a new residential care facility in Cotmanhay, Ilkeston to replace the nearby Hazelwood Home for Older People.
- Reviewed and realigned our senior management structure to be better equipped to deliver to our priorities, to work more effectively across the division, the department and the wider council and to develop focused capacity to respond to the new inspection requirements, our transformation plans and the development and delivery of a quality assurance strategy across the division.

Public Health

- We were highly commended at the MJ Awards 2021 in the Public Health Improvement category.
- From 1 April 2021 until 31 December 2021 the Derbyshire Discretionary Fund has supported Derbyshire residents with 11,999 awards. There were 10,333 awards of emergency cash payments; 663 awards of exceptional pressure grants; 850 awards of Covid-19 support payments.
- The Contact Tracing Team have made 32,746 calls including 15,863 Local 24 and 16,253 Local 4 calls. Follow up call or text messages have been provided to individuals declaring a need for self-isolation support from the local authority.
- In 2021, the Health Protection Team have given advice to 227 workplaces, 255 care homes, 502 education settings and 39 other organisations about Covid-19 outbreaks and supported the UK Health Security Agency in high risk settings such as homeless hostels and prisons.
- The community testing team have undertaken 116,000 lateral flow tests between January and December 2021.
- Live Life Better Derbyshire also supported 1,938 people with stopping smoking including supporting 172 pregnant women to quit smoking.
- Live Life Better Derbyshire supported 1,390 people with weight management and 635 with getting active programmes.
- The Adult Substance Misuse Treatment Service supported 3,935 clients.
- 653 people requested access to syringes through the generic Pharmacy Needle and Syringe Service, with a further 398 being supported through the specialist/complex needs programme, and 572 Hepatitis C tests were carried out.
- Sexual Health Clinics had 16,895 attendances and 19,741 orders were received for online STI services, which is a 32% increase compared to 2019-20.
- The Sexual Health Promotion Team engaged with 83 people of vulnerability through virtual 1:1 consultation and the new photo-diagnosis for appropriate infections was introduced.
- 94 patients were seen for Pre-exposure prophylaxis (PrEP)/ HIV prevention.
- We have supported 19 Feeding Derbyshire projects which provided activities and food for children over the summer.
- Since August 2021 a network of 48 trusted partners has enabled the Enhanced Infection Prevention Control for Vulnerable Populations project to distribute 468,000 items across the county. The items included PPE, cleaning products, hand sanitiser and lateral flow device test kits.
- Winter Pressure Single Contact Point stood up again in 2021, building on learning and successes from 2021. Since October the service has supported 74 people this winter period.

Priorities

During 2022/23 and forthcoming years, the directorate will focus on the following activities to support Council and departmental priorities:

For **Adult Social Care**:

- Continuing to meet as the system leader for social care our statutory duties under the Care Act (2014), the Mental Health Act (2017) and the Mental Capacity Act (2005) and the new requirements outlined within People at the Heart of Care: adult social care reform white paper and ensure the department is ready for the new inspection regime.
- Working as part of Joined Up Derbyshire and alongside system partners to provide a seamless experience for individuals and joined-up, efficient provision of services.
- Continue to deliver and develop the 'Better Lives' transformation programme alongside system partners to provide both improved outcomes for people and make more effective use of resources.

These priorities include the developing a co-produced Adult Social Care Strategy that is underpinned by:

- Work with people with learning disabilities, recovering from mental ill health 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.
- Continuing to develop new ways of working through our Better Lives approach that connects older people and disabled people to thriving communities and focuses on a new community front door offer.
- Continuing to work with District and Borough Councils and other partners to develop new sites to increase the amount of age-appropriate accommodation and support for older people.
- Implemented new national performance inspection measures for Adult Social Care to improve outcomes for local people and drive value for money.
- Commissioned and procured a new assistive technology service to support people with social care needs to live independently in the community.

For Public Health:

- Delivering and supporting the Covid-19 response and recovery in relation to health protection, alongside wider partnership action to tackle health inequalities and the wider health impacts that have emerged as a result of the pandemic.
- Providing support to people and communities in need, including financial help from our discretionary fund and support activities that promote financial inclusion.
- Developing a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services.
- Working with partners, to enable individuals and communities to lead healthier and happier lives, accessing support when and where they need it to encourage physical activity, help people stop smoking and manage their weight
- Working with partners to promote positive mental wellbeing and improve support for local people, including the prevention of suicide.
- Working with the NHS to establish a well-functioning Integrated Care System, Integrated Care Partnership and Local Place Alliances that benefit the health and well-being of the people of Derbyshire in relation to Population Health.
- Promoting positive mental health for young people with partners in schools the voluntary, community and independent sectors and health colleagues.

Workforce Priorities

The department will work towards achieving the five people priorities from the Council's People Strategy as follows:

Attract and retain the best people in the most effective way possible:

- Working with partners across the system in terms of wider resourcing issues, working proactively on long term sustainable solutions. Understanding the internal resourcing issues across the department and as an HR collective, driving forward solutions and initiatives especially across hard to fill roles as a priority.
- Ensuring an understanding of and compliance with mandatory and statutory training across the directorate and that the employee journey from induction through to exit adds value for the individual and the organisation.
- Being the Employer of Choice, Proud to work for Derbyshire principles and feeling valued, underpin all that we do, and we are underlying to our activity.
- Undertaking pro-active workforce planning and development to ensure the directorate finds, retains and develops staff who have the right values, knowledge, skills, and experience to provide a high-quality public health function now and in the future, and to avoid talent surpluses or shortages.

Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:

- Ensuring services, policies and process will promote equality, diversity, and inclusion and support workforce plans.
- Developing workforce plans to support an understanding the demographics and challenges and pro-actively supports resourcing and activity moving forward.
- Ensuring clear promotion of the opportunities for individuals across the business and positively supporting both new and existing staff in their career aspirations for the future and ensuring a positive flow of resources for the business. E.g. Kickstart, Apprentices, Work experience.
- Developing a Diversity and Inclusion Strategy.
- Reviewing the Public Health workforce plan quarterly to make sure it reflects the needs of the service.

Engage, nurture and develop our people and our future potential:

- Ensuring Managers are clear on the individual expectations of their roles. Working collectively to ensure strengths are utilised, development is encouraged and finding innovative solutions to fill the gaps. Developing a culture of ownership and responsibility.
- Working with the workforce engagement cycle to ensure the staff voice is captured and challenges are clear.
- Promoting the Pulse Surveys, Team Briefs, departmental and organisational engagement forums ensuring that engagement continues to be a priority.
- Ensuring the public health workforce are empowered to be enterprising, creative, and resourceful, thinking and doing things differently and they will be supported to embrace change and new opportunities.

Enable organisational transformation and effective employee relations:

- Continuing to work positively with trade union colleagues in all areas of the business from reviews to the challenges of resourcing and the Covid pandemic. Collaborative working will continue to ensure the success of the Consultative Framework. Continue to build good relationships through case work, processes and the programmes of change e.g., Better Lives.
- Support the transformation programmes across the directorate. Working to drive forward change through understanding the vision, supporting innovative solutions & the strategic direction of the service.

Enable and ensure the wellbeing and safety of our people:

- Reduction in sickness absence across the directorate through improved access to staffing data and revised sickness absence targets. Managers throughout directorate, supported by SMT, are better empowered to take ownership and provided with the support and toolkits to facilitate reduction in absence and support staff from a wellbeing perspective.
- Work collaboratively to ensure Health, Safety and Wellbeing is an integral part of what Adult Social Care and Public Health do, that the profile is understood and that the service enables Managers to operate effectively. Continue with a positive approach to ensure inclusion in projects and activities on a pro-active rather than a reactive way.
- The Councils workplace wellbeing strategy, initiatives, training and support is available to all staff, and wellbeing and safety is promoted through team meetings and individual 1-2-1 meetings.
- Mental Health First Aid initiative is also now available to support staff along with online wellbeing resources, and support via Live Life Better Derbyshire services.

Budget and Savings

The Department's budget for 2022-23 is **£252.426 million**, full details of which are set out in Appendix A.

The Directorate's budget includes agreed additional funding for Adult Social Care service pressures for 2022-23 of £19.807 million as set out below:

Ongoing funding	£million
Independent Sector Fee increases	£12.257
Demographic Growth	£5.016

One off funding	£million
Independent Living Fund (ILF)	£2.534

The Department will be managing the delivery of total proposed budget savings for 2022-23 of **£10.137 million** as set out below.

Continuation from Previous Years Schemes	£million
Better Lives – Working Age Adults	£1.942
Better Lives - Older People's Pathway	£7.150
Reduce Agency Spend	£0.400
Preparation and Planning for Disabled Children	£0.190
New Schemes:	
Review of Contracting and Commissioning Staffing	£0.100
Review of Business Services	£0.155
Review of Other Housing Related Support Services	£0.200

Public Health expenditure is funded from a ring-fenced grant and as such does not contribute to savings targets for the council. The budget is largely spent on drug and alcohol treatment services, sexual health services, public health nursing, health protection and promoting activities to tackle smoking and obesity and to improve children's health. However, the ring-fenced grant amount outlined in the comprehensive spending review will place challenges on the department as despite stating the grant will be maintained 'in real terms' over the Spending Review 2021 period, the department will have to manage NHS agenda for change pay rises for services commissioned from the NHS and additional costs associated with commissioning the HIV prevention drug Pre-Exposure Prophylaxis (PrEP), which was previously funded by NHS England. The Public Health Ring Fenced Grant for 2022-23 for Derbyshire is £43.8 million. The Public Health team will also receive further one-off funding related to Covid-19 and other specific ring-fenced grants.

Section One - Delivering the Council Priorities

In support of the Council priorities the department has identified specific deliverables as detailed below.

Ref key: PH = Public Health ASC = Adult Social Care CP = shared council wide

Resilient, healthy and safe communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-01	Worked with partners, to enable individuals and communities to lead healthier and happier lives, accessing support when and where they need it to encourage physical activity, help people stop smoking and manage their weight.	Assistant Director of Public Health – Health Improvement.	Apr 2022-Mar 2023	Within existing resources of Public Health Grant and supported by additional one-off grant funding from Central Government in relation to weight management.	<ul style="list-style-type: none"> Number of people achieving a 4 week Quit. Number of people achieving a 5% weight loss. Number of people participating in smoking cessation. Number of people participating in weight management. Number of people participating in physical activity. Number of people achieving at least 150 minutes of physical activity each week. RAG Rating: Pilot and test 4 “Active Neighbourhood Partnerships.” Uptake of full sexual health screen for those eligible. Number of contacts into the Derbyshire integrated sexual health service. Uptake of Pre-exposure Prophylaxis HIV (PrEP) to prevent HIV. Number of engaged schools Derbyshire RSE Award programme. 	We will have supported more Derbyshire residents to quit smoking, manage their weight, be more active and improve their wellbeing.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-02	Provided support to people and communities in need, including financial help from our discretionary fund and support activities that promote financial inclusion.	Assistant Director of Public Health Healthcare, Intelligence, Inclusion and Place	Mar 2022-Mar 2023	Within existing staffing resources and budgets.	<ul style="list-style-type: none"> • Number of awards from the Derbyshire Discretionary Fund for emergency cash payments. • Amount of funds released from the Derbyshire Discretionary Fund. • Number of people supported by Public Health Advisory Service (GP and Community Wellness). • Number of people supported to maximise their benefit income. • Number of claims and appeals supported. 	Ensured individuals and communities most in need are supported and protected.
CP-03	Implemented key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and inclusion Strategy 2022 – 2025.	Assistant Director of Public Health - Health Improvement and Service Director Transformation and Partnerships	Apr 2022-Mar 2023	Within existing resources.	<ul style="list-style-type: none"> • Contributed to workstream activity delivered to agreed timescales in line with agreed reporting schedules. • Equality considerations are embedded across the department's strategies and service plans. • Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality. 	Ensured individuals and communities most in need are supported and protected.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-05	Further developed and embedded the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of Connected Teams of public services and communities working creatively together.	Assistant Director of Public Health Healthcare, Intelligence, Inclusion and Place and Service Director Transformation and Partnerships	Apr 2022-Mar 2023	From within existing Public Health Resource.	<ul style="list-style-type: none"> Consider how Public Health programmes can align with the Thriving Communities approach. 	Mainstreamed the thriving community approach to reduce demand for high cost services and enable people to live their best Lives.
CP-06	Worked with people with learning disabilities, recovering from mental ill health 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.	Service Director – Transformation and Partnerships	Ongoing to Mar 2025	From existing budget	<ul style="list-style-type: none"> Number of people with a learning disability and / or who are autistic with an outcome focused support plan. 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 settings. Number of people recovering from mental ill health supported to move from 24-hour residential care to a more independent setting. 	Worked with people with a learning disability and / or who are autistic and those recovering from mental ill health and developed Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-10	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.	Assistant Director Commissioning, Safeguarding, Quality and Performance	Mar 2023	From existing departmental resources.	<ul style="list-style-type: none"> Grants review completed and commissioned activity in place. Further developed the new council wide VCS infrastructure model. New council wide grants system/arrangements in place. 	Reviewed current grant funding arrangements.
CP-11	Established a new grant funding Prospectus and Framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourages sustainable and green activity.	Assistant Director of Public Health Healthcare, Intelligence, Inclusion and Place and Assistant Director Commissioning, Safeguarding, Quality and Performance	Apr 2022-Mar 2023	From within existing Public Health Resource and with support from corporate resources.	<ul style="list-style-type: none"> Launched the Council's new strategic grants programme. Received applications and awarded new grants to meet the Council's priorities for Public Health activity. Grants review completed and commissioned activity in place. New council wide VCS infrastructure model and contract in place. New council wide grants system/ arrangements in place. 	Implemented the grants policy.

High performing, value for money and resident focused services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-16	Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services.	Assistant Director Public Health Healthcare, Intelligence, Inclusion and Place	Apr 2022-Dec 2022	Within existing staffing resources and departmental budgets, part of a transformational programme of service re-design.	<ul style="list-style-type: none"> RAG rating against project milestones linked to prototyping and transformation plan which will result in new model being in place by December 2022. 	Embedded a new community wellbeing offer that is well established with good system working and partnership links.
CP-18	Implemented new national performance inspection measures for Adult Social Care to improve outcomes for local people and drive value for money.	Assistant Director Commissioning, Safeguarding, Quality and Performance	Apr 2022 to Mar 2023	From existing budget	<ul style="list-style-type: none"> The new outcomes framework has not yet been released nationally. National implementation date still awaited. 	Embedded the new national performance measures and be able to benchmark our performance with other Local Authorities.
CP-19	Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance.	Director of Public Health and Service Director Transformation and Partnerships	Apr 2022-Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Scoped what Public Health Services can be delivered via online service delivery. Delivered some services online, building on learning and arrangements put in place during the pandemic. 	Increased number of services available online.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-20	Put in place a new complaints and feedback system to improve service delivery and resident experience.	Deputy Director of Public Health and Assistant Director Commissioning, Safeguarding, Quality and Performance	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> New complaints and feedback system in development. 	Increased engagement and communication with residents and partners about our services, supporting a truly collaborative Approach.
CP-21	Implemented Phase 4 of the Vision Derbyshire approach 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.	Director of Public Health and Director of Adult Social Care	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Supported the homelessness agenda via the Derbyshire Housing and Health Systems Group, which is coordinated by Public Health. Supported delivery of agreed priorities within programme, especially where there is strong alignment to Public Health aims and objectives. 	Secured improved health and wellbeing outcomes for people and places through effective partnership working at a local, regional, and national level.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-23	Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money.	Service Director Transformation and Partnerships and Group Manager Public Health Commissioning	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Adult Social Care and Health support and contribute to implementation approach for programme. Adult Social Care and Health link to and are engaged with council wide governance arrangements. New programme management methodology and tools are utilised by Adult Social Care and Health following launch. 	Radically transformed Public Health Services that form part of the programme and supported the implementation of agreed strategic change programmes.
CP-25	Designed, scoped and developed Phase 2 of the Modern Ways of Working strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working.	Director of Public Health and Assistant Director of Adult Social Care -South	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Modern Ways of Working approach and strategy developed and in place for the directorate. Prioritised action plan for the department in place and implementation underway. 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by Covid-19.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-26	Worked in partnership with the NHS to support the establishment of a well-functioning Integrated Care System, Integrated Care Partnership and Local Place Alliances that benefit the health and well-being of the people of Derbyshire.	Executive Director Adult Social Care and Health and Director of Public Health	Apr 2022 to Mar 2023	County Council and NHS system resource, which may include one off funding or support via specific national programmes.	<ul style="list-style-type: none"> Public Health support the development of the Integrated Care Strategy alongside health and social care partners. Population Health Management is embedded in ICS Strategy. JSNA in place and published online. Public Health contribute to the new ICS strategic intelligence function by contributing to the development and implementation of the Data & Intelligence Strategy. 	Be an active partner within the ICS contributing to shared pieces of work related to population health. Provided specialist knowledge and insight in relation to a range of public health matters and developed the JSNA as a shared evidence base used by system partners.
CP-27	Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours.	Deputy Director Public Health and Service Director Transformation and Partnerships	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Delivery against Public Health workforce strategy outcomes. Delivery against Adult Social Care workforce strategy and outcomes. 	Become an employer of choice attracting and retaining a talented and diverse workforce.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-28	Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery.	Assistant Director of Public Health - Health Improvement and Assistant Director of Adult Social Care - South	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> • Provided Public Health support and advice to embed the new Health, Safety and Wellbeing team structure. • Reduced employee sickness absence. 	Become an employer of choice attracting and retaining a talented and diverse workforce.
CP-29	Completed a programme to centralise ownership, management, and responsibility for all the Council's land and property assets and budgets, within Corporate Property, to ensure the most effective use of our land and buildings.	Service Director Transformation and Partnerships and Director of Public Health	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> • Strategic Asset Plan in place for Adult Social Care and Public Health. • Oversight Board established. 	Established a programme of work for ASCH which links to the wider Council programme to ensure the effective use of our land and buildings.
CP-31	Kept on track to achieve all planned budget savings in the medium term.	Director of Public Health and Service Director Transformation and Partnerships	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> • Services delivered in line with Public Health Ring Fenced Grant. • Services delivered in line with budgets available corporately or from external funding bodies. 	Maintained a sustainable funding position for Adult Social Care and Health.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-32	Implemented a contract & supply chain management regime across the Council which drives value for money throughout the contract lifecycle.	Assistant Director Commissioning, Safeguarding, Quality and Performance and Group Manager Public Health Commissioning	Apr 2022 - Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Developed and implemented a new Section 75 agreements for Sexual Health. Continued to review Public Health contractual arrangements to ensure they demonstrate value for money and deliver public health outcomes. Continued to review Adult Social Care contractual arrangements to ensure they demonstrate value for money and deliver required outcomes. 	Achieved excellence in procurement and contract management.

Effective early help for individuals and communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-33	Continued to deliver the ongoing Covid-19 response and recovery in relation to health protection, alongside wider partnership action to tackle health inequalities.	Deputy Director of Public Health	Until March 2023	Contain Outbreak Management Fund	<ul style="list-style-type: none"> Number of educational establishments provided with advice. Number of workplaces provided with advice. Number of lateral flow tests conducted by Derbyshire County Council community testing team. Number of non-Covid-19 Health Protection incidents or outbreaks supported. 	Provided strong leadership to protect the health of local communities and support them to recover from the coronavirus pandemic.
CP-34	Worked with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on young people at both school and in the community.	Assistant Director of Public Health – Health Improvement	Apr 2022-Mar 2023	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Lead the Derby/ Derbyshire Suicide Prevention. Partnership and running four meetings a year. Number of people attending mental health and suicide prevention training. Number of different organisations of people attending training for mental health and suicide prevention. Number of training hours delivered for mental health and suicide prevention. Number of page views on the Derbyshire emotional wellbeing website, where key information and advice is provided. Number of mental wellbeing related social media posts and the audience reach. Development and delivery of a pilot Whole School Approach programme. Number of schools engaged. 	Supported more people to manage their own physical and mental health and wellbeing.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-35	Worked with District and Borough Councils and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people	Assistant Director Commissioning, Safeguarding, Quality and Performance	Ongoing to Mar 2035	From existing budget.	<ul style="list-style-type: none"> Number of new developments that meet the needs set out in our accommodation strategies. Refresh the interim Older People's Accommodation and Support Strategy with revised data, key messages and findings from citizen engagement. Develop interactive mapping portal showing existing provision and geographical gaps in age appropriate housing. 	Created with District, Borough Councils and other partners at least 12 new sites that will increase the amount of age-appropriate accommodation and support for older people.
CP-36	Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities.	Service Director – Transformation and Partnerships	Ongoing to Mar 2025	From existing budget.	<ul style="list-style-type: none"> Reduction of the number of older people and disabled people entering residential care. Increase the number of older people and disabled people able to access short term assistance to regain or increase independence. 	Finalised the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-37	Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community.	Assistant Director Commissioning, Safeguarding, Quality and Performance	Ongoing to Mar 2025	From existing budget.	<ul style="list-style-type: none"> Being scoped timeline to be determined. 	Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community.

A prosperous and green Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-45	Reduced carbon emissions from Council property and vehicles, street lighting and procurement.	Director of Public Health and Assistant Director Commissioning, Safeguarding, Quality and Performance	Apr 2022-Mar 2023	Within existing resources. Interdependencies: Climate Change Strategy	<ul style="list-style-type: none"> Supported the reduction in greenhouse gas emissions from Council owned land and operations. Reduction in staff mileage. 	Adapted our services and worked with communities to help lessen the effects of climate change.

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of awards from the Derbyshire Discretionary Fund for emergency cash payments.	86,281	Awaiting data	10,333	Monitor	Monitor	Monitor
Number of people supported by Public Health Advisory Service (GP and Community Wellness).	11,328	12,034	8,130 (q1 &2)	Monitor	Monitor	Monitor
Number of enquiries dealt with by the Public Health Advisory Services (GP and Community Wellness).	48,482	53,558	40,415 (q1 &2)	Monitor	Monitor	Monitor
Number of people supported to maximise their benefit income.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of claims and appeals supported.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of people achieving a 4 week Quit.	1,157	Awaiting data	1,151	1,050	1,050	1,050
Uptake of full sexual health screen out of those eligible.	New measure	New Measure	New measure	New measure	60%	60%
Number of contacts into the Derbyshire integrated sexual health service.	New measure	New Measure	New measure	New measure	50,000	50,000
Uptake of Pre-exposure Prophylaxis HIV (PrEP) to prevent HIV.	New measure	New Measure	70	84	100	120
Number of engaged schools Derbyshire RSE Award programme.	New measure	New Measure	32	72	109	n/a as programme ends
Number of awards from the Derbyshire Discretionary Fund for emergency cash payments.	86,281	Awaiting data	10,333	Monitor	Monitor	Monitor
Number of people supported by Public Health Advisory Service (GP and Community Wellness).	11,328	12,034	8,130 (q1 &2)	Monitor	Monitor	Monitor

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of enquiries dealt with by the Public Health Advisory Services (GP and Community Wellness).	48,482	53,558	40,415 (q1 &2)	Monitor	Monitor	Monitor
Number of people supported to maximise their benefit income.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of claims and appeals supported.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of people with a learning disability and / or who are autistic with an outcome focused support plan.	New measure introduced 2020/2021	New measure introduced 2020/2021	Q3 352	340	150	To be confirmed
Number of people with a learning disability and / who are autistic or who are recovering from mental-ill health supported to move from 24-hour residential care to more independent supported living settings.	New measure introduced 2020/2021	New measure introduced 2020/2021	Q3 32	60	30	To be confirmed
Number of educational establishments provided with advice.	New measure introduced 2021-22	New measure introduced 2021-22	674	Monitor	Monitor	Monitor
Number of workplaces provided with advice.	New measure introduced 2021-22	New measure introduced 2021-22	100	Monitor	Monitor	Monitor
Number of lateral flow tests conducted by DCC community testing team.	New measure introduced 2021-22	New measure introduced 2021-22	32,225	Monitor	Monitor	Monitor

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of non-Covid-19 Health Protection incidents or outbreaks supported.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of people attending mental health and suicide prevention training.	New measure	New Measure	1,207	528	528	TBC
Number of different organisations of people attending training for suicide prevention.	New measure	New Measure	351	No Target	No Target	No Target
Number of training hours delivered for mental health and suicide prevention training.	New measure	New Measure	560	364	364	TBC
Number of page views on the Derbyshire emotional wellbeing website, where key information and advice is provided.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of mental wellbeing related social media posts and the audience reach.	New measure	New Measure	New measure	New measure	Monitor	Monitor
Number of schools engaged in mental health support programmes.	New measure	New Measure	New measure	New measure	12	50
Identify 3 sites per year for development and work with partners to progress.	New measure introduced 2020/2021	New measure introduced 2020/2021	4 sites identified	3 sites identified	3 new sites identified	3 new sites identified
Reduction of the number of older people and disabled people entering residential and nursing care.	New measure introduced 2020/2021	New measure introduced 2020/2021	Q2 362	932	932	932

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Increase the number of older people and disabled people able to access short term assistance to regain or increase independence.	New measure introduced 2020/2021	New measure introduced 2020/2021	Q3 2258	3,588	3,588	3,588
Increase the numbers of older people and disabled people with eligible social care needs accessing Assistive Technology.	New measure introduced 2020/2021	New measure introduced 2020/2021	Q3 660	600	600	600
Average number of days lost per appointment to sickness (Dept figure).	13.75	12.96	AD	13	n/a	n/a
New sickness absence measure (Dept figure).	New Measure	New measure	7%	6.5%	To be set	To be set
Staff mileage	New measure	New Measure	New measure	1.956,805		

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

Section Two – Delivering departmental priorities and services

To deliver departmental priorities and services we will work towards achieving the following:

ASC = Adult Social Care PH= Public Health

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
ASC-07	Implemented the Derbyshire 3-year Learning from lives and deaths – People with a learning disability and autistic people (LeDeR) Strategy	Assistant Director of Adult Social Care - South	Apr 2021-Mar 2024	From existing resources.	<ul style="list-style-type: none"> Reduction in death of people with learning Disability and or Autism. 	Improved the lives of people with learning disabilities and autism by improving the quality of person-centred care they receive in their daily lives to work towards preventing them from dying sooner than the general population.
ASC-08	Continued to transform the Short-term Service teams providing home care and reablement to Derbyshire people.	Assistant Director of Adult Social Care - North	Ongoing	From existing resources.	<ul style="list-style-type: none"> Reduction in hospital delays. Increased independence for people leaving the service. Reduced admissions to long term care. 	The Short-term Service homecare and reablement is available for all local people who require this to meet their social care needs.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
ASC-09	Developed a co-produced Adult Social Care strategy with residents of Derbyshire and key stakeholders.	Service Director – Transformation and Partnerships	Jan 2022	From existing budget.	<ul style="list-style-type: none"> • Draft Strategy in place. • Engagement completed with relevant stakeholders. 	Five Year Adult Social Care Strategy in place.
ASC-10	Implemented the programme: Preparing for Adulthood service – with a particular focus on improving the interface between Childrens and Adults services to achieve improved outcomes and greater independence for children transitioning into adulthood.	Service Director – Transformation and Partnerships	Nov 2021 – Mar 2025	From existing budget.	<ul style="list-style-type: none"> • Engagement completed with relevant stakeholders. • New process in place focusing on strength-based practice. 	Supported 37 young people to transition into Adult Social Care with a more positive, independent outcome.
ASC-11	Scoped and worked across the Council to improve the “Community Front Door” for Adult Social Care through the opportunities created by Chanel Shift and Thriving Communities.	Service Director – Transformation and Partnerships	Jan 2021 – Mar 2023	From existing budget.	<ul style="list-style-type: none"> • Scoped and design the programme of work. • Implemented programme of work. 	Through the creation of a new offer increased the number of people successfully supported to find own solution either themselves or within their own local community.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
ASC-12	Scoped and developed a Community Transformation programme with system partners – Team Up.	Service Director – Transformation and Partnerships	Mar 2022-Mar 2023	Further system resources to be identified.	<ul style="list-style-type: none"> Scoped and design the programme of work. Implemented programme of work. 	New joined up Health and Social Care offer for local residents.
PH-08	Developed and started delivering a system-wide plan to reduce unwarranted variation in uptake of vaccinations.	Deputy Director of Public Health	Apr 2022 – Jan 2023	Covid-19 specific funding Derby City Council funding for staff and management costs associated with city post.	<ul style="list-style-type: none"> Plan in place and agreed with partners (Progress measure). Actions being delivered that will address vaccine inequalities (Progress measure). 	Reduced unwarranted variation in the uptake of vaccinations, ensuring more of the population are protected from disease.
PH-09	Developed a prevention plan for Anti-Microbial Resistance across Derbyshire County Council which aims to ensure antimicrobial resistance is effectively contained, controlled, and mitigated within its services.	Deputy Director of Public Health	Apr 2022-Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Plan in place (Progress measure). Working groups across DCC and wider partners with clear action plans in place (Progress measure). Policies and training reviewed and amended to prevent and control infection (Progress measure). 	Implemented a plan for Anti-Microbial resistance.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
PH-10	Delivered a priority action plan based on the Air Quality strategy 2020-2030.	Deputy Director of Public Health	By Mar 2023	Within existing resources of Public Health Grant. Air quality working group.	<ul style="list-style-type: none"> Ensure an action plan is in place and agreed with partners to tackle issues related to Air Quality (Progress measure). Number of statutory local air quality management area with an active action plan in place, which Public Health are contributing to. 	Taken steps to Improve Air Quality within the County via a partnership approach.
PH-11	Enhanced a preventative approach to infectious disease management across care settings, education settings and workplaces.	Deputy Director of Public Health	By Mar 2023	Within existing resources.	<ul style="list-style-type: none"> Development of policies, joint working across partners, needs survey completed and action plan developed (Progress measure). 	Resilient, healthy and safe communities.
Page 223	Developed a whole system approach to Physical Activity.	Assistant Director of Public Health – Health Improvement	Apr 2022– Mar 2024	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> More coordinated commissioning/delivery of physical activity across the county (RAG rating against project plan). 	Worked in partnership to improve physical activity participation rates across the county.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
PH-13	Increased the size and scope of the Walk Derbyshire network.	Assistant Director of Public Health – Health Improvement	Apr 2022- Mar 2024	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Website to be built by June 2022. An increased awareness of local walks measured via engagement and surveys. 4 active neighbourhood pilot projects are operational across the county by March 2023. 	Ensured an active Walk Derbyshire network is in place and more people are participating in walking. Evaluated and learnt from the 4 Active Neighbourhood pilots.
PH-14	Developed Feeding Derbyshire work to tackle issues related to food insecurity.	Assistant Director of Public Health – Health Improvement	Apr 2022- Mar 2023	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Set up an additional eight community pantries over next two years that become significantly self-financing and sustainable as not for profit/social enterprise. 	Supported communities to access affordable food.
PH-15	Undertaken a Disability Specific Employer Engagement programme.	Assistant Director of Public Health – Health Improvement	Apr 2022 – Dec 2024	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Number of businesses engaged. Number of businesses supported/funding accessed. Number of businesses engaged with Disability Confidence. Development of Action Plan and progress against agreed measures. 	Supported disabled people into employment.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
PH-16	Supported sustainable and active travel to school by providing school crossing patrols where they are most needed within risk-based approach.	Assistant Director of Public Health – Health Improvement	Ongoing	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> 90% of active sites have a school crossing patrol in place. 	Maintained a network of school crossing patrols in areas where they are most needed.
PH-17	Implemented by March 2023 a Healthy Workplaces programme to support Derbyshire businesses to improve the health and wellbeing of their workforce.	Assistant Director of Public Health – Health Improvement	Apr 2022 to Mar 2023	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Number of people trained to be Workplace Health Champions. 	Improved the health and wellbeing of the Derbyshire workforce who have participated in the programme and have a network of workplace health champions in place.
PH-18	Undertaken the Commissioning of Time Swap.	Assistant Director of Public Health Healthcare, Intelligence, Inclusion and Place	Nov 2022 to Oct 2025	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Successfully commission out the service. 	Commissioned a new Time Swap Service Model which is operational.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
PH-19	Developed and implemented a Section 75 for Sexual Health.	Director of Public Health	Apr 2022 to Mar 2023	Within existing resources of Public Health Grant.	<ul style="list-style-type: none"> Number of contacts into the sexual health service. Inclusion of pre-exposure prophylaxis (PrEP)/ HIV prevention, number of eligible users. 	Have an effective Section 75 operational, which is facilitating a joined up and integrated approach to sexual health in Derbyshire.
PH-20	Delivered the 'Pause' programme, to address the needs of a targeted community of women who have had multiple children removed into care and to prevent this cycle recurring.	Director of Public Health	Sept 2024	Within existing council resources.	<ul style="list-style-type: none"> Fewer women participating in Pause become pregnant during the programme. Of those who participate, fewer women experience further care proceedings for 18 months following the programme. 	Helped reduce the number of people who have multiple children removed into care.
PH-21	Developed the new Falls Recovery Service.	Assistant Director of Public Health Healthcare, Intelligence, Inclusion and Place and Assistant Director Commissioning, Safeguarding, Quality and Performance	Apr-2022-Mar 2023	Within existing council resources.	<ul style="list-style-type: none"> Successfully developed the new service model (Progress measure). 	Implemented a new Falls Recovery Service model.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
PH-22	Developed the Health and Wellbeing Board to ensure it supports issues linked to wider determinants of health in the Integrated Care System. Develop new Health and Wellbeing Strategy on behalf of and in conjunction with system partners.	Executive Director of Adult Social Care and Health and Director of Public Health	Apr 2022-Mar 2023	Within existing resources.	<ul style="list-style-type: none"> New strategy in place by end of 2023 (progress measure). Evidence of collaboration with Derby City Health and Wellbeing Board and district and borough councils on health and wellbeing matters linked to HWB activity (progress measure). 	Developed the Health and Wellbeing Board so it effectively operates within Integrated Care System structures.

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Implementation of Derbyshire 3-year LeDeR Strategy.	New measure introduced 2021/22	New measure introduced 2021/22	New measure introduced 2021/22	New measure introduced 2021/22	Targets to be developed with partner organisations and stakeholders	Targets to be developed with partner organisations and stakeholders
Number of young people transitioning to ASC with a strength-based plan in place.	New measure introduced 2022/23	New measure introduced 2022/23	New measure introduced 2022/23	New Measure introduced 2022/23	20	37
Number of people successfully supported to find own solution either themselves or within their own local community.	New Measure to be introduced 2022- 2023	New Measure to be introduced 2022- 2023	New Measure to be introduced 2022- 2023	To be confirmed	To be confirmed	To be confirmed
Number of statutory local air quality management area action plans in place.	3	3	3	Monitor	Monitor	Monitor
Number of businesses engaged with the Disability Specific Employer Engagement Programme.	New measure	New measure	New measure	New measure	200	300
90% of active sites have a school crossing patrol in place.	New measure	New Measure	New measure	New measure	90%	90%
Number of people trained to be Workplace Health Champions.	New measure	New Measure	New measure	New measure	24	24
90% of active sites have a school crossing patrol in place.	New measure	90%	90%	90%	90%	90%
Number of people trained to be Workplace Health Champions.	New Measure	New Measure	New Measures	24	24	24
Number of contacts into the sexual health service.	New Measure	New Measure	New Measure	Monitor	Monitor	Monitor

Approved Controllable Budget 2022-23

Appendix A

Service area	Employee s	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharge s	Gross Budget	Income	Grants	Net Budget
Purchased Services	£0	£0	£2,842,659	£0	£251,913,946	£0	£0	£46,219,497	£300,976,102	-£75,598,400	£0	£225,377,702
Assistive Technology & Equipment	£84,814	£0	£500	£11,393,805	£318,507	£0	£0	£337,343	£12,134,969	-£5,386,132	£0	£6,748,837
Social Care Activity	£24,088,198	£203	£629,527	£416,573	£51,059	£31,965	£0	£15,800	£25,233,325	-£179,866	£0	£25,053,459
Information & Early Intervention	£285,252	£1,200	£7,000	£1,008,474	£5,228,359	£64,164	£0	£306,000	£6,900,449	-£586,840	-£27,470	£6,286,139
Commissioning & Service Delivery	£3,480,842	£2,000	£37,250	£95,339	£337,000	£0	£0	£1,879,461	£5,831,892	£0	£0	£5,831,892
Transformation	£1,021,719	£3,121	£17,400	£17,741	£0	£0	£0	£0	£1,059,981	£0	£0	£1,059,981
Housing Related Support	£0	£0	£0	£0	£3,695,508	£0	£0	£0	£3,695,508	-£130,662	£0	£3,564,846
Prevention Performance & Efficiency	£3,026,490	£10,171	£81,698	£154,512	£67,196	£1,445,284	£0	-£719,269	£4,066,082	-£256,061	£0	£3,810,021
	£932,166	£1,000	£9,200	£927,306	£0	£0	£0	£165,600	£2,035,272	£0	£0	£2,035,272
Administration	£3,282,276	£17,500	£15,255	£419,870	£6,400	£0	£0	£0	£3,741,301	-£204,000	£0	£3,537,301
Direct Care Better Care Fund	£55,990,863	£1,620,508	£1,294,252	£3,902,720	£33,861	£2,809	£0	-£45,613,502	£17,231,511	-£1,080,066	£0	£16,151,445
	£0	£0	£0	£0	£7,898,005	£0	£0	-£1,827,461	£6,070,544	-£40,444,314	-£7,898,005	-£42,271,775
Unallocated Budgets	£0	£1,318	£0	£0	£0	£0	-£5,252,614	£0	-£5,251,296	£0	£0	-£5,251,296
Public Health	£7,261,740	£40,055	£110,881	£4,648,716	£28,271,977	£0	£96,795	£2,867,787	£43,297,951	-£198,519	-£42,606,548	£492,884
TOTAL BUDGET	£99,454,360	£1,697,076	£5,045,622	£22,985,056	£297,821,818	£1,544,222	-£5,155,819	£3,631,256	£427,023,591	-£124,064,860	-£50,532,023	£252,426,708

Forward Plan of Procurement Projects – up to 31 March 2024

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period. The table shows the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations

Table One: Forward Plan of Procurements

Above £50K less than Find a Tender threshold due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
FACE locality license for the FACE core assessment pack	£55,000	01/04/2022	01/02/2023
Emotional and wellbeing website	£127,500	01/04/2022	01/09/2022
FACE Resource Allocation System	£75,000	01/04/2022	01/02/2023
'Brain in Hand' digital support tool	£50,000	01/08/2022	18/11/2022
Long term accommodation for people with mental health problems	£150,172	01/01/2023	01/04/2023
Supply of telecare equipment	£145,000	01/01/2023	01/07/2023
Supply of software licences and associated services	£130,000	01/06/2023	31/05/2024
Purchase of software to manage mental health referrals	£150,000	01/10/2023	14/09/2024

Web-Based Monitoring system for pharmacy-based Substance misuse services (Pharm Outcomes)	£53,500	01/04/2022	01/04/2023
Hospital liaison Service	£69,000.	01/04/2022	01/04/2023
Targeted Intervention Mental Health service	£80,000	01/04/2022	01/10/2022
Family Healthy Lifestyles Programme	£150,000	01/04/2022	10/09/2022
Provision of a Health Trainer Programme for Offenders in the Community in Derbyshire	£175,000	07/09/2022	01/08/2023
Clinical governance oversight and support	£150,000	01/10/2022	01/04/2023
Alcohol/smoking behavioural intervention app	£150,000	01/01/2023	01/01/2024
Digital Platforms for Alcohol Harm Reduction and Smoking Cessation	£90,000	01/02/2023	09/02/2024
Clinical and Management Audits	£90,000	01/04/2023	01/04/2024
Provision and Analysis of Emotional Health and Wellbeing Survey of Young People in Derbyshire	£75,500	07/09/2023	01/09/2024
Data Management System for Healthy Lifestyle Service	£176,315	01/10/2023	01/11/2025

Table Two: Forward Plan of Procurements

Above Find a Tender threshold due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Specialist Residential Framework	£128,000,000	01/04/2022	01/04/2023
Assistive Technology service provider.	£4,000,000	01/04/2022	01/04/2023
Home Improvement Agency	£483,420	01/05/2022	01/04/2023
Rehab & Advice Service for Blind & Visually Impaired	£913,964	01/06/2022	01/04/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
AT service review	£400,000	01/07/2022	01/10/2022
Hard of Hearing Services	£491,252	01/09/2022	01/04/2023
Recovery & Peer Support (mental health)	£2,480,000	01/09/2022	01/04/2023
Supply of an externally hosted Activity Recording and Scheduling System	£3,000,000	01/09/2022	19/07/2024
Autism Spectrum Management/Education Service	£267,240	01/09/2022	01/04/2023
Targeted independent living/practical housing support	£7,981,492	01/09/2022	01/04/2023
Specialist Lifting Equipment	£1,948,000	01/10/2022	01/04/2023
Blue Badge improvement scheme	£350,000	01/03/2023	05/02/2024
Catering Service – Staveley Centre and Outlook Centre	£822,458	01/03/2023	01/10/2023
Healthy Homes Contractors	£2,400,000	01/04/2023	01/04/2024
Supply of a Social Care Management System and associated services	£3,000,000	01/04/2023	20/04/2024
Info and Advice Service - Autism	£240,000	01/05/2023	01/12/2023
Mental Health Independent Living Service	£2,083,708	01/05/2023	01/11/2023
Integrated Community Equipment Service	£21,407,216	01/05/2023	01/12/2023
Home from Hospital Service	£789,100	01/05/2023	01/04/2024
Advocacy - independent community and statutory	£3,688,436	01/09/2023	01/04/2024
Carers Service	£3,393,768	01/09/2023	01/04/2024
Dementia Support Service	£1,642,728	01/09/2023	01/04/2024
Direct Payment Support Service	£588,820	01/12/2023	01/07/2024
Homecare services	£160,000,000	01/03/2024	01/04/2025

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Stakeholder engagement, social marketing, service improvement and co-production	£600,000	01/04/2022	01/09/2022
Derbyshire Time Swap Scheme	£700,000	01/01/2021	01/11/2022
Residential Rehabilitation for drug and alcohol misuse	£12,000,000	01/11/2021	01/10/2022
Nicotine replacement therapy	£2,800,000	04/11/2021	01/11/2022
Provision of Infant and Toddler Nutrition Peer Support Service	£2,119,850	06/01/2022	01/04/2023
Delivery of an Oral Health Promotion Service	£837,720	01/04/2022	01/04/2023
Health Checks Programme (delivery)	£2,250,000	01/04/2022	01/09/2023
Health Checks Support (IT / POCT/IQC)	£1,250,000	01/04/2022	01/09/2023
Substance Misuse Recovery Initiative	£1,500,000	01/04/2022	01/04/2024
Childhood Obesity and Population Nutrition	£400,000	01/04/2022	01/04/2023
Substance misuse Outreach Service 16-25 years	£300,000	01/04/2022	01/04/2023
Healthy Workplaces Derbyshire training	£210,000	01/04/2022	01/04/2023
Substance Misuse Recovery Grants	£200,000	01/04/2022	01/04/2023
Provision of advisory service in G.P Practices	£8,500,000	13/04/2022	01/10/2023
Provision of advisory service in Community settings	£3,500,000	13/04/2022	01/10/2023
1) Children and Young Peoples Specialist Substance Misuse Service and 2) Targeted Substance Misuse Service for Children and Young People	£2,500,000	01/08/2022	01/04/2024
Adult Obesity Programme	£2,000,000	01/08/2022	01/08/2023
Physical activity	£1,664,344	01/09/2022	01/04/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Provision of Service for Children and Young People Affected by the Substance Misuse of Others	£1,400,000	01/10/2022	01/04/2024
1) Inpatient Detox and 2) Residential Rehabilitation for drug and alcohol misuse	£3,200,000	01/11/2022	01/10/2023
Community Activators	£741,000	01/11/2022	01/04/2023
Mental Health and Suicide Prevention Training	£400,000	01/01/2023	01/01/2024
Mental Health and Suicide Prevention Project	£400,000	01/01/2023	01/01/2024
Provision of Adult Integrated Substance Misuse Treatment Service (Drug and Alcohol)	£37,000,000	01/04/2023	01/04/2024
Childrens Services Practice Supervisor embedded within Adult Integrated SM Service (Social Worker)	£385,000	01/04/2023	01/04/2024
Provision of Falls Prevention Services	£2,000,000	01/04/2023	01/04/2024
Digital Inclusion – Delivery Phase	£1,100,000	01/05/2023	01/09/2023
Provision of pharmacy needle and syringe programme: supply and service contract	£550,000	01/06/2023	01/04/2024

Please note: The above procurement plans includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2022-24. All values are estimated and may change when projects are tendered

Major Departmental Risks

The table below summarises the major risks (i.e. those uncertainties with the greatest negative impact and likelihood of occurrence) that the department will manage to ensure the successful delivery of this plan. Full details of all risks are contained in the departmental risk register which is reviewed regularly by the department's senior management team in accordance with the Corporate Risk Management Strategy 2021-2025.

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Continued threat of disruption caused by Covid-19 and unsustainable funding situation beyond March 2023.	CP-33	Strategic	Local Outbreak Management Plan provides detailed strategy to approach ongoing management of situation	Deputy Director Public Health
Vision screening has stopped and is moving to a vision test model delivered in the community by qualified high street optometrists.	PH-04	Resource	Key mitigating action is to promote eye health checks by qualified optoms. Eye health checks should be delivered by NHS to a set standard and specification set out nationally.	Group Manager- Public Health Commissioning
Restrictions on the access to Champix pharmacotherapy that is used to support individuals quit smoking due to supply problems by Pfizer will impact on the performance of the LLBD stop smoking service.	CP-01	Resource	Note that the supply of Champix is likely to be restricted for some time due to contamination with nitroamines	Group Manager - Live Life Better Derbyshire

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Cost of Buprenorphine has increased by almost 800% since the Adult Integrated Substance Misuse Service was commissioned, coupled with recent increases to Methadone prices this has led to considerable overspend within this service.	CP-01	Resource	Short term funding granted to cover overspend for 4 financial years.	Group Manager- Public Health Commissioning
Organisational changes to national and regional health protection, health improvement and healthcare public health infrastructure following closure of PHE and establishment of UKHSA and OHID.	CP-33 and CP-26	Strategic	Engage with national stakeholder engagement process to ensure that the local voice is heard. If Derbyshire County Council Public Health responsibilities change then to raise through Senior Management Team/Corporate Management Team/cabinet lead routes.	Deputy Director Public Health
Ongoing financial risk across the department due to the long-term uncertainty of the Public Health Ring Fenced Grant being withdrawn nationally. Uncertainty leads to problems for long term planning including long term financial plans and reliance on short term actions and funding allocation from Public Health.	All PH items	Resource	Assess annually and restructure teams and services if budget pressures are an issue.	Director of Public Health

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Protection of vulnerable adults	All	Strategic	Risk accepted - An Adult Social Care (ASC) Quality Assurance Strategy has been developed which will ensure that all ASCH functions drive the delivery of high quality services for the people of Derbyshire and work to continuously improve quality based on a clear understanding of expectations and requirements.	Director of Adult Social Care
Lack of availability of homecare results in failure to achieve outcomes of the Better Lives programme	CP-36	Resource	Risk accepted - System-wide work underway to establish a joined-up approach to the workforce challenges across health and social care.	Service Director for Transformation and Partnership
Workforce: recruitment and retention to meet local resident's needs	All	Resource	<p>Risk accepted. - there is a significant shortage of care workers nationally, the current situation in Derbyshire is marginally better.</p> <p>Mitigations in place to reduce impact internally and with system partners to provide coordinated response to recruitment challenges.</p> <p>Risk accepted and mitigations in place from Public Health perspective, especially in relation to registered Public Health professionals</p>	<p>Assistant Director Commissioning, Safeguarding, Quality and Performance</p> <p>Deputy Director of Public Health</p>

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Welfare of colleagues	ALL PH and ASC deliverables	Resource	Risk accepted – Adult Social Care and Health is working with other departments as part of corporate work to develop employment strategy. Adult Social Care Roadshows planned (and some delivered) for 2021/22. Ongoing support in place to Public Health Team.	Service Director for Transformation and Partnerships and Director of Public Health
Joint funding agreements with NHS could increase cost-pressures on Adult Social Care (e.g.) CHC, s117	ASC-07	Resource	Risk accepted with mitigations in place to reduce impact. Confirmation has been received that the hospital discharge funding will continue until March 2022. From April 2021. Predicted additional income totalling £6.5m for 2021/22 full financial year.	Assistant Director Commissioning, Safeguarding, Quality and Performance

Appendix B

Service Plan 2021-25 (2022-23 Refresh)

Page 239

Children's Services

Carol Cammiss
Executive Director

Contents

Council Ambition, Values and Outcomes	2
Council Priorities	3
Departmental Overview	4
<ul style="list-style-type: none">• Departmental Management Structure• Achievements• Priorities• Budgets and Savings	
Section One: Delivering the Council priorities	15
Section Two: Delivering departmental priorities and services	36
Appendix A – Approved controllable budget	40
Appendix B – Forward plan of procurement projects	41
Appendix C – Major risks	44

Council Ambition

“We will work together with our partners and communities to be an enterprising council delivering value for money and enabling local people and places to thrive”

Values

The way we work – we will:

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

Outcomes

We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all

- High quality public services that work together and alongside communities to deliver services that meet people's needs

Council Priorities

Our Council 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

Departmental Overview

In delivering the council's priorities, our vision is that staff across children's services will be:

'Working creatively together to inspire and empower children, young people and their families and communities to be the best they can be: safe, healthy, happy, learning and working'.

The coronavirus pandemic continues to challenge how the whole council works and influence the delivery of services. Maintaining essential services to protect some of the most vulnerable children and families in our communities has been a key area of focus, with frontline services continually responding to workforce issues and finding creative ways to achieve continuity of support for children and families. Whilst this has been very successful to date, the situation will continue to require a dynamic and flexible response.

The department is continually reviewing the way services are delivered, to ensure we make the most of our resources and provide the best possible support for children, families, schools and our other local partners. During 2022-23, we will continue to be agile in our ways of working to ensure that we achieve the right blend of virtual and face-to-face delivery to best meet the needs of children and families; whilst remaining efficient and effective and promoting positive staff wellbeing.

COVID-19 has had a detrimental impact on some children's education, physical health and wellbeing, particularly for those who were already vulnerable. Our ambition is to achieve sustained positive outcomes for children and young people and to improve their physical, social and emotional well-being and safety, "levelling up" in order to close gaps in educational achievement and support all children and young people in realising their potential and make positive transitions to their next stages in life.

Across Derbyshire, both families and our local partners have continued to show great community spirit, creativity and resilience. The department is working alongside local communities, building on the 'Thriving Communities' approach to harness these strengths and any other opportunities that arise as we continue to deliver our children's services vision. Our locality children's partnerships are working collaboratively to build networks of support within local communities, which

supports this ambition. We will continue to develop and strengthen these partnerships, ensuring that children and their families are engaged in shaping local plans, including through the Derbyshire Youth Network.

Following our collaborative work to re-shape the delivery of early help support, we are evaluating the impact of our support to partners, including schools and early years providers, health and police, with embedding this approach. We will continue to work with our partners to ensure that thresholds for support are applied consistently and that families are helped or signposted to services that can meet their needs at the lowest safe level.

Having re-modelled and significantly increased capacity and supervisory roles within our social care teams, and invested in developing our workforce, we are seeing more consistent good quality practice to meet our child protection and safeguarding responsibilities. We have also achieved considerable success from our strategies to address the challenges in relation to recruitment of permanent social workers and retention of existing workers. We will continue to develop and review these strategies especially in hard-to-recruit areas to ensure that this good progress is sustained.

We have established and embedded our holistic service for care leavers, which has significantly improved the experiences and outcomes for our care leavers and will continue to do so.

Children's services will continue to champion high quality education for all children, young people and adults - working closely with local communities to plan for future capacity, the regional schools commissioner to champion improved standards and with Derbyshire schools and settings as the education providers. We have worked closely with schools during the pandemic to support the development of high quality remote learning strategies and will continue to focus in particular on reducing the achievement gap for vulnerable children, including children in care and children with special educational needs and disabilities (SEND), and improving outcomes for children in their early years. We will deliver our education levelling up strategy though working closely with our partners via a bold and innovative partnership of education providers from all ages and stages coming together with a desire to continue and secure the very best for the county's children and young people. From early years though to post 16 and post 18 education, providers have demonstrated their commitment to work collaboratively to tackle key and common issues so that young people can flourish. Moreover, this partnership approach fits directly with our strategic approach of 'Vision Derbyshire' by collaborating with partners to maximise efforts.

Ensuring that children and young people with SEND receive the support they need to fulfil their potential and maximise independence is a key priority. We are spending more on education and support for children with SEND, but we are not doing as well as we should in helping them to achieve independence and secure paid employment. This year we will continue to work with our partners, including children, young people and their families, to implement the recommendations from reviews on high needs funding and support for children with SEND that we commissioned during 2018-19. Core to this will be a new SEND transformation agenda which is rooted in partnerships and co-production.

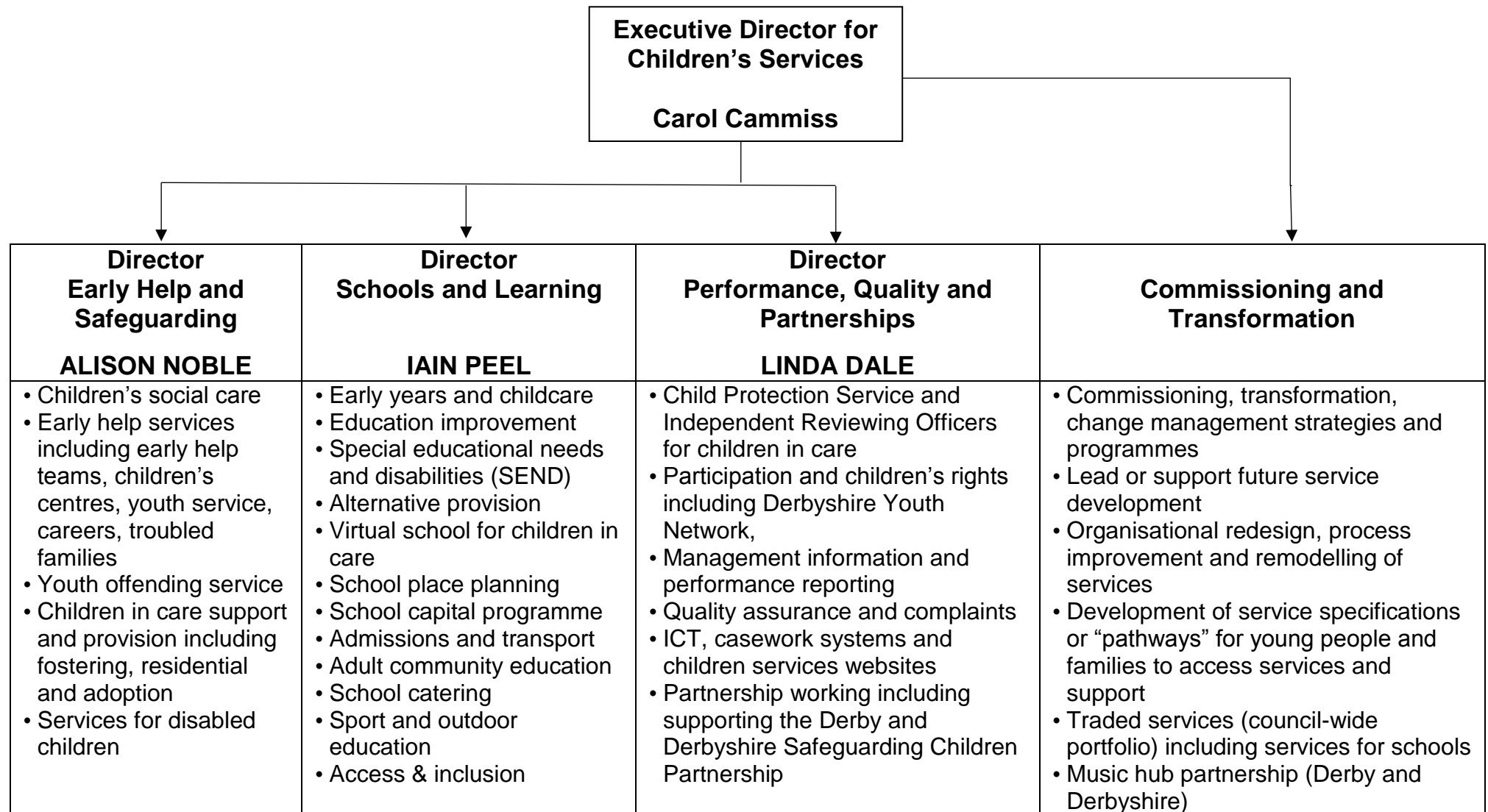
Children's services continue to face a range of significant pressures and risks, some of which are continuing to heighten - including the increasing numbers of children who need our help and protection, the rising cost of placements for children in care and the impact of inflation.

One of the greatest challenges is being able to find sufficient safe, stable and loving homes for our children in care. This is a national issue. In Derbyshire, we will continue to do all we can to recruit foster carers and ensure caring, supportive homes for children so they can feel happy, safe and live their best lives.

To respond to current pressures and challenges, we also recognise that we need to think and do things differently. We are continuously making improvements to the way we work. For example through our transformation programme 'Achieving Great Futures', work is underway to transform the way in which we support children, young people, and their families across a wide range of areas in children's services, in order to improve outcomes, practice cultures and service delivery. Six key priorities are included in this service plan to capture this work we are undertaking, with the ambition of transforming support and improving outcomes for 7,000 vulnerable and disabled children and young people.

Ensuring that the council balances its budget is critical, and in children's services we will be working hard to support this by making best use of our resources and exploring creative and innovative ways of delivering services. We continue to explore the use of technology and other opportunities to increase agile and efficient working. We will continue to ensure our traded services are providing good quality services, operating efficiently and are financially sustainable. Recognising the budget pressures faced by many schools, we will also continue to support schools to maintain their spending needs within available resources.

Departmental Management Structure



Achievements

COVID-19 has had a significant impact on the department during 2021/22 with a range of challenges and opportunities in delivering existing services, developing new methods of service delivery and reacting to new demands and regulations. The hard work and flexibility of all staff has led to a range of notable achievements. Over the last year the department has:

- Achieved national recognition for the dedication and creativity of our staff, reflected in a number of awards and nominations this year at service, team and individual level. This includes our Leaving Care Service who were finalists in the Social Worker of the Year Awards 'team of the year' and Paige McMahon for 'social worker of the year'. Our Catering Service won the 'Best Use of Technology' award at the 2021 Food Service 'Cateys', and one of the service's employees, Jovaras Rinkevicius, won 'Apprentice/Trainee of the year' at the 2021 LACA Awards for Excellence. There was also recognition in the new year's honours list for our Virtual School Arts Education Consultant, Kim Johnson, who received a BEM for services to the arts, to education and to young people.
- Led cross-council activity to secure £5.4m DWP funding through the COVID-19 Winter and Local Support Grants, providing approximately 160,000 vouchers to around 27,000 vulnerable children and families and support to vulnerable adults, during school holiday periods between December 2020 and September 2021
- Through our catering service, provided healthy school meals, delivered 26,500 food hampers to pupils unable to attend school and processed 5,000 additional applications for free school meals.
- Launched 'food explorers' to promote healthy eating and encourage children's curiosity about food.
- Maintained stability of care for our children in care during the pandemic, with the unrelentless support, care and commitment from our foster carers and children's homes
- Established a network of 62 providers to deliver over 60,000 holiday activities and food to vulnerable children eligible to free school meals over summer and Christmas. An additional 816 places were offered by our

sports and outdoor education services. Our bespoke HAF [website](#) received 41,000 visits over the summer and Christmas holiday periods.

- Significantly improved our support for care leavers, which was recognised by Ofsted when they undertook a focused inspection visit in October 2021. Ofsted found that a “comprehensive local offer, effective strategic partnerships, and a passionate and skilled workforce are enabling positive experiences and progress for care leavers. This has been achieved despite the considerable challenges of the COVID-19 pandemic”
- Provided safe, stable homes for more than 900 children in our care
- Responded to literally thousands of enquiries for support from headteachers during the COVID19 pandemic.
- Increased social work capacity and stability by investing in our workforce, changes in structure and pay alongside strengthened recruitment processes. Reliance on agency workers has reduced from 15% of agency social workers in 2019 to 8% in 2020. The morale of the workforce is high
- Strengthened social work practice and consistency, outcomes from quality assurance and feedback from families have improved
- Invested £8.6M on schemes to upgrade 32 schools plus £8.5M for major refurbishments at 3 schools. £0.5M has been allocated for schools to apply on a joint matched funding basis for individual schemes across the County
- Worked with DfE and partners to provide a new school for the Boulton Moor area and also allocated £4.9M for a replacement school at Breadsall and £5.35M for the replacement of Harrington Junior School
- Expanded the capacity of 3 schools and provided 350 new school places
- Completed our refurbishment of Linden House, which has re-opened as a beautiful home for children in care, and completed registration of Spring Cottage, a new home to support children who need some additional help or ‘time out’

to maintain their existing placement. 100% of our inspected children's homes are judged as good or better with three judged as outstanding.

- Improved our support to children with special educational needs and disabilities. Complaints and tribunals have reduced. Almost 90% of all EHCPs were completed on time in 2021, the highest the council has achieved.
- Launched our new Youth Network reaching 30,000 young people across the county
- Supported 25 care leavers at university, double the previous average
- Implemented our new model for business services and strengthened the learning and development offer. Vacancies in the service have reduced from an average of 50 at any one time to 33.5

Priorities

During 2022/23 and forthcoming years, the department will focus on the following activities to support Council and departmental priorities:

- Delivering our transformation programme, Achieving Great Futures, to transform the way we provide support to children and families, improving outcomes for 7,000 vulnerable and disabled children
- Continuing to work with our partners and local communities to tackle the detrimental impacts of COVID-19, including work to build community resilience, enable the provision of effective early help support and implement new strategies to narrow achievement gaps for vulnerable and disadvantaged learners (“levelling up”)
- Supporting the council to balance its budget, by making best use of our resources, supporting and developing our workforce, and exploring creative and innovative ways of delivering services
- Striving to deliver the best quality and consistent services, which meet the needs of children, young people and their families and achieve high levels of satisfaction
- Supporting council-wide objectives to modernise ways of working, tackle inequalities, reduce carbon emissions and further improve value for money

Workforce Priorities

Creating the conditions where our workers can thrive is a key priority for us. Without a stable, motivated and high-performing workforce we cannot achieve our ambition for consistently good services for our children and young people. Children's Services (excluding schools) has a workforce of approximately 4,400 (including relief workers). The breakdown by service area is as follows:

- Early Help and Safeguarding - 1294
- Schools and Learning - 2366
- Commissioning and Transformation - 146
- Performance, Quality and Partnership - 590

The department will work towards achieving the five People Priorities from the Council's People Strategy as follows:

Attract and retain the best people in the most effective way possible:

- Address recruitment challenges in difficult to fill areas (catering, business services, residential)
- Continued focus on social worker recruitment and retention
- Review the young people's agenda and use of new entrant apprenticeships

Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:

- Champion the Equality, Diversity & Inclusion Strategy and support the ED&I Workforce Action Plan with meaningful departmental actions and activity.
- Continue to develop and deliver on strategic workforce plans
- Explore staff motivators which link to and support the Council Employee Value Proposition

Engage, nurture and develop our people and our future potential:

- Succession planning pilot in targeted areas of Children's Services
- Greater use of talent programmes - increase new entrant apprenticeships and develop existing employees via apprenticeships

- Review the Care Leavers' Pledge to ensure that, as corporate parents, we are doing all we can to help care leavers secure paid employment including job opportunities within the council
- Promote and support the employee engagement agenda within the department
- Enhance the capability of staff and further strengthen our performance culture

Enable organisational transformation and effective employee relations:

- Ensure timely delivery of departmental reviews and transformational change
- Engage in meaningful dialogue with trade union partners in line with revised consultative framework at Children's Services Departmental Joint Committee (DJC)

Enable and ensure the wellbeing and safety of our people:

- Deliver a collaborative response to sickness absence, including support for managers and staff
- Support and promote the council's Wellbeing Strategy
- Ensure Modern Ways of Working protocols meet departmental service requirements

Budget and Savings

The Department's budget for 2022-23 is **£141.78 million**, full details of which are set out in Appendix A. This does not include budget held in contingency.

The departmental budget includes agreed additional funding for service pressures for 2022-23 of £11.520m ongoing, £3.702m ongoing contingency, £3.541m one-off, £2.946m one-off contingency as set out below:

- Children in Care Placements - £6,096,000 ongoing, £1,222,000 ongoing contingency, £92,000 one-off, £2,000,000 one-off contingency
- Support to Vulnerable Children and Young People - £1,585,000 ongoing
- Leaving Care Services - £629,000 ongoing
- Education Psychology Demand - £210,000 ongoing
- Special Needs Home to School Transport - £3,000,000 ongoing, £1,962,000 ongoing contingency
- Mainstream Home to School Transport - £518,000 ongoing contingency
- Legal Costs - £1,100,000 one-off
- Temporary Alternative Children's Homes Accommodation During Refurbishment or Replacement - £946,000 one-off contingency
- Social Workers - £400,000 one-off
- Performance, Quality and Participation £291,000 one-off
- Process Improvement - £193,000 one-off
- Youth Action Grants - £125,000 one-off
- Sports and Outdoor (SORE) - £980,000 one-off
- Elective Home Education - £360,000 one-off

The Department will be managing the delivery of total proposed budget savings for 2022-23 of **£0.046 million** as set out below.

- Continuation of already announced actions in respect of back office costs – £ 46,000

Section One - Delivering the Council Priorities

In support of the Council priorities the department has identified specific deliverables as detailed below.

Resilient, healthy and safe communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-03	Implemented key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and Inclusion Strategy 2022 - 2025	Director for Schools and Learning	Mar 2022 Mar 2023	Resource: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Workstream approach will require resource and delivery from all Council departments 	<ul style="list-style-type: none"> Increased participation in adult education programmes by disadvantaged groups and communities Young people from all backgrounds are involved and included in the council's Thriving Communities approach School transport which meets the needs of young people with SEND More young adults with disabilities living independently and in paid employment More care leavers secure apprenticeships and other job opportunities within the council 	Ensured individuals and communities most in need are supported and protected

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-05	Further developed and embedded the council's Thriving Communities approach, working collaboratively with other public services and local communities to develop prevention, early intervention and build resilience	Director of Early Help and Safeguarding	Jan 2022 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Stable staffing capacity/demand in early help service Delivery and further development require support from other departments and agencies Contributes to other departments' and partners' priorities 	<ul style="list-style-type: none"> More young people within the 5 Thriving Communities areas taking part in local activities Evidence that public services have listened and responded to the priorities and concerns for young people in each area Young people from all backgrounds are involved and included Evidence of local communities recognising and responding to the emerging needs of children, young people and families Evidence of the Thriving Communities approach in the development of Family Hubs 	Mainstreamed the thriving community approach to reduce demand for high cost services and enable people to live their best lives
CP-11	Provided grants which promote positive behaviours for young people and residents	Director of Early Help and Safeguarding	Jan 2022 Mar 2025	Resources: <ul style="list-style-type: none"> General reserves Interdependencies: <ul style="list-style-type: none"> Delivery and further development require support from departments Contributes to other departments' and partners' priorities 	<ul style="list-style-type: none"> Young people who participate in grant-funded projects will feel healthier, safer and more included in their local communities Increased range of groups and activities available to young people across Derbyshire through the Youth Action Grant 	Reviewed and broadened the scheme, to ensure it is enabling young people and communities to build resilience and tackle the issues they are most concerned about

High performing, value for money and resident focused services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-12	Worked with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than national	Director for Schools and Learning	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Levelling up funding (to be confirmed) Interdependencies: <ul style="list-style-type: none"> Levelling up white paper Collaborative approach requires support and contribution from partners 	<ul style="list-style-type: none"> Rate of improvement of the percentage of children attending good or better schools 	Enabled more Derbyshire children to attend good or better schools
CP-17	Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire	Director of Early Help and Safeguarding	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Stable staffing capacity and demand Requires support from other departments and agencies Contributes to other departments' and partners' priorities 	<ul style="list-style-type: none"> External peer review supports internal evaluation of quality All children's homes maintain inspection rating of good or outstanding Social work vacancy rate and agency rate remain lower than national. Average social work caseloads within the range (15-20). Majority of reflective case review outcomes continue to be good or better 	Quality and consistency are routinely demonstrated through a range of performance indicators and internal quality assurance
CP-38	Improved the quality of support to children and	Director of Early Help	Apr 2021	Resources: <ul style="list-style-type: none"> Existing budget & resources 	<ul style="list-style-type: none"> Decrease in percentage of specialist domestic abuse interventions that cease 	Reduced risks to children from domestic abuse,

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	families with domestic abuse needs	and Safeguarding	Mar 2025	Interdependencies: <ul style="list-style-type: none"> Delivery is dependent on support from other Council departments and partners 	through lack of engagement <ul style="list-style-type: none"> Increase in the percentage of completed specialist domestic abuse interventions with a goal fully met 	so that fewer children supported by social workers need to be taken into care
CP-13	Helped more children in care to return to live with their birth families, or to find other loving, permanent family homes (Achieving Great Futures - Planning Permanence Outside of Care)	Director of Early Help and Safeguarding	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Stable staffing capacity and demand Availability and cost of services to support the family 	<ul style="list-style-type: none"> Increase in the proportion of children in care returning home where it is safe and appropriate to do so. Increase in the proportion of children in care leaving through special guardianship orders where it is safe and appropriate to do so 	Enabled more children in care to return to live in a family environment
CP-14	Increased recruitment, utilisation, and retention of Council foster carers to ensure that more children in our care can benefit from loving stable homes with foster carers (Achieving Great Futures - Placement Sufficiency)	Director of Early Help and Safeguarding	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Market forces e.g. competition from independent fostering agencies Requires support from other departments 	<ul style="list-style-type: none"> Increase in the number of children living with Council foster carers, through improved recruitment and retention 	A higher proportion of children in care living with Derbyshire foster carers
CP-15	Improve the quality of our support for children identified	Director for Early Help	Apr 2021	Resources:	<ul style="list-style-type: none"> Quality assurance shows that support for children 	More children receiving the

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	as being in need, so that concerns do not escalate (Achieving Great Futures – Children in Need Plan Progression)	and Safeguarding	Mar 2025	<ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Stable staffing capacity and demand Demographics 	and families is increasingly timely and effective <ul style="list-style-type: none"> Reduction in the average duration of child in need plans and in the proportion of plans which escalate to child protection concerns 	right support who do not then escalate to being on child protection plans
CP-39	Helped and empowered more young people with disabilities to be independent in their transition to adulthood (Achieving Great Futures - Transitions to Adulthood for Disabled Children)	Director for Schools and Learning	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> External market forces Suitable placements Demographics Provider cost increases Health implications 	<ul style="list-style-type: none"> More young people with disabilities are supported to live in their own accommodation and remain in education, training and employment at age 18/19 Positive feedback from young people and their families about their experience of transition from children's services to adult care Best value achieved for adult social care spend on accommodation packages 	More young adults with disabilities empowered to live independent lives with long-term strength-based plans
CP-09	Reviewed how we deliver home to school transport for children with special educational needs ensuring the most effective use of our resources (Achieving Great Futures - Home to	Director for Schools and Learning	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> External market forces Pressures on transport providers e.g. cost of fuel 	<ul style="list-style-type: none"> Best value achieved for delivering required home to school transport Feedback from schools and families Opportunities identified for reducing the impact of travel on the environment 	School transport which meets young people's needs, and is a sustainable and measured use of resources

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	School Transport for Special Needs Children)					
CP-25 CP-29 CP-32	Fully supported council-wide objectives to modernise ways of working, improve value for money and improve outcomes for local residents	Executive Director	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Wider organisational strategies aligned to cultural change (i.e. digitalisation) Contributes to departments' priorities 	<ul style="list-style-type: none"> New ways of working implemented which meet the needs of residents and help us deliver services more effectively and efficiently, making best use of our buildings and estate Implemented a 'one council' approach to strategic transformation Cross-council framework agreed to review and scrutinise the performance of all traded services Improved value for money through better contract and supply chain management New corporate portfolio management board fully assured that Children's Transformation programmes have delivered the intended benefits, on time and within budget Further opportunities to transform, modernise, innovate and collaborate identified for Phase 3 of the 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19 Achieved excellence in procurement and contract management Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
					Enterprising Council programme	
CP-27 CP-28	Implemented the Council's People Strategy and taken action to improve employee wellbeing, reduce sickness absence and improve service delivery	Executive Director	Apr 2022 Mar 2023	Resources: <ul style="list-style-type: none"> Senior HR business partners and departmental management teams to lead the development and deployment of people plans. Interdependencies: <ul style="list-style-type: none"> Wider organisational strategies aligned to cultural change (i.e. digitalisation) 	<ul style="list-style-type: none"> Reduced turnover and vacancy rates in difficult to fill areas (catering, business services, residential, social work) More care leavers secure apprenticeships and other job opportunities within the council Equality, Diversity and Inclusion Workforce Action Plan developed with meaningful departmental actions and activity. Low sickness absence rates maintained 	Become an employer of choice attracting and retaining a talented and diverse workforce
CP-21	Further strengthened our partnership working to improve outcomes for children, by speeding up joint decision making with partners and tackling shared issues	Executive Director	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Requires support and contribution from partners Implementation of Integrated Care System (ICS) 	<ul style="list-style-type: none"> Low % of young people who are not in education, training or employment maintained A strengthened joint accommodation offer and pathway will avoid the need for any vulnerable or homeless care leavers to use bed and breakfast accommodation An improved 'local offer' will be in place for Derbyshire care leavers 	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
					<ul style="list-style-type: none"> Fewer children will go missing, and they will be found more quickly, as a result of stronger joint working with the police and other partners 	
CP-31	Kept on track to achieve all planned budget savings in the medium term	Executive Director	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Stable staffing capacity and demand Requires support from other departments and agencies Wider organisational strategies aligned to cultural change (i.e. digitalisation) 	<ul style="list-style-type: none"> Achievement of planned savings for 2022-23 	All budget savings have been identified and delivered by 2024/25
CP-19 CP-20	Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance	Director of Performance, Quality and Partnerships	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Channel Shift programme Interdependencies: <ul style="list-style-type: none"> Development of wider organisational strategies Effective and timely implementation of customer relationship 	<ul style="list-style-type: none"> Granicus customer relationship management system implemented for management of corporate and statutory complaints, compliments and representations Evidence this has improved service delivery and resident experience Wider opportunities to innovate to improve 	Increased engagement and communication with residents and partners about our services, supporting a truly collaborative approach

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				management system (Granicus)	customer experience and feedback identified and delivered including deployment of new technology	Embedded a comprehensive approach to customer service, improving residents' experience of interacting with the Council and enabling the authority to anticipate demand for services

Effective early help for individuals and communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CS-01	Delivered the 'Pause' programme to address the needs of a targeted community of women who have had multiple children removed into care and to prevent this cycle recurring	Head of Commissioning	Apr 2021 Sep 2024	Resources: <ul style="list-style-type: none"> Existing budget & resources 	<ul style="list-style-type: none"> Fewer women participating in Pause become pregnant during the programme Of those who participate, fewer women experience further care proceedings for 18 months following the programme 	Two cohorts of women completed the programme
CS-02	Agreed the council's future offer of early help support and training to partner agencies and developed measures to monitor the effectiveness of early interventions for children and families.	Director of Early Help & Safeguarding	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Ongoing resource to support partner agencies to be determined in 2022 Interdependencies: <ul style="list-style-type: none"> Contributes to partners' priorities 	<ul style="list-style-type: none"> Decision on future offer to partner agencies by August 2022 Measures of effectiveness developed by October 2022 Plans to evaluate the wider partnership delivery of early help support to families in place by March 2023 	Worked with partners to ensure that families who need extra help are identified and given the right support at the right time

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-34	Worked with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people at both school and in the community	Director for Schools and Learning	Apr 2021 Sep 2023	Resources: W4E Recovery Grant	<ul style="list-style-type: none"> Wellbeing for Education Recovery initiative implemented for children and young people on part-time timetables or not accessing their full entitlement to education, for reasons relating to social, emotional and mental health (SEMH) issues Children and young people participating improve their attendance Children and young people out of education who participate in the programme return to full-time education Programme effectiveness evaluated by September 2023 	Improved mental wellbeing for children and young people at both school and in the community

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-40	Strengthened the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implemented a new local area strategy to assure the quality of the services and support they receive	Director for Schools and Learning	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Requires support from other departments and agencies 	<ul style="list-style-type: none"> More children and young people, and their parents/carers, feel satisfied with the process of assessment and that support is meeting their needs Evidence of co-production in work completed with young people and parents Quality assurance framework agreed and embedded including multi-agency review of education, health and care plans 	Children and young people with SEND and their families will benefit from high quality services, and will be at the centre of all arrangements to improve outcomes
CS-04	Improve the percentage of children 'school ready' in Derbyshire.	Director for Schools and Learning	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Requires joint working and support from partner agencies Ongoing impact of Covid-19 pandemic 	<ul style="list-style-type: none"> Increase the % of children achieving a good level of development to be above the national average 	A higher proportion of children in Derbyshire achieving good outcomes in the early years foundation stage

A prosperous and green Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-56	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	Director for Schools and Learning	Jun 2021 Jun 2023	<p>Resources:</p> <ul style="list-style-type: none"> Existing budget & resources Levelling up funding (to be confirmed) <p>Interdependencies:</p> <ul style="list-style-type: none"> Levelling up white paper Collaborative approach requires support and contribution from partners Ongoing impact of Covid-19 pandemic 	<ul style="list-style-type: none"> Education outcomes in statutory tests and public examinations closing the gap to national. Schools working collaboratively on the recovery curriculum and catch-up Lower rates of absence and exclusion for children in care and children with special educational needs and disabilities All our children in care reach attainment levels above or in line with their expectations Ensure that children in care benefit fully from the COVID-19 learning catch-up programmes announced by Government 	Ensured that children and young people are empowered to realise their ambitions and maximise their potential

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CP-47	Delivered the Climate Change Strategy and Action Plan for schools which sets out priorities to reduce the county's carbon emissions	Director for Schools and Learning	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Governance and leadership via the Council's Climate Board, Children's Services Climate Action group and departmental climate leads Corporate Property department 	<ul style="list-style-type: none"> Key performance indicators are in place, are being monitored & performance is on track Opportunities are identified to influence external stakeholders to reduce emissions Modernisation projects enhanced to inform the value and cost of delivering more carbon efficient solutions 	Continued to implement the Climate Change Strategy, working with partners, communities and businesses to reduce the county's carbon emissions
CP-45	Worked to reduced carbon emissions from the department's property and vehicles and procurement	Director for Schools and Learning	Apr 2021 Mar 2025	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Governance and leadership via the Council's Climate Board, Children's Services Climate Action group and departmental climate leads Corporate Property department 	<ul style="list-style-type: none"> Percentage reduction in greenhouse gas emissions from children's services sites and operations from 2010 baseline Key projects to reduce emissions are being progressed On track to meet target of net zero greenhouse gas emissions by 2032 Divisional Plans reflect corporate and local level targets KPI's are in place, are being monitored & performance is on track 	Reduction in greenhouse gas emissions from departmental assets and operations

Notes on tables content

Ref: Number used to identify sperate items and referenced in Appendix C

Lead Officer: Name of the senior officer responsible for ensuring progress

Timescales: Month and year showing the start and end dates of the activity

Resource: Information on the budget, staffing, system, equipment or building space required to progress activity
(**NB** where Service Pressure is indicated this means an agreed one off/ongoing service pressure in the 22-23 Revenue Budget Report)

Interdependencies: Indicates where the activity requires support from another service or partners, or contributes to their priorities

Success Measures: Specific achievements/milestones that will indicate success and any data based measures that will demonstrate the expected change/improvement

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Achievement of annual budget savings (%)	72.1	38.2	66.9	100	100	100
Sickness as a percentage of available working hours (CS dept figures)	-	2.9	5.0	3.8	3.8	3.8
Reduction in Carbon emissions from 2009-10 baseline (CS dept figures)	116.3	125.8		-	TBC	TBC
Carbon emissions from Officers using own vehicles (Grey Fleet) (tonnes CO2e)	1124	297	526	544	520	TBC
Rate of improvement in the proportion of primary pupils attending good or better schools	(80.7% - Aug 20) +1.6 percentage points	(81.6% - Aug 21) + 0.9 percentage points	(82.1% - Dec 21) + 0.5 percentage points from Aug 21	-	Rate of improvement to exceed national	
Rate of improvement in the proportion of secondary pupils attending good or better schools	(54.9% - Aug 20) -3.0 percentage points	(55.0% - Aug 21) + 0.1 percentage points	(56.9% - Dec 21) + 1.9 percentage points from Aug 21	-	Rate of improvement to exceed national	
Proportion of practice areas within reflective case reviews judged to be good or better	-	-	Baseline year	70%	Maintain >70%	Maintain >70%

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Social work assessments completed within 45 days	86.5%	92.2%	89.6% (Dec 21)	-	Maintain upper-middle quartile performance	Maintain upper-middle quartile performance
Initial child protection conferences within 15 days	81.4%	84.2%	89.1% (Dec 21)	-	To maintain above national performance	To maintain above national performance
Early help assessments completed within 45 days	91.3%	86.9%	97.3% (Dec 21)	-	Maintain performance >90%	Maintain performance >90%
The percentage of DCC children's homes rated good or outstanding	81.8%	90.0%	100% (Dec 21)	91%	91%	91%
Average social worker caseload - children and families' teams	17	17	16 (Dec 21)	15-21	15-20	15-20
Social work stability measure - % of social worker vacancies (before agency) (based on FTE counts) -	14.9% (published 30/09/20)	11.5% (published 30/09/21)	10.5% (P)	To remain lower than national average	To remain lower than national average	To remain lower than national average
Social work stability measure - % of social workers who are agency workers (based on FTE counts)	15.2% (published 30/09/20)	7.7% (published 30/09/21)	7.1 (P)	To remain lower than national average	To remain lower than national average	To remain lower than national average
% of social worker vacancies (before agency) (based on FTE counts) – front-facing children and families teams	27.9%	21.9%	17.7% (Dec 21)	-	<17%	<17%

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
% of social workers who are agency workers (based on FTE counts) - front-facing children and families teams	19.4%	11.3%	12.0% (Dec 21)	-	<12%	<12%
Percentage of completed specialist Domestic Violence interventions with a goal fully met	-	-	Baseline to be confirmed	-	Increasing trend from baseline	Increasing trend
Increasing trajectory from baseline of specialist domestic abuse interventions that continue to completion	-	-	Baseline to be confirmed	-	Increasing trend from baseline	Increasing trend
Percentage of children in care leaving through special guardianship orders where it is safe and appropriate to do so	-	19%	17%	-	Increasing trend	Increasing trend
Percentage of children returning home after a period of being looked after (planned move – national measure)	19%	15%	15.4% (Dec 21)	To be above national average	To be above national average	To be above national average
Number of children living with Council foster carers	388	397	319	-	Increasing trend	Increasing trend
Proportion of adults with learning disabilities who live in their own home or with their family	77.5%	85.6%	AD	-	To maintain upper-middle quartile performance	To maintain upper-middle quartile performance
Proportion of supported adults with learning disabilities in paid employment	1.0%	1.2%	AD	-	Gap to national average reduced	Gap to national average reduced

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
% of KS5 SEN cohort in any Education or Employment destination in the year after KS5 (sustained for at least 2 terms)	83.6% (90.5% 2018/19)	-	-	-	Gap to national average reduced	Gap to national average reduced
% of children and young people on wellbeing for education recovery programme improving their attendance	N/A	N/A	N/A	-	-	95%
The proportion of children and young people on wellbeing for education recovery programme improving their attendance to at least 80%	N/A	N/A	N/A	-	-	75%
Children and young people on wellbeing for education recovery programme returning to full-time education	N/A	N/A	N/A	-	-	50%
Percentage of new home to school transport contracts where cost model has been used to understand best use of resources	-	-	0%	-	75%	100%
Percentage of parents/carers who feel that their child's EHCP has the right support in it	-	-	-	-	Baseline Year	TBC
Percentage of parents/carers who feel that their views were listened to during the assessment process	-	-	-	-	Baseline Year	TBC
Proportion of 16 to 17 year olds NEET and Not Known (3 month average)	7.4%	3.3%	6.9% (Dec 21)	Achieve top quartile performance	Maintain top quartile performance	Maintain top quartile performance

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of children going missing from home or care (overall total) (rolling 12 months)	416	365	466 (Dec 21)	Less than 380	Reduction from the previous year	Reduction from the previous year
Number of missing episodes (overall total)	828	974	1211 (Dec 21)	Less than 810	Reduction from the previous year	Reduction from the previous year
% of children reaching a good level of development (EYFS)	n/a – 2019/20 (70.8% - 2018/19 70.8% - 2017/18)	n/a	-	Above national average	Above national average	Above national average
Percentage achieving a standard pass (grades 4-9) in English and Maths at GCSE (KS4)	72.2% (not comparable to other years)	71.6% (P) (not comparable to other years)	-	To remain in upper middle national quartile	To remain significantly better than national figures	To remain significantly better than national figures
% point gap between children in care achieving a standard pass (4-9) in English and Maths at GCSE and all pupils (looked after continuously 12 months+ at 31 March)	53.2 (not comparable to other years)	57.8 (P) (not comparable to other years)	-	42	Difference to national gap narrowed from previous year	Difference to national gap narrowed from previous year
% point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE	28.8 (not comparable to other years)	29.4 (not comparable to other years)	-	Gap to be smaller than national gap	Difference to national gap narrowed from previous year	Difference to national gap narrowed from previous year
% point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in phonics in Derbyshire	n/a – 2019/20 (23.8 - 2018/19 (24.8 - 2017/18)	n/a	-	-	Difference to national gap narrowed from previous year	Difference to national gap narrowed from previous year

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
% of sessions missed due to overall absence for pupils with an EHCP	10.5% (autumn term 2020) 10.2% (autumn term 2019)	n/a	-	-	Lower than the national average	Lower than the national average
Persistent Absence rate (10%) (primary, secondary, special) for pupils with an EHCP	26.9% (autumn term 2020) 28.6% (autumn term 2019)	n/a	-	-	Lower than the national average	Lower than the national average
% of pupils with an EHCP receiving a permanent exclusion	0.34% (2019/20) 0.31% (2018/19)	n/a	-	-	Gap to national average narrowed	Gap to national average narrowed
% of pupils with SEN support receiving a permanent exclusion	0.38% (2019/20) 0.46% (2018/19)	n/a	-	-	Gap to national average narrowed	Gap to national average narrowed
% of CiC with at least one fixed term exclusion (looked after continuously 12 months+ at 31 March)	n/a -2019/20 10.68% (2018/19)	9.11% (P)	-	Above national average	To remain in upper middle national quartile	To remain in upper middle national quartile
% of CiC classed as persistent absentees (looked after continuously 12 months+ at 31 March)	11.2% (autumn term 2020) 9.9% (2018/19)	25.86% (P)	-	Above national average	To maintain above national average	To maintain above national average

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
% of women participating in the Pause programme who do not become pregnant during the 18 months	-	100%	100%	90%	90%	90%
% of women participating in Pause who do not experience further care proceedings for 18 months following the programme	-	-	<i>Data not available until May 2023</i>	-	Data not available until May 2023	Baseline Year

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

Section Two – Delivering departmental priorities and services

To deliver departmental priorities and services we will work towards achieving the following:

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CS-05	Strive for attainment in all key benchmarks and at all key stages that is above national averages	Director for Schools and Learning	Apr 2021 Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Existing budget & resources Levelling up funding (to be confirmed) <p>Interdependencies:</p> <ul style="list-style-type: none"> Levelling up white paper Collaborative approach requires support and contribution from partners Ongoing impact of Covid-19 pandemic 	<ul style="list-style-type: none"> Support schools and settings to deliver high quality, full-time programmes of blended learning, which reflect local and national best practice 	<ul style="list-style-type: none"> Derbyshire pupil attainment levels are above national average across all key stages

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
CS-06	Reduce the number of pupils receiving suspensions and permanent exclusions from school, and continue to achieve good levels of attendance	Director for Schools and Learning	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Collaborative approach requires contribution from partners Ongoing impact of Covid-19 pandemic 	<ul style="list-style-type: none"> Reduction in fixed term and permanent exclusions Good use of managed moves protocols can be evidenced All pupils attending Derbyshire schools have high levels of attendance 	<ul style="list-style-type: none"> Reduced the overall level of suspensions and permanent exclusions including for vulnerable groups
CS-07	Provided safe and secure environments for both staff and children and young people through effective school place planning and management of capital developments	Director for Schools and Learning	Apr 2021 Mar 2023	Resources: <ul style="list-style-type: none"> Existing budget & resources Interdependencies: <ul style="list-style-type: none"> Local planning decisions Availability of capital funding Securing developer contributions Market factors including contractor availability and pricing 	<ul style="list-style-type: none"> Maintain a high proportion of children and young people who are offered their first choice of school Ensure that school place planning achieves value for money 	<ul style="list-style-type: none"> School placements that meet the changing needs of Derbyshire's residents

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Percentage of pupils reaching the expected level in Phonics	75.1% (2019/20 – not comparable) 80.0% (2018/19) 81.0% (2017/18)	79.9% (P) not comparable	-	Above national average	Above national average	Above national average
Percentage achieving the expected standard at Key Stage 2 combined Reading, Writing and Maths	n/a - (2019/20) 63.8% (2018/19) 63.9% (2017/18)	n/a	-	-	Above national average	Above national average
Attendance at primary school	n/a - (2019/20) 96.2% (2018/19) 96.1% (2017/18)	96.1% (P)	-	To maintain top quartile national performance	To maintain top quartile national performance	To maintain top quartile national performance
Attendance at secondary school	n/a - (2019/20) 94.5% (2018/19) 94.5% (2017/18)	93.1% (P)	-	To be above national performance	To be above national performance	To achieve lower-middle quartile performance
Secondary school persistent absence rate (10%)	n/a - (2019/20) 13.3% (2018/19) 13.7% (2017/18)	19.2% (P)	-	To maintain above national performance	To maintain above national performance	To maintain above national performance

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Rate of permanent exclusions from school	0.11 (2019/20 – not comparable) 0.14 (2018/19) 0.17% (2017/18)	0.09 (P) not comparable	-	0.10	Gap to national average narrowed	
Rate of fixed term exclusions (suspensions) from school	3.75 (2019/20 – not comparable) 4.70 (2018/19) 4.60 (2017/18)	4.63 (P) not comparable	-	Maintain 2019/20 performance	Gap to national average narrowed	
% of children and young people who are offered their first preference of secondary school	91.8%	93.1%	-	Maintain 2019/20 performance	To maintain top quartile national performance	To maintain top quartile national performance
% of children and young people who are offered their first preference of primary school	95.4%	95.3%	-	Maintain 2019/20 performance	To maintain top quartile national performance	To maintain top quartile national performance

Key: AD Awaiting Data; N/Av Not Available; TBC To be Confirmed; N/A Not Applicable

Approved Controllable Budget 2022-23



Division	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
Strategic Services	£5,519,226	£25,208	£4,500	£116,797	£0	£0	£0	£-3,028,016	£2,637,715	£-103,823	£0	£2,533,892
County Help and Safeguarding	£41,588,278	£480,897	£1,611,660	£3,838,662	£57,075,303	£2,502,055	£0	£-5,096,415	£102,000,442	£-585,272	£-2,317,918	£99,097,252
Schools & Learning	£28,204,428	£1,032,625	£19,366,747	£10,539,490	£266,064	£0	£0	£-16,251,420	£43,157,935	£-11,675,297	£-7,918,244	£23,564,394
Performance and Quality	£11,303,560	£1,770	£55,156	£1,064,887	£116,651	£0	£0	£-224,350	£12,317,674	£-28,148	£0	£12,289,526
Countywide Commissioning	£1,943,628	£50,000	£16,428	£2,085,150	£6,707,485	£0	£0	£-1,373,813	£9,428,878	£-3,413,000	£-1,416,629	£4,599,249
Unallocated budget reductions	£0	£0	£0	£0	£0	£0	£-304,915	£0	£-304,915	£0	£0	£-304,915
Total controllable budget	£88,559,121	£1,590,501	£21,054,492	£17,644,986	£64,165,503	£2,502,055	£-304,915	£-25,974,013	£169,237,729	£-15,805,540	£-11,652,791	£141,779,398

Forward Plan of Procurement Projects – up to 31 March 2024

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period. The table shows the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations

Table One: Forward Plan of Procurements

(above £50K less than Find a Tender threshold due to commence prior to April 2024)

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Review of PFI Contract	£55,000	01/06/2022	01/06/2023
Independent Travel Training	£70,000	01/04/2022	01/10/2022
Children's Participation App	£75,000	01/04/2022	01/10/2022
TS12032 - Placement Management System	£130,800	01/04/2022	01/04/2023

Table Two: Forward Plan of Procurements
(above Find a Tender threshold) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Derbyshire Support Service for Young Carers and their Families	£1,000,000	01/04/2022	01/04/2023
Supply and Delivery of Groceries and Provisions	£10,000,000	01/03/2023	29/02/2024
Children's Accommodation Support Service	£10,000,000	01/06/2022	01/10/2023
Supply and Delivery of Light Equipment	£200,000	01/05/2022	01/11/2022
Strategy, Transformation and Development	£250,000	01/04/2022	01/05/2022
Children at Risk of Exploitation	£300,000	13/02/2022	13/01/2023
Supply Delivery and Installation of Catering Heavy Equipment	£1,280,000	01/05/2022	01/11/2022
Supply and Delivery of Fresh Meat	£200,000	01/04/2022	01/10/2022
Supply and Maintenance of Reverse Vending Machines	£290,000	01/06/2022	01/06/2023
SEN Specialist Seating/Equipment Framework	£650,000	01/04/2022	01/10/2021
PAUSE Derbyshire	£1,000,000	01/01/2023	27/07/2024
D2N2 Framework for Supported Accommodation	£2,000,000	01/04/2022	01/06/2022
Block Contract Residential Accommodation for Complex Needs	£4,000,000	01/04/2022	01/04/2023
D2N2 Block Contract Arrangement for Residential and IFA Placements	£8,000,000	01/04/2022	01/04/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Holiday Activity Fund	£20,000,000	01/04/2022	01/05/2022
Household Support Voucher Provider	£28,000,000	01/04/2022	01/04/2023
Supply and Delivery of Frozen Food	£16,000,000.00	01/04/2022	01/09/2022
Emergency Transport Solution	£4,000,000.00	01/06/2022	01/04/2023

Please note: The above procurement plans includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2021-23. All values are estimated and may change when projects are tendered

Major Departmental Risks

The table below summarises the major risks (i.e. those uncertainties with the greatest negative impact and likelihood of occurrence) that the department will manage to ensure the successful delivery of this plan. Full details of all risks are contained in the departmental risk register which is reviewed regularly by the department's senior management team in accordance with the Corporate Risk Management Strategy 2021-2025.

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Increases in demand for education services, and/or a drop in income generated, leads to financial pressures		Resource	To achieve a balanced budget via: <ul style="list-style-type: none"> Financial recovery plan for high needs element of dedicated schools grant Increased supply of good quality, local education places which meet the needs of children and young people with special educational needs and disabilities (SEND) Local area SEND transformation strategy 	Executive Director

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
More children need to come into the local authority's care, combined with higher placement costs, results in spending which exceeds departmental budgets.		Resource	<p>To improve outcomes for children whilst achieving a balanced budget through:</p> <ul style="list-style-type: none"> • Transformation programmes including 'Achieving Great Futures' to reduce the likelihood of some children needing local authority care • Increasing the number of council foster carers • Working with authorities across the East Midlands to increase the supply of quality, local homes for children in care 	Executive Director
Risk of death or serious injury to a looked after child or a child receiving help and protection		Strategic	<p>Risks can never be eliminated but we continually seek to strengthen risk management and practice for children known to the local authority, via:</p> <ul style="list-style-type: none"> • Clear policies and procedures • Comprehensive learning and development • Effective social work recruitment and retention strategies • Robust and independent quality assurance 	Executive Director

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Inability to recruit and retain sufficient, qualified staff in key areas affects the timeliness and/or quality of services for children and families, or leads to failure to meet statutory requirements		Resource	<p>To attract and retain the best people in the most effective way via:</p> <ul style="list-style-type: none"> • Strategic workforce plans • Effective recruitment and retention strategies • Succession planning and talent management 	Executive Director

Service Plan 2021-25 (2022-23 Refresh)

Page 287

Corporate Services and Transformation

Peter Handford

Interim Executive Director

Contents

Council Ambition, Outcomes and Priorities	2
Departmental Overview	4
• Departmental Management Structure	
• Achievements	
• Priorities	
• Budgets and Savings	
Section One: Delivering the Council priorities	18
Section Two: Delivering departmental services and priorities	39
Appendix A – Approved controllable budget	48
Appendix B – Forward plan of procurement projects	49
Appendix C – Major Risks	57

Council Ambition

“We will work together with our partners and communities to be an enterprising council delivering value for money and enabling local people and places to thrive”

Values

The way we work – we will:

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

Outcomes

We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all

- High quality public services that work together and alongside communities to deliver services that meet people's needs

Council Priorities

Our Council 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

Corporate Services and Transformation (CST)

Department Overview

The Corporate Services and Transformation Department (formerly the Commissioning Communities and Policy Department) plays an important role in supporting the Council to achieve its ambition to be an enterprising and value for money council, enabling people and communities to thrive. Key services include developing and driving forward the Council's key strategies and plans, providing expert professional advice and support to the Council and departments; driving forward business change; ensuring good governance and legal compliance and delivering high quality human resource, communications and customer services, property, ICT and financial management for the Council.

With just over 1,600 appointments (over 1,370 FTEs) and an annual budget exceeding £70 million, the Department works collaboratively with a range of stakeholders including local communities, residents, service users, businesses, partners, other local authorities, Government and its agencies, and is structured around the following four divisions:

- Finance and ICT
- Legal and Democratic Services
- Organisation Development and Policy
- Property

Over the next twelve months the Department will direct effort and resource towards supporting the agreed Council Plan priorities, whilst balancing the challenges of a reducing budget. The Department will continue to play a critical role in embedding the Council's strategic approach across the whole organisation. The approach, which encompasses the three strategic pillars of activity - Thriving Communities, Vision Derbyshire and Enterprising Council, governs how we work as a Council, with and for communities and in collaboration with partners. Together these key areas place the Council in a stronger position to understand, adapt and respond to future challenges and to bring about the changes needed to ensure future success. Embedding the approach will require the Department to continue to drive forward a rapid pace of change and a hugely challenging and ambitious strategic programme of transformation.

The Department will also continue to play a critical role in supporting Council departments to explore and implement different and better ways of delivering services, whilst continuing its own transformation journey, building on good progress made in launching new property joint ventures and transforming the HR, finance, procurement and ICT functions to secure better outcomes and value for money services.

Departmental Management Structure



Achievements

The Department has made excellent progress in delivering commitments set out in the Service Plan over the last year despite the challenges it has faced in supporting the Council in its response to the coronavirus pandemic. Specifically, the Department has:

- Made progress in meeting the Department's savings targets with a projected year end total of £1.163 million.
- Carried out reviews of Human Resource and Finance functions, further improving services and making savings.
- Supported over 10,000 suppliers including care sector providers, throughout the pandemic, by facilitating specialist fast tracked payment functionality whilst still delivering effective prompt payments.
- Awarded £59 million of Council contracts during the year to date, through our procurement function.
- Reduced Procurement Business Case approval time from an average of 25 days to 7 days.
- Completed a major upgrade of the online electronic payment solution with the successful increase and migration of service users, enabling them to make more payments to the Council via online and direct debit collection methods.
- Completed the ICT Phase 2 Review that has delivered budget savings of £800,000.
- Provided the ICT Infrastructure and subsequent support to ensure that Council and Cabinet meetings can take place including remote access and participation.
- Completed the roll out of Microsoft Teams and migrated a significant number of ICT users to Teams Telephony to support an agile workforce.
- Successfully delivered the 2021 County Council elections.
- Established the new Council and delivered a good quality induction programme following the elections.
- Made significant progress in the implementation of the agreed Scrutiny Review action plan.
- Introduced decision making procedures and precedents to ensure lawful and efficient decision making; including the refreshed Forward Plan, new report templates and streamlined Cabinet Member decision making process.
- Rolled out the modern.gov system for Council, Cabinet, Committee and Cabinet Member reports and decisions.
- Reviewed a number of sections of the Constitution and secured approval of amendments through Governance, Ethics and Standards Committee and full Council.

- Ensured that our buildings are safe and operational for our staff and customers through the pandemic.
- Launched three new property Joint Ventures – Concertus Derbyshire Ltd, Vertas Derbyshire and Develop Renew
- Completed Phase 1 of the Modern Ways of Working programme, ensuring offices are depersonalised and spaces have been replanned to accommodate new ways of working.
- Established a Corporate Portfolio Assurance Board to enable strategic oversight and assurance of the Council's major programmes.
- Completed a review of the existing 220 programmes, projects and change activities currently taking place across the Council and identified recommendations to take forward this work.
- Worked with partners to ensure Derbyshire is at the forefront of new County Deal proposals and a potential first wave pathfinder area.
- Successfully developed the Vision Derbyshire approach and secured approval for funding for Phase 4, standing up a new Joint Committee to provide effective partnership governance.
- Commenced implementation of Phase B of the Thriving Communities approach, putting in place a new Board to provide strategic leadership and direction whilst recommencing activity in four existing and four new areas across the county.
- Led the Council's Corporate Peer Challenge Follow Up Visit resulting in a favourable outcome which recognised the Council's progress in delivering key recommendations outlined as part of the original review.
- Reviewed the Council's voluntary and community sector grants, developed a new outcomes-based infrastructure offer and developed proposals to support a one council approach to grants funding.
- Developed the Council's new Equality, Diversity and Inclusion Strategy 2022-25 and developed a new approach to tackling inequalities and discrimination.
- Worked collaboratively with Derby City and wider partners to carry out the Domestic Abuse Needs Assessment and published the final Derby and Derbyshire Support in Accommodation Strategy.
- Continued to welcome refugee families to Derbyshire as part of the Vulnerable Person's Resettlement scheme and the UK Resettlement Scheme.
- Continued to rank within the top five benchmarked councils for digital engagement.
- Reduced average waiting times and call abandonment rates within Call Derbyshire.
- Deployed the Council's People Strategy with robust departmental plans developed, supported by workforces plans aligned to high priority areas.

- Deployed improved recruitment, Learning and Development, Health Safety and Wellbeing and Business Support models within HR to further improve our customer service.
- Provided 8,373 training courses to staff and partner agencies, in response to the pandemic, moving the whole learning and development offer online and replacing classroom training with webinars.

Priorities

During 2022/23 and forthcoming years, the Department will focus on the following activities to support Council and Departmental priorities:

- Achieving the Departmental budget savings target totalling £0.444 million.
- Implementing the online Financial Assessments and system integration for the Better Care system.
- Continue to develop the revised operating model for the Finance function
- Implementing a contract & supply chain management regime across the Council.
- Developing a new ICT Strategy that is Digital by Design and reflects the changes that are taking place across the Council.
- Implementing the new version of the SAP finance and HR system and rolling out new functionality across the business.
- Migrating services to the Cloud to enable easy access, at any time and providing ICT support for agile and flexible working.
- Progressing work to centralise all the Council's property assets and budgets to ensure the most effective use of our land and buildings.
- Delivering the Property 2025 programme to review every asset and ensure that there is a plan in place for its effective management.
- Developing the Council's new Asset Management Strategy and Asset Management Plan.
- Implementing the new Legal Services delivery model to improve transparency and accountability to all Council departments for legal work.
- Implementing Phase 2 of the organisation's Enterprising Council approach, leading and implementing key programmes of work across five strategic pillars on behalf of the Council.
- Further developing and embedding the Council's strategic transformation approach and establishing the Council's new Portfolio Management Office and embedding capability and capacity across the Council.
- Supporting a 'resident first' approach through the further roll out of the Customer Relationship Management system.

- Implementing the new customer feedback system across the organisation, enabling improved corporate reporting and process improvement.
- Delivering Phase B of the Thriving Communities approach, rolling out a programme of activity to additional areas across Derbyshire and mainstreaming the approach across the Council.
- Lobbying central government and putting in place plans to be a first wave County Deal pathfinder.
- Delivering Phase 4 of the Vision Derbyshire approach in collaboration with district and borough councils across the county.
- Completing the cross-council review of voluntary and community sector grants, implementing the one council approach to grants and launching the new grants prospectus and framework.
- Developing a whole Council approach to volunteering, so that more people volunteer to help their communities.
- Embedding the new Equality, Diversity and Inclusion Strategy, implementing actions to reduce discrimination and tackle inequalities.
- Developing a county wide approach to improve social mobility, targeting underperforming areas across the county
- Developing a county wide holistic Domestic Abuse Strategy working in collaboration with partners and supporting the delivery of the county Violence Against Women and Girls Strategy.
- Provided a strategic response to existing and new emerging threats such as Serious Violence and Prevent ensuring effective plans are in place to deliver agreed priorities.

Workforce Priorities

The Department will work towards achieving the five People Priorities from the Council's People Strategy as follows:

Attract and retain the best people in the most effective way possible:

- Develop a clear and compelling employee offering to attract talent
- Modernise our recruitment approach to ensure greater reach into talent pools
- Grow the culture of mutual trust

Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:

- Implement the internal elements of the Equality, Diversity and Inclusion Strategy to ensure our workforce reflects our communities
- Create and deliver effective workforce plans to meet our current and future needs
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention

Engage, nurture and develop our people and our future potential:

- Embed our Engagement Strategy to 'listen, shape and respond'
- Enable professional and personal development aligned to successfully delivering organisational priorities
- Undertake succession planning for critical roles
- Develop and deploy a Talent Strategy that combines bringing new talent into the Department and growing existing people to achieve their potential
- Expand the performance management pilot to continue to grow a performance culture

Enable organisational transformation and effective employee relations:

- Deliver organisational transformation and change in consultation with key stakeholders
- Expert and professional guidance provided to managers to enable them to create a positive Employee Relations environment

- Annual departmental people plan delivered which encompasses all five people priorities and drives strategic change

Enable and ensure the wellbeing and safety of our people:

- Reduce sick absence through root cause analysis and implementing mitigating actions
- Promote physical and emotional wellbeing
- Improve health, safety and wellbeing

Budget and Savings

The Department's budget for 2022-23 is **£70.865 million**, full details of which are set out in Appendix A.

The departmental budget includes agreed additional funding for service pressures for 2022-23 of £13.096 million as set out in the table below:

Ongoing funding	£million Ongoing	£million One off
Child Protection - Children's Services are currently spending £1m on external solicitors and £1m on counsel due to an increase in child protection cases. The benefits of this proposal will ultimately lead to savings for Children's Services in the order of £300,000 each year. The proposal would permit the appointment of an additional thirteen staff to reduce spend on external legal services.	£0.73	-
Education Legal team - For additional support required for the Education Legal Team.	£0.17	£0.02
Business Change & Programme Management teams - Funding to ensure the Council can more effectively deliver and implement One Council change and strategic transformation.	£1.02	-
Channel Shift - The Channel Shift Team is currently supported by temporary members of staff. In order to fully embed the system into the organisation, support the maximisation of benefit realisation, and make the most of the contracted purchase period of four years, it is anticipated that some dedicated staff resource will be required to deliver the programme past the initially anticipated point.	-	£0.03
Domestic Abuse - The Domestic Abuse Act 2021 has introduced additional statutory duties in the provision of emergency accommodation for victims of domestic abuse and their families. To enable the development and delivery of a long-term comprehensive commissioning strategy, this pressure bid seeks to confirm the availability of funding on an ongoing basis and make the temporary post permanent. This bid puts the base budget in but will be offset by a general grant received in later years.	£1.42	-

Ongoing funding	£million Ongoing	£million One off
Community Safety - Funding requested is to support new activity required to meet statutory duties in respect of community safety, such as the imminent Serious Crime White Paper. Funding is for three posts and a project fund to support commissioned activity.	£0.25	-
Vision Derbyshire annual contribution - Funding to support the Council's contribution to the Vision Derbyshire Programme resource.	£0.09	-
Equalities - Funding to support the implementation of the Council's new Equality, Diversity and Inclusion Strategy.	£0.09	-
Corporate Property Disposal Programme - To instruct external property agents and solicitors to dispose of property.	-	£0.40
Corporate Property Asset Optimisation Corporate Landlord Model - To provide the resource for planning and implementing the Corporate Landlord model, which received Cabinet approval in January 2021.	-	£0.28
Corporate Property Modern Ways of Working (MWOW) - Additional Corporate Property support to continue work post September 2021 to implement the MWOW programme.	-	£0.18
Corporate Property Restructure Funding - Increase in staffing is required to deliver the Corporate Property 2025 strategy. As part of the Corporate Property 2025 strategy a review of all corporate property assets is being carried out to ensure that they are fit for purpose and that a plan is in place for their management.	£0.40	-
Corporate Property Demolition Budget - To replenish the Corporate Revenue Demolition Reserve to enable demolition work to continue at identified and agreed sites, following completion of asset and locality reviews, so that sites can either be redeveloped (for example, for new schools) or sold on the open market for an enhanced value.	-	£1.10

Ongoing funding	£million Ongoing	£million One off
Corporate Property Asset Management - To fund additional posts in the Asset Management Team to support the new operating model proposed in the Cabinet report of 18 November 2021. These principal officers will act as the internal Intelligent Client on behalf of the Council, the Joint Venture Concertus Derbyshire Limited, and Corporate Property, ensuring that the service area client body requirements are being met and communicated effectively in the briefing process, and that any long term property management liabilities are considered in the development proposals.	£0.12	-
Procurement Staff Restructure - Restructuring staff within procurement in response to audit requirements for improved contract and supply chain management across the Council. In addition, this bid will support the response to the new National Procurement Policy Statement (NPPS), and the significant changes expected in procurement regulations as outlined in the Procurement Green Paper.	£0.10	-
Cloud Storage - To move the current ICT storage and compute infrastructure to the Cloud and commence a project to modernise and create new ICT workloads. The project will drive ICT transformation and provide the appropriate infrastructure capable of supporting the Council's digital agenda, and Modern Ways of Working programme.	£0.40	-
Finance & ICT Delivery Priorities - The ICT Strategy requires the ICT Budget to increase by £1m (£200,000 each year) over the five-year strategy period, to support the delivery of the priorities.	£0.20	-
Software Asset Management Tool - To purchase a Software Asset Management tool (SAM). A SAM tool enables Officers to accurately maintain compliance, determine numbers and monitor usage and can potentially save substantial amounts of money by ensuring the Council only licences and pays for the software it uses. SAM tools range in price, but typically cost in the region of £125,000 each year for an organisation of the Council's size; this equates to approximately 2% to 3% of the total licence spend.	£0.06	£0.03

Ongoing funding	£million Ongoing	£million One off
Centralised Procurement - Procurement is defined as a process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the whole procurement cycle from identification needs through to the end of a services contract or the end of the usual life of an asset. It involves an appraisal and the critical 'make or buy' decision which may result in the provision of services in-house. Currently the process covered by this bid is provided by commissioners in Children's Services. Funding is required for additional staff in the procurement team to fulfil these duties instead.	£0.09	-
Revenue Financing Costs for Capital Bids - This reflects the financing costs associated with the additional borrowing that is required to support new starts in the capital programme.	£2.93	-
Project Support External Advisors - Technical and professional support for waste matters.	-	£3.00

The Department will be managing the delivery of total proposed budget savings for 2022-23 of **£0.444 million** as set out below.

Insurance Fund – £ £0.444m

The Council will reduce the amount held in the insurance fund.

Section One - Delivering the Council Priorities

In support of the Council priorities the Department has identified specific deliverables as detailed below.

Resilient, healthy and safe communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-03	Implemented key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and Inclusion Strategy 2022 - 2025	Director of Organisation Development and Policy	Mar 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> £94k sought for two posts as ongoing service pressure in the 2022-23 Revenue Budget Report Staffing appointments to be made subject to pressure bid being approved <p>Interdependencies:</p> <ul style="list-style-type: none"> Workstream approach will require resource and delivery from all Council departments 	<ul style="list-style-type: none"> Identified workstream activity delivered to agreed timescales in line with reporting schedules and performance targets Equality considerations are embedded across the Council's strategies and service plans Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality Annual Equality Report is published and shared publicly 	Ensured individuals and communities most in need are supported and protected

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-04	Ensured the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and County Lines	Assistant Director Strategy and Policy	Apr 2022 – Mar 2024	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets and service pressure bid totalling £0.242m which recognises new and emerging work which will create three additional posts and a £100,000 funding pot to commission prioritised activity <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery is dependent on support from other Council departments and partner agencies 	<ul style="list-style-type: none"> Continued focus of existing priorities such as Serious Violence, Modern Slavery, Hate Crime, Counter Terrorism, Cyber Crime and Anti-Social Behaviour New and effective governance arrangements in place Reduced prevalence of crime and victimisation Increased use of evidence-based approaches Emerging issues are identified and an effective response is implemented 	Effectively responded with partners to emerging community safety threats so that there is reduced prevalence of crime and victimisation

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-05	Further developed and embedded the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of Connected Teams of public services and communities working creatively together	Assistant Director Strategy and Policy	Jan 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> • Within existing budgets Interdependencies: <ul style="list-style-type: none"> • Approach dependent on capacity of Council and partners to support Connected Teams • Recruitment to existing posts required • Approach supports demand management ambitions of Council and partners 	<ul style="list-style-type: none"> • Number of communities (geographic or thematic) applying a Thriving Communities approach • Number of people from organisations and communities directly supporting the running of hyper local activity • Number of people who received support or benefiting from hyper local activities • Evaluation tool rolled out and embedded to effectively measure impact • System challenges are identified and addressed 	Mainstreamed the thriving community approach to reduce demand for high cost services and enable people to live their best lives
CP-07	Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the COVID-19 pandemic	Assistant Director Strategy and Policy	Apr 2021 – March 2023	Resources: <ul style="list-style-type: none"> • From existing budgets Interdependencies: <ul style="list-style-type: none"> • Will require involvement and support from all departments 	<ul style="list-style-type: none"> • Increased the number of volunteers supporting community services and local activities • Increased the opportunities for volunteers to make a difference in their local area • Ensured that volunteers have the right resources to support their activities • Explored a whole Council approach to volunteering 	Supported communities to take responsibility for their areas, assets and environments

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-10	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	Assistant Director Strategy and Policy & Assistant Director – Commissioning, Safeguarding, Quality & Performance	Oct 2018 – Mar 2023	Resources: <ul style="list-style-type: none"> From existing budgets Interdependencies: <ul style="list-style-type: none"> Delivery and further development require support from departments 	<ul style="list-style-type: none"> Grants review completed and commissioned activity in place Further developed the new council wide VCS infrastructure model New council wide grants system /arrangements in place 	A thriving voluntary sector that is less dependent on council funding
CP-11	Established a new grant funding Prospectus and Framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer and encourage sustainable and green activity	Assistant Director Strategy and Policy	Jan 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> £1.65 million allocated from general reserve Staffing appointments to be made Systems to be implemented (Granicus system and work through the new channel shift approach) Interdependencies: <ul style="list-style-type: none"> Delivery and further development require support from departments Contributes to departments and partners priorities 	<ul style="list-style-type: none"> Launched the Council's new strategic grants programme Received applications and awarded new grants to meet the Council's priorities Further developed the approach and embedded the framework across the authority 	New Strategic approach to grants funding has maximised opportunities for local people to contribute to the wellbeing of people and places in Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-01	Implemented Social Value into procurement processes and delivered identified pilot schemes	Finance Manager - Procurement	Jan 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Budget – already approved. Staff – no additional staffing required System – already procured <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> Delivery of social value into identified projects Evidenced based reporting – which show level of added value 	Incorporated Social Value into all procurement over an agreed threshold.

High performing, value for money and resident focused services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-19	Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance	Assistant Director Communications and Customers	Mar 2021 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> Requires support across departments to embed the CRM in service delivery. Contributes to departments achieving their customer service measures. Move from a discrete programme to an embedded 'business as usual' approach needs to be completed before project team end contracts. 	<ul style="list-style-type: none"> 30 further services online via the Council's Customer Relationship Management system by July 2022 Use of the Customer Relationship Management System expanded across departments with all areas having at least one service present by December 2022. Establish and delivery 'business as usual' approach by December 2022. 	Embedded a comprehensive approach to customer service, improving residents' experience of interacting with the Council and enabling the authority to anticipate demand for services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-20	Put in place a new complaints and feedback system to improve service delivery and resident experience	Assistant Director Communications and Customers	Mar 2021 – Jul 2023	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> New system to be embedded across remaining departments. Response to feedback and complaints continuing to be managed in departments. Centralised function and approach to be established which allows effective reporting and supports process improvement. 	<ul style="list-style-type: none"> 100% statutory compliance achieved Improved reporting delivering a tangible, defined and measurable contribution to performance monitoring A 20% reduction in the number of complaints received about the feedback procedure by March 2025 A 30% increase in the number of compliments and comments received from residents by March 2025 	Increased engagement and communication with residents and partners about our services, supporting a truly collaborative approach
SP-02	Developed our understanding of the resident experience when interacting with the Council, using that insight to improve our approach	Assistant Director Communications and Customers	Mar 2021 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> Support from across departments to identify customer touchpoints. Establishing, agreeing and implementing service standards. 	<ul style="list-style-type: none"> Documented customer journey(s) for each service included within the Channel Shift programme Delivered a Customer Experience Strategy including service standard principles by December 2022. 	Embedded customer service standards for resident and partner-facing services to ensure an appropriate and timely response and a proactive approach

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-21	Implemented Phase 4 of the Vision Derbyshire approach 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	Assistant Director Strategy and Policy	Sep 2021 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> £0.175 million as an agreed ongoing service pressure in the 2022-23 Revenue Budget Report Vision Derbyshire pooled budget will provide an additional seven posts to support programme delivery. Staffing appointments have to be made <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery and further development require support from partners and departments Contributes to departments and partners priorities 	<ul style="list-style-type: none"> New Vision Derbyshire Joint Committee and associated governance structures in place and operating effectively New Vision Derbyshire Programme resource including programme team in place and deployed to support delivery of agreed priorities Phase 4 implementation and delivery plan further developed and key priority activity delivered 	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-22	Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements	Assistant Director Strategy and Policy	Sep 2021 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. Alignment with Vision Derbyshire programme resources required. Additional staffing resource to be identified <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery and further development require support from partners Contributes to departments and partners priorities 	<ul style="list-style-type: none"> New County Deal negotiated and approved with central government Powers, flexibilities and funding secured through the County Deal New Joint Committee established and in place to provide effective governance arrangements 	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level
CP-23	Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	Director of Organisation Development and Policy	Mar 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. £1.157m as an agreed ongoing service pressure in the 2022-23 Revenue Budget Report <p>Interdependencies:</p> <ul style="list-style-type: none"> Development and implementation require support from departments Contributes to departments priorities 	<ul style="list-style-type: none"> Portfolio Management Office model designed and approved Implementation plan developed and resources to deliver agreed approach in place Council wide governance arrangements developed and in place New programme management methodology and tools developed and rolled out across the Council 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-24	Reviewed the Enterprising Council approach to identify achievements and successes to date, whilst developing Phase 3 of the programme to transform, modernise, collaborate and innovate as a Council	Director of Organisation Development and Policy	Mar 2022 – Dec 2023	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. Additional staffing resource to be identified through Phase 3 of the approach <p>Interdependencies:</p> <ul style="list-style-type: none"> Further development requires support from departments Contributes to departments priorities 	<ul style="list-style-type: none"> Reviewed Phase 2 of Enterprising Council approach Developed Phase 3 of Enterprising Council approach Implemented key activity identified as part of Phase 3 developments 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19
CP-25	Designed, scoped and developed Phase 2 of the Modern Ways of Working Strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working.	Director of Organisation Development and Policy	Mar 2022 – Dec 2022	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. Additional staffing resource to be identified through Phase 2 of the approach <p>Interdependencies:</p> <ul style="list-style-type: none"> Further development requires support from departments Contributes to departments priorities 	<ul style="list-style-type: none"> Modern Ways of Working approach and strategy developed and in place Early start areas, aligned to the Council's Business Continuity Plans, developed and approved to secure ongoing employee engagement Prioritised action plan in place and implementation underway 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-27	Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours	Assistant Director Human Resources	Apr 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Senior Human Resources Business Partners and Departmental Management teams to lead the development and deployment of people plans. <p>Interdependencies:</p> <ul style="list-style-type: none"> Wider organisational strategies aligned to cultural change (i.e. digitalisation) 	<ul style="list-style-type: none"> Improved employee engagement Reduced time to hire Sickness as a percentage of available working hours targets achieved Reduced agency spend Improved accident/incident performance 	Become an employer of choice attracting and retaining a talented and diverse workforce
CP-28	Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery	Assistant Director Human Resources	Apr 2021 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> Embedded the new Health, Safety and Wellbeing team structure to deliver a proactive approach to managing the health, safety and wellbeing of employees and strengthened the Council's monitoring and statutory compliance Sickness as a percentage of available working hours targets achieved 	Become an employer of choice attracting and retaining a talented and diverse workforce

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-29	Completed a programme to centralise ownership, management and responsibility for all of the Council's land and property assets and budgets, within Corporate Property, to ensure the most effective use of our land and buildings	Assistant Director (Asset Management)	Apr 2021 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> Specialist resource in place to lead programme Additional resources to support service areas may be identified in business case Service area finance business partners will be involved Data gathering and cleansing will be a challenge and may require resourcing <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments Supports reduction in carbon emissions 	<ul style="list-style-type: none"> Preferred delivery model and framework for asset optimisation through corporate landlord identified Resources required to deliver this established Money raised from the disposal of land and buildings Identify where all existing property budgets currently sit and where existing property costs are captured. Identify where existing property management resources sit across the various service areas Identify the gap between the true cost of managing the estate and the budgets allocated 	Rationalised our land and building assets and improved the management of those that remain
SP-03	Delivered the Property 2025 five-year programme to review and challenge every asset and ensured that there is a plan in place for its effective management.	Assistant Director (Asset Management)	Mar 2022 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> Utilises existing resources <p>Interdependencies:</p> <ul style="list-style-type: none"> Supports One Public Estate Will require involvement and support from all service areas Joint ventures 	<ul style="list-style-type: none"> An asset plan in place for every asset Measurable performance benchmarking set for all assets Delivery of asset plan outcomes 	Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-04	Put in place Service Asset Management Plans in Place for each service area, showing how we will deliver assets to meet future service strategies, with required capital projections and programme in place	Assistant Director (Asset Management)	Mar 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> Utilises existing resources Interdependencies: <ul style="list-style-type: none"> Supports One Public Estate Will require involvement and support from all service areas Joint ventures 	<ul style="list-style-type: none"> All Service Asset Management Plans completed and signed off by the service area Capital programme agreed and prioritised for delivery 	Rationalised our land and building assets and improved the management of those that remain
SP-05	Developed and approved an Asset Management Strategy for our land and buildings establishing how we will make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service.	Assistant Director (Asset Management)	Apr 2022 – May 2022	Resources: <ul style="list-style-type: none"> Utilises existing resources Interdependencies: <ul style="list-style-type: none"> Supports deliverables on land and property assets and budgets Supports deliverable on carbon reduction 	<ul style="list-style-type: none"> A Council approved Property Asset Management Strategy is in place 	Rationalised our land and building assets and improved the management of those that remain
SP-06	Developed an Estate Management Strategy and Property Disposal Strategy which delivers the objectives of the Asset Management Strategy, the asset challenge process and the asset plans, ensuring that the Council only retains the buildings that it needs to deliver services.	Head of Estates	Mar 2022 – Apr 2023	Resources: <ul style="list-style-type: none"> Utilises existing resources Interdependencies: <ul style="list-style-type: none"> Supports Council Plan deliverables on land and property assets and budgets Supports deliverable on carbon reduction 	<ul style="list-style-type: none"> Strategies approved by the Council. 	Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-30	Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement	Interim Director – Finance and ICT	Apr 2021 – Mar 2022	Resources: <ul style="list-style-type: none"> Utilising existing resources 	<ul style="list-style-type: none"> To have responded to Government consultations Comparison with other similar county councils 	Maintained the lowest possible Council Tax
CP-31	Kept on track to achieve all planned budget savings in the medium term	Interim Director – Finance and ICT	Apr 2021 – Mar 2025	Resources: <ul style="list-style-type: none"> Utilising existing resources Interdependencies: <ul style="list-style-type: none"> Will require involvement and delivery from all departments 	<ul style="list-style-type: none"> All budget savings have been identified and achieved by 2024/25 	All budget savings have been identified and delivered by 2024-25

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-32	Implemented a contract & supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle	Finance Manager – Head of Procurement	Apr 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Budget: allocated as an agreed one off/ongoing service pressure in the 22-23 Revenue Budget Report Staff recruitment is ongoing and will be in place for April 2022. Systems: Intention is to initially use existing systems, but an upgrade maybe required as the service is embedded. <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> A council wide contract management framework has been established and implemented across the council. Council staff who undertake contract management have undertaken training to understand the Councils contract management framework The Council high risk/high value contracts are identified and managed appropriately. The Council understands how its contracts are performing The Council understands its backward supply chain for critical contracts 	Achieved excellence in procurement and contract management
SP-07	Continued to develop the Value for Money Board – the introduction of the contract and supply chain regime provide more robust analysis which looks at whole life value rather than just procurement.	Finance Manager – Head of Procurement	Ongoing - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Utilises existing resources Requires resources secured for the implementation of Contract and Supply Chain management <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> Put in place ability to report on full life Contract value 	Value for Money assessments are standard for all contract over an agreed value.

Effective early help for individuals and communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-38	Developed a holistic Domestic Abuse Strategy and supporting Delivery and Commissioning Plan including addressing issues in relation to violence against women and girls and the new legislative requirements for Children and Young People	Assistant Director Strategy and Policy & Service Director - Early Help & Safeguarding	Apr 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Grant funding will be available from the Department of Levelling Up, Housing and Communities to deliver the accommodation-based elements of the Strategy. Level of grant funding is unknown. A growth bid has been submitted to enable commissioning plans to be developed, this will be offset by grant funding. <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery is dependent on support from other Council departments and partners 	<ul style="list-style-type: none"> Domestic Abuse Strategy and supporting Delivery and Commissioning Plan completed Improve outcomes for victims of domestic abuse and their families by focussing on prevention, early intervention, work with perpetrators and specialist support. Adherence to the statutory requirements of the Domestic Abuse Act 2021. Supported delivery of the Derby and Derbyshire Violence Against Women and Girls (VAWG) Strategy Increased awareness within communities of the work undertaken to address VAWG and the specialist services available to support victims to cope and recover Increased confidence and reduced fear of crime amongst women and girls in Derbyshire 	Protected those who experience domestic abuse through effective multi-agency working

A prosperous and green Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-45	Reduced carbon emissions from Council property, vehicles and procurement	All CST Directors	Apr 2021 – Mar 2032	<p>Resources:</p> <ul style="list-style-type: none"> Recruitment of new staff within team and across the council in key areas Skills and knowledge of climate change across the Council Funding to decarbonise the Council's estate <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments Supports Climate Change Strategy Behaviour changes of staff to consider climate change implications 	<ul style="list-style-type: none"> Reduction in greenhouse gas emissions from Council owned land and operations Key projects to reduce emissions are being progressed On track to meet target of net zero greenhouse gas emissions by 2032 An energy policy has been developed and implemented to support the Council's carbon reduction pledges. Reduction in staff mileage 	Adapted our services and worked with communities to help lessen the effects of climate change

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
CP-55	Worked with partners through the Vision Derbyshire approach to develop a county wide approach to improve social mobility, targeting underperforming areas across the county	Assistant Director Strategy and Policy	Jan 2021 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Additional funding allocation for Vision Derbyshire <p>Interdependencies:</p> <ul style="list-style-type: none"> Partner and departmental capacity required for delivery 	<ul style="list-style-type: none"> Developed an initial scope and briefing to develop a shared understanding of social mobility across the Council and partner agencies Worked through Vision Derbyshire governance arrangements to explore options and develop a collaborative approach Explored options to develop a Social Mobility Commission for Derbyshire 	Created a Derbyshire Social Mobility Commission to improve access to opportunities and enable people to have a better life and fulfil their potential
SP-08	Implemented the Sustainable Procurement Policy	Finance Manager – Head of Procurement	Jan 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Utilises existing resources Delivered by existing staff – training already sourced, but process updates will be required Using existing systems <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments Supports Climate Strategy 	<ul style="list-style-type: none"> Evidence of consideration of sustainability is part of all procurements Evidenced based reporting – which show level of added value 	Incorporated / evidenced sustainable considerations into all procurement processes over an agreed threshold.

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-09	Migration from on-premises ICT data centre infrastructures to carbon neutral cloud-based provision where possible, thereby reducing the Council's Carbon footprint	Head of ICT Operations	Jul 2022 – Mar 2025	Resources: <ul style="list-style-type: none"> Mixture of in house and external ICT professionals Interdependencies <ul style="list-style-type: none"> Will require involvement and support from all departments Supports Climate Change Strategy 	<ul style="list-style-type: none"> Migration of applications onto cloud infrastructure 	Moved over 90% of the Council's on-premises infrastructure and solutions to the Cloud

Notes on tables content

Ref: Number used to identify separate items and referenced in Appendix C. CP indicates a deliverable from the Council Plan whilst SP indicates a deliverable specific to Corporate Services and Transformation

Lead Officer: Name of the senior officer responsible for ensuring progress

Timescales: Month and year showing the start and end dates of the activity

Resource: Information on the budget, staffing, system, equipment or building space required to progress activity
(NB where Service Pressure is indicated this means an agreed one off/ongoing service pressure in the 22-23 Revenue Budget Report)

Interdependencies: Indicates where the activity requires support from another service or partners, or contributes to their priorities

Success Measures: Specific achievements/milestones that will indicate success and any data based measures that will demonstrate the expected change/improvement

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Achievement of identified annual budget savings (CST dept figures)	£1.279m (70.5% of target)	£2.513m (42.8% of target)	£1.163m (20.9% of target, projection as at end Dec 2021)	£5.55m	£0.444m	TBC
Sickness as a percentage of available working hours (CST dept figures)	Not available – measure developed for 2021-22	2.5% Retrospective figure for measure developed of 2021-22	3.5% (year to date as at Nov 2021)	2.6%	Will be set once 2021-22 year end data is available	TBC
Spend on agency staff (CST dept figures)	£3.362m	£1.860m	£2.014m (as at end Jan 2022)	Not set	TBC	TBC
Capital receipts from sale of Land and Buildings	£2.898m	£3.961m	£2.783m (as at Dec 2021)	£3.621m	£2.9m	TBC
Number of communities (geographic or thematic) applying a Thriving Communities approach	NA	NA	New Measure	NA	Baseline year	Will be set once baseline information is available
Number of people from organisations and communities directly supporting the running of hyper local activity in Thriving Communities areas	NA	NA	New Measure	NA	Baseline year	Will be set once baseline information is available

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of people who received support or benefiting from hyper local activities in Thriving Communities areas	NA	NA	New Measure	NA	Baseline year	Will be set once baseline information is available
Total of services available online via the Council's Customer Relationship Management system	NA	NA	140	80	170	TBC
% of ICT Infrastructure and Applications migrated to the cloud	0%	1%	5%	20%	60%	90%
Reduction in Carbon emissions from 2009-10 baseline (CST dept figures)	38.8%	50.7%	TBC Q2 2022-23	47%	TBC	TBC
Carbon emissions from Officers using own vehicles (Grey Fleet) (CST dept figures)	375	161	91 (As at Nov 2021)	180	TBC	TBC
Equality and Diversity measures to be set following confirmation of Equality and Diversity Strategy						

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

Section Two – Delivering departmental priorities and services

To deliver departmental priorities and services we will work towards achieving the following:

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-10	Completed the ongoing review of and implemented processes in Registration Services to ensure there is a cost effective, streamlined and consistent approach across all offices	Head of Democratic & Registration Services	Apr 2021 – Mar 2023	Resources: <ul style="list-style-type: none"> Staffing capacity within Registration Services 	<ul style="list-style-type: none"> Streamlined and consistent approach across all offices Cost is minimised and income maximised. 	Ensured there is a cost effective, streamlined and consistent approach across all offices
SP-11	Completed the ongoing review of information governance / data management arrangements and determined appropriate arrangements for dealing with future requests which ensure efficiency and consistency in responding to requests	Assistant Director – Legal FSE	Apr 2021 – Oct 2022	Resources <ul style="list-style-type: none"> Data from the introduction of phase 1 of channel shift 	<ul style="list-style-type: none"> Efficient, effective and consistent systems are in place to ensure compliance with information governance legislation Responses to Subject Access Requests and Freedom of Information requests are provided within the statutory timeframes 	Ensured there are efficient and consistent arrangements in place to deal with information governance requests for information

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-12	Embedded and reviewed the new Legal Services delivery model (core offer) to improve transparency and accountability to all Council departments for legal work	Assistant Director – Legal CPE	Apr 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> Capacity within Legal Services Active use of model fee earners in Legal Services Interdependencies: <ul style="list-style-type: none"> Support from other clients 	<ul style="list-style-type: none"> Teams across the division are resourced appropriately to provide necessary legal service to client departments Improved accountability to client departments for legal spend Demand on Legal Service actively managed Service Level Agreements in place with each department to ensure a full understanding of service provision 	Further developed high quality, value for money services
SP-13	Reviewed resourcing and structure within Democratic Services with a view to ensure it is fit for purpose, sustainable and properly resourced to meet demand	Head of Democratic and Registration Services	Apr 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> Within existing resource Interdependencies: <ul style="list-style-type: none"> Support from HR Support from Finance 	<ul style="list-style-type: none"> Appropriately funded and staffed teams are in place across the team which can deliver effective and efficient and proactive support Stable staffing structure in place Reduction in the level of locum and external expenditure 	Further developed high quality, value for money services

SP-14	Further developed the Council's corporate performance management and employee performance management approaches to support a high-performance management culture across the organisation	Assistant Director Strategy and Policy / Assistant Director Human Resources	Jan 2022 – Mar 2024	<p>Resource:</p> <ul style="list-style-type: none"> Additional funding allocation for Vision Derbyshire <p>Interdependencies:</p> <ul style="list-style-type: none"> Partner and departmental capacity required for delivery 	<ul style="list-style-type: none"> Revised performance framework in place and embedded across the organisation Additional mechanisms in place to report on the Council's performance to Elected Members and the public Further development of integrated performance and finance reporting to include risk Successful expansion of performance reporting against target to a wider range of key measures including comparison to available benchmarks Successful use of available data to provide in depth analysis of underlying performance and trends Scoped and developed brief for council wide review of performance Undertaken review and implementation plan developed All employees at grade 14 and above have a performance and potential rating 	Developed a high-performance management culture across the organisation
-------	--	---	---------------------	--	--	---

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-15	Reviewed and lead key actions arising from the recommendations from Corporate Peer Challenge Follow Up Visit in October 2021	Assistant Director Strategy and Policy	Jan 2022 – Mar 2024	Resources: <ul style="list-style-type: none"> From existing budgets Future actions will require cross departmental support 	<ul style="list-style-type: none"> Corporate Peer Challenge Follow Up Visit Action Plan in place Identified actions are completed and kept under review 	Implemented Council-wide improvements enabling better outcomes for people and place
SP-16	Implemented the Better Care system (online Financial Assessments), including integration into Mosaic	Head of Client Financial Services	Oct 21 – Sept 22	Resources: <ul style="list-style-type: none"> Managed within the current team Interdependencies: <ul style="list-style-type: none"> Will require involvement and support from ICT colleagues Will support the Channel Shift agenda 	<ul style="list-style-type: none"> Implementation completed 	Further developed high quality, value for money services
SP-17	Continued to develop the revised operating model for finance adopting the principles of standardise, simplify and share	Assistant Director of Finance – Financial Management	Apr 22 – Mar 24	Resources: <ul style="list-style-type: none"> Managed within existing resources Interdependencies: <ul style="list-style-type: none"> Requires budget holders to take responsibility for budget monitoring Support of ICT to develop workflows utilising Office 365 technology 	<ul style="list-style-type: none"> Teams that are flexible and agile and provide resilience across key functional areas, particularly finance business partnering 	Further developed high quality, value for money services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-18	Implemented a centralised purchasing team within Exchequer Financial Services to benefit the wider business by aligning it with the Accounts Payable and Master Data functions.	Finance Manager – Head of Exchequer Financial Services	Apr 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> One-off funding of £0.350m for existing staff costs, training, knowledge transfer and transition will be met from existing CST funds. <p>Interdependencies:</p> <ul style="list-style-type: none"> Cannot be implemented until SAP upgrade to S4Hana completed. Will require support and buy in from key stakeholders in wider business eg 500 users, Procurement & SAP Support colleagues 	<ul style="list-style-type: none"> Team is implemented and is fully trained and savings are realised. 	Achieved outcomes from finance review restructure which will deliver compliance, Procurement savings and significantly improved Council transactional processes.
SP-19	Developed a new ICT Strategy that supports the changing needs and transformation ambitions of the Council	Assistant Director of Finance - ICT	Dec 2021 – Jul 2022	<p>Resources:</p> <ul style="list-style-type: none"> From within existing resources and the use of external professional support 	<ul style="list-style-type: none"> Approved strategy and implementation plan adopted within the Council 	Further developed high quality, value for money services
SP-20	Developed a new Network Strategy and implement the outcomes to support the Modern Ways of Working Programme and the One Public Estate agenda.	Head of Service – ICT Operations	Apr 2022 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> From within existing resources and the use of external professional support 	<ul style="list-style-type: none"> Adequate connectivity at all Council administrative buildings ensuring ICT users can access appropriate services 	Further developed high quality, value for money services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-21	Implemented SAP S4 to replace existing SAP finance and HR system	Head of Financial Systems (SAP) and Standards	Apr 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> From within existing resources Interdependencies: <ul style="list-style-type: none"> Dependent upon the successful completion of the Microsoft Azure migration project. 	<ul style="list-style-type: none"> System implemented; users trained and systems delivering improved performance across finance, procurement, HR and payroll business areas. 	Further developed high quality, value for money services
SP-22	Reviewed and updated Anti-Fraud / Anti-Corruption Strategy & Fraud Response Plan	Assistant Director of Finance - Audit	Apr 2022 – Mar 2023	Resources: <ul style="list-style-type: none"> From within existing resources Interdependencies: <ul style="list-style-type: none"> Will require involvement and support from all Departments 	<ul style="list-style-type: none"> Report received by Audit Committee 	Have Anti-Fraud / Anti-Corruption Strategy in place

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-23	Approved and implemented the Future Strategy for Centralised Management of Corporate Assets	Assistant Director (Asset Man't) & Head of Estates	Mar 2022 - Apr 2023	<p>Resources:</p> <ul style="list-style-type: none"> Additional resource required to support the business case and the centralisation of all property budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments In support of Council Plan deliverable to centralise ownership, management and responsibility for all of the Council's land and property assets and Budgets 	<ul style="list-style-type: none"> Derbyshire model for corporate landlord agreed. All property budgets centralised, and appropriate resource plan put in place 	Rationalised our land and building assets and improved the management of those that remain
SP-24	Developed a set of core, built environment design and fabric performance criteria, for the construction and adaptation of council assets.	Head of Projects (Property)	Mar 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Within existing resources <p>Interdependencies:</p> <ul style="list-style-type: none"> Contributes to departments and partners priorities Supports reduction in carbon emissions 	<ul style="list-style-type: none"> Improved consistency for capital project commissions and clear performance indicators met 	Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-25	Developed a set of required performance and design standards to reduce carbon emissions from the Council's land and building assets and developed a programme for their implementation.	Head of Projects (Property)	Mar 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> • Within existing resources <p>Interdependencies:</p> <ul style="list-style-type: none"> • Contributes to departments and partners priorities • Supports reduction in carbon emissions 	<ul style="list-style-type: none"> • Targets for energy efficiency and carbon production met in all construction. 	Rationalised our land and building assets and improved the management of those that remain
SP-26	Developed a Property Maintenance Strategy to ensure that the Council's land and buildings are maintained to protect and enhance their value.	Head of Property Maintenance	Mar 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> • Within existing resources <p>Interdependencies:</p> <ul style="list-style-type: none"> • In support of Council Plan deliverable to centralise ownership, management and responsibility for all of the Council's land and property assets and budgets • Supports reduction in carbon emissions 	<ul style="list-style-type: none"> • A Maintenance Strategy approved by the Council. Governance in place to ensure effective delivery. 	Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resources and interdependencies	Success Measures	By 2025 we will have:
SP-27	Developed a Facilities Management Strategy to ensure that the Council's operational portfolio are managed efficiently and effectively.	Head of Facilities Management	Mar 2022 - Apr 2023	Resources: <ul style="list-style-type: none"> • Within existing resource Interdependencies: <ul style="list-style-type: none"> • Delivery and further development require support from departments • Contributes to departments and partners priorities • Supports reduction in carbon emissions 	<ul style="list-style-type: none"> • An operational portfolio that is sufficient and suitable to support service delivery 	Rationalised our land and building assets and improved the management of those that remain
SP-28	Established a suite of performance metrics on the joint venture partnership Concertus Derbyshire Ltd that are reported to the Council	Head of Projects (Property)	Mar 2022 - Apr 2023	Resources: <ul style="list-style-type: none"> • Within existing resource Interdependencies: <ul style="list-style-type: none"> • Contributes to departments and partners priorities 	<ul style="list-style-type: none"> • Metrics and reporting established 	Rationalised our land and building assets and improved the management of those that remain

Key Performance Measures for Section Two will be developed and monitored during the course of the year

Forward Plan of Procurement Projects – up to 31 March 2024

In line with the Council's Financial Regulations, the forward plan of procurement projects for the Department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period. The table shows the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations

Table One: Forward Plan of Procurements

(above £50K less than Find a Tender threshold) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
CST Business Change			
Provision of a Project Management Office System	£75,000	01/04/2022	01/10/2022
CST Finance			
IFRS 16 Compliant Lease Accounting/Management software	£50,000	01/04/2022	31/03/2023
Strategic Investment Research	£60,000	01/04/2022	01/01/2023
Tax Advisory Service	£60,000	01/04/2022	01/01/2023
Kofax Software	£80,000	01/05/2022	01/05/2023
External Property Valuation (Investments)	£100,000	01/03/2022	01/07/2022
Insurance Broker and Risk Management	£100,000	01/03/2022	01/11/2022
Derbyshire Pension Fund External Adviser	£130,000	01/03/2022	01/06/2022

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Deputyship Money Management System and Associated Services	£150,000	01/03/2022	06/11/2022
Global Custody Services Framework Agreement	£160,000	01/07/2023	01/07/2024
CST HR			
Performance Management System	£50,000	01/04/2022	01/04/2023
Wellbeing Support and Emotional Health App	£106,000	01/04/2022	01/09/2022
Occupational Health Cognitive Behavioural Therapy Service	£120,000	01/04/2022	01/04/2023
Medical Supplies	£160,000	01/04/2022	08/04/2023
CST ICT			
Assessment and Replacement of Uninterrupted Power Supply	£100,000	01/04/2022	01/08/2022
Vulnerability Scanning Solution	£100,000	01/04/2022	01/12/2022
ICT Hardware Collection and Disposal Services	£150,000	01/04/2022	01/04/2023
Security and vulnerability assessments of the IT structure	£150,000	01/10/2022	22/10/2023
CST Legal Services			
Paediatric Post-mortems	£50,000	01/04/2022	01/12/2022
Supply and Maintenance of a Microfiche Scanner with Associated Services	£60,000	01/04/2022	22/11/2022
Committee Management Solution and Associated Services	£90,000	01/04/2022	05/12/2022
Supply of a Coroners Case Management Solution	£100,000	01/01/2023	13/08/2024
Supply of Audio-Visual System Hardware and Associated Services for Coroners Courts	£100,000	01/01/2023	30/11/2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Provision of Funeral Directors for Coroners	£100,000	01/12/2022	01/10/2023
CT Scanning – Digital autopsy.	£100,000	01/04/2022	01/08/2022
CST Property			
Installation of Security Systems (CCTV)	£60,000	01/04/2022	01/10/2022
CPP023 Gas Training, Technical Advice and Audit Service	£80,000	17/08/2023	01/04/2024
Supply of an Internally Hosted Asset and Facilities Management Solution with Associated Services	£160,000	30/09/2023	01/10/2024

Table Two: Forward Plan of Procurements
 (above Find a Tender threshold) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
CST Communication			
Social Media Management Solution	£240,000	01/03/2024	01/05/2026
CST Finance			
Macro-Economic Research	£180,000	01/04/2022	01/04/2023
E-Procurement Portal	£190,000	01/06/2023	01/03/2025

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Office Furniture	£300,000	01/08/2022	01/08/2023
Provision of Liquid Fuel	£300,000	01/08/2023	24/08/2024
Cash Collection Services	£400,000	01/04/2022	01/09/2022
Provision of Rail Travel	£450,000	01/04/2022	01/10/2022
Supply and Maintenance of Floor Cleaning Equipment	£500,000	01/04/2022	01/01/2023
Supply of an Epayments Solution and Associated Support Services	£500,000	01/01/2024	22/01/2026
Independent Valuation of Property Portfolio	£500,000	01/09/2022	01/09/2023
Insurance Services (Peak District National Park)	£600,000	10/10/2023	01/04/2025
External Venue Hire	£800,000	31/03/2022	01/10/2022
Banking Services	£1,000,000	01/09/2023	01/10/2025
Actuarial Services	£1,800,000	01/07/2022	01/07/2023
Insurance Services	£5,375,000	01/01/2023	01/05/2024
Sustainable Global Equities Portfolio Managers	£9,000,000	01/04/2022	01/01/2023
CST HR			
Occupational Health Associate Counselling Service	£200,000	01/04/2022	01/04/2023
Health, Safety and Wellbeing Management System	£200,000	01/06/2022	01/06/2023
Provision of a County Wide Lone Worker Protection Solution	£200,000	TBC	TBC
Supply of Aids to Rehabilitation	£320,000	01/04/2023	01/04/2024
Benefits Platform	£350,000	01/09/2023	01/03/2024
Provision of First Aid Training	£480,000	01/01/2023	01/01/2024
Leadership Development Programme	£900,000	01/09/2022	31/03/2025

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Executive Recruitment Partner Panel	£1,200,000	01/04/2022	01/04/2023
Neutral Vendor for Provision of Temporary Agency Staffing Requirements	£64,000,000	01/04/2022	01/04/2023
CST ICT			
NetApp Storage Solution and Associated Professional Services	£200,000	01/04/2022	01/10/2022
Supply of Software Asset Management Tool to support Software Licence Management.	£250,000	01/04/2022	01/08/2022
Support and Maintenance for EDRM	£350,000	01/04/2022	01/04/2022
Provision of analogue telephone lines and calls.	£450,000	01/04/2022	01/11/2022
ICT Traded Services Hardware, Software and Services	£500,000	01/11/2022	01/11/2023
Supply of an ICT Service Desk Solution	£500,000	01/04/2024	03/05/2025
Replacement of Microsoft Unified Support	£750,000	01/04/2022	14/02/2023
SIP Trunks and Call Services to support teams telephony	£800,000	01/04/2022	13/08/2022
Supply of ICT Accessories.	£1,000,000	01/01/2023	16/06/2024
Mobile Device - Voice & Data, and Hardware	£1,415,000	01/07/2023	21/07/2024
Supply of Internet Connectivity and Associated Services	£2,500,000	01/04/2022	14/09/2022
Supply of a Corporate Wide Area Network including Support and Maintenance and Associated Services	£3,000,000	01/04/2022	08/06/2023
Supply of Networking Equipment including Support and Maintenance and Associated Services	£3,000,000	01/06/2022	24/12/2023
Supply of ICT Hardware, Accessories and Associated Services	£5,000,000	01/01/2024	01/06/2025

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Microsoft Enterprise Agreement and Server Cloud Enrolment (SCE) Licensing Solution Provider and Corporate Licencing Solution Provider	£15,000,000	01/01/2023	01/04/2024
CST Legal Services			
Toxicology Services	£390,000	01/03/2024	03/10/2025
Pathology Services	£550,000	01/04/2022	01/01/2023
Mortuary Services for Derby and Derbyshire	£672,000	01/04/2022	01/12/2022
Postal Collection Services	£1,700,000	01/10/2023	08/02/2025
Print Services	£2,200,000	01/01/2022	01/05/2022
Local Authority collaboration to use solicitor agents	£8,000,000	01/04/2022	01/12/2022
Provision of Advice & Advocacy Services by Counsel in respect of Child Care Legal Matters	£8,870,000	01/09/2022	01/04/2024
Framework for Legal Professional Services	£9,000,000	01/04/2022	01/12/2022
Supply and Maintenance of Multi-Functional Devices and Print Room Equipment and Associated Services	£11,000,000	01/04/2022	01/07/2023
CST Policy and Community Safety			
Serious Violence - Prevention and early intervention initiatives	£250,000	TBC	TBC
Provision of Furniture and Home Preparation Service for Domestic Properties in Derbyshire	£300,000	01/04/2022	01/04/2023
Provision of Interpretation, Translation and Transcript Services	£520,000	01/06/2022	01/06/2023
Provision of an Independent Domestic Advisor Service in Derbyshire	£1,500,000	01/04/2022	01/04/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Provision of activity to prevent Domestic Abuse and provide support to Victims	£6,000,000	TBC	TBC
Derbyshire Domestic Abuse Support Service	£10,000,000	01/10/2022	01/04/2024
CST Property			
Arboriculture Training	£200,000	01/04/2022	01/11/2022
CPP001 - Supply and Servicing of Firefighting Equipment	£250,000	17/08/2023	01/04/2024
CTP767 - Portable Appliance Testing (PAT) Framework	£280,000	01/04/2022	01/10/2022
Supply of Cold Applied Roofing Materials	£300,000	01/05/2022	01/11/2022
Heating and Electrical Labour Framework	£400,000	01/04/2022	01/10/2022
Contract for the Outsourcing of Business Rates	£500,000	01/08/2022	01/04/2023
Supply and installation of Scaffolding	£1,000,000	01/04/2022	01/10/2022
Doors, Windows, Glass and furniture	£1,000,000	01/05/2022	01/12/2022
CTP844 - Demolition Framework	£1,000,000	01/04/2022	01/12/2022
Installation. Maintenance & Servicing of Security Systems (CCTV)	£1,600,000	01/06/2023	01/02/2024
CPP003 Asbestos Removal and Disposal	£2,400,000	03/01/2023	03/06/2023
Servicing and maintenance of Stairlifts	£3,200,000	01/04/2022	01/11/2022
CTP811 - Modular Building Framework	£10,000,000	01/04/2022	01/12/2022
CCP20002 - Electricity to Un Metered Supplies	£10,200,000	17/02/2023	01/10/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Provision of Adaptations funded via the Disabled Facilities Grant (DFG)	£11,800,000	Various	01/04/2022
CCP20004 - Supply of Energy & Ancillary Services	£30,000,000	17/02/2023	01/10/2023

Please note: The above procurement plans includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2021-23. All values are estimated and may change when projects are tendered

Major Departmental Risks

The table below summarises the major risks (i.e. those uncertainties with the greatest negative impact and likelihood of occurrence) that the Department will manage to ensure the successful delivery of this plan. Full details of all risks are contained in the departmental risk register which is reviewed regularly by the Department's senior management team in accordance with the Corporate Risk Management Strategy 2021-2025.

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Strategy				
Delivery of council priorities and services	—	Strategic	Robust corporate planning arrangements; implementation of Core/Core Plus; review of Council Plan, service plans and divisional plan priorities by Assistant Director Strategy & Policy and service leads; set a balanced budget over short and medium term; engage key stakeholders and officers in the budget setting process; regular monitoring of delivery; service pressure bids submitted; early identification of additional demand and resource needs	Executive Director CST
Impact of potential County Deal	CP-22	Strategic	Development of action plan and workstreams to support the Council in the negotiation and development of the County Deal pathfinder for Derbyshire and Derbyshire. Engagement with key stakeholders underway and communications and stakeholder plan underway.	Executive Director CST

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Vision Derbyshire and partnership working	CP-21	Strategic	Implement agreement to progress Vision Derbyshire; establish Joint Committee arrangements with participating councils; establish delivery programme	Assistant Director of Strategy & Policy
Implementation of voluntary and Community Services (VCS) review proposals	CP-10	Strategic	Revised programme, workplans and budget	Assistant Director of Strategy & Policy
Finance				
Funding availability to deliver Council priorities	—	Operational Process	Set a balanced budget over the short and medium term; robust budget monitoring processes and procedures; regular reserves review; Five Year Financial Plan (FYFP) updated	Head of Financial Management & Strategy
Provision of Financial Accounts which meet statutory requirements	—	Operational Process	Robust close down process and embedded procedures; string working relationship with external auditors	Head of Financial Management & Strategy
Budget control	CP-31	Operational Process	Budget spending and budget savings regularly monitored; robust budget monitoring processes and procedures	Head of Financial Management & Strategy
Major fraud	SP-22	Operational Process	Robust internal controls; pro-active approach to counter-fraud	Assistant Director of Finance (Audit)

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Insurance cover and claims	—	Operational process	Departments clearly identify self-insurance/external insurance requirements; clear understanding of statutory duties; robust health & safety arrangements; robust asset protection arrangements; departments' processes and procedures designed to minimise the likelihood of claims; management and analysis of complaints	Assistant Director of Finance (Audit)
Procurement renewal targets	CP-32 SP-07	Operational Process	Structured procurement planning cycle; procurement forward plans reviewed by procurement category leads with departments; high risk contracts prioritised for renewal	Finance Manager (Procurement)
Reduced income from traded services	—	Operational Resource	Set a balanced budget over the short and medium term; robust budget monitoring processes and procedures; continually review and design a competitive flexible offer to customers	Assistant Directors responsible for traded services
Information governance				
Data breaches	SP-09 SP-11	Operational Process	Information Governance Group (IGG) oversight; Information governance policy and guidance; effective system to report breaches through HALO; breach reviews by the Council's Data Protection Officer (DPO) and reports to the Information Commissioner's Office (ICO) as required	Director of Finance & ICT

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Data Management Strategy	SP-09 SP-11	Operational Process	Information Governance Group (IGG) oversight; planning to avoid service disruption during implementation, including critical data loss and delays in data retrieval; preparation of legacy data	Head of ICT Governance, Compliance and Performance
ICT				
Vulnerability to cyber threats	SP-11	Operational Resource	Oversight by Information Governance Group (IGG); ISO27001 compliance; PSN Code of Connection compliance; policies and security measures in place and kept under constant review; asset protection and resilience testing	Assistant Director of ICT
Better Care system online Financial Assessments and integration	SP-16	Operational Resource	Robust ICT systems in place to manage revised charging requirements; sufficient staff to manage the workload	Head of Client Financial Services
Property				
Property damage	SP-26	Operational Process	Annual premises reviews; annual condition surveys; planned maintenance programmes; preventative maintenance programme; high risk activity procedure policy; emergency response management structures and practices	Head of Property Maintenance
Covid-19 and access to property	CP-25	Operational Process	Business Continuity Group (BCG) and Property SMT oversight; operational risk assessments; use of PPE; new working methods; operational instructions	Director of Property
Rising energy costs	SP-25	Operational Process	Monitoring; liaison with utility providers	Head of Facilities Management

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Hot works fire risk and damage	—	Operational Process	Adherence to Construction (Design and Maintenance) Regulations; training of managers and operatives; industry standard hot works permit to work scheme; robust hot works procedures and risk assessments; design out hot works requirement	Head of Property Maintenance
Targets for carbon reduction and climate change in council-owned property	CP-45 SP-25	Operational Resource	Carbon Development Group adopting industry best practice; benchmarking property performance; adoption of whole life costing model; asset plans prioritising poorly performing assets	Head of Facilities Management
Workforce				
Staffing pressures and shortages affecting critical and priority CST services including impact of Covid 19 absences	CP-28	Operational Resource	Active senior management oversight to manage pressures; new ways of working; review of priorities and workplans; proactive recruitment, retention and training of staff, including specialist roles; HR engagement and support to services; delivery of the Council's People Strategy's five 'people priorities'; clear communications	Service Directors
Health, safety and wellbeing of employees, others working for the council, occupiers of council owned premises and the public	CP-27	Operational Resource	New ways of working; review of priorities and work plans; increased public health communications capacity	Head of Health, Safety and Wellbeing
Apprenticeships	—	Operational Resource	Map council roles to available apprenticeships; maximise the apprenticeship levy in areas where an apprenticeship exists to meet a workforce planning and/or learning and development need;	Head of Learning & Development

This page is intentionally left blank

Appendix D

Service Plan 2021-25 (2022-23 Refresh)

Place

Page 351

Chris Henning - Executive Director
V5 February 2022

Contents

Council Ambition, Outcomes and Priorities	2
Departmental Overview	4
• Departmental Management Structure	6
• Achievements	7
• Priorities	10
• Workforce Priorities	11
• Budgets and Savings	13
Section One: Delivering the Council priorities	15
Section Two: Delivering departmental services and priorities	42
Appendix A – Approved controllable budget	49
Appendix B – Forward plan of procurement projects	51
Appendix C – Vehicle Replacement Programme	62
Appendix D – Derelict Land Reclamation and Regeneration Capital Programme	63
Appendix E – Major Departmental Risks	64

Our Council Plan 2021- 2025

Council Ambition

“We will work together with our partners and communities to be an enterprising council delivering value for money and enabling local people and places to thrive”

Values

The way we work – we will:

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

Outcomes

We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations

- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- High quality public services that work together and alongside communities to deliver services that meet people's needs.

Council Priorities

Our Council 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.

Departmental Overview

The recently formed Place Department brought together our economy, transport and environment teams together with colleagues in the libraries, arts and trading standards services. Employing over 1,300 staff and with an annual revenue budget exceeding £88 million, the Department collectively works for the people and places across Derbyshire.

When we think of 'Place' we think both of what happens in places and the people that live, work and visit there. Our role is to make these places work for people by ensuring we have the roads and public transport to get there, the footpaths to walk around; the woods and meadows to spend time in and the broadband to participate in a digital world.

Disposing of our waste and helping sustain our climate and natural environment; creating jobs and places to live and work; supporting businesses and protecting consumers; providing access to culture, arts and libraries are all activities supported by the work of the Department.

Place shaping, whether by direct intervention or through influencing and supporting partners is at the heart of what we do. Building fruitful relationships and working in partnership is critical to success, whether in support of local businesses, in providing a well-managed highway network and efficient transport system, managing the increasing threat of flood risk including preparing and adapting for resilience, in supporting sustainable mineral extraction planning decisions or in promoting the countryside that is rich and diverse both in its landscape and its wildlife and is a hugely attractive tourist destination.

Climate Change is a key Council priority, and the department will lead on the implementation of the Climate Change Strategy and action plan for the Authority in order to reduce carbon emissions. This will include developing internal initiatives as well as working closely with external partners and organisations to develop and deliver a natural capital strategy and influence and facilitate the actions needed to decarbonise and make the County more sustainable in the future.

As identified in the recent **Your Council Your Voice 2021** consultation, the number one issue for many of our residents is the condition of roads and footways. We have a well-established and robust asset management approach and are

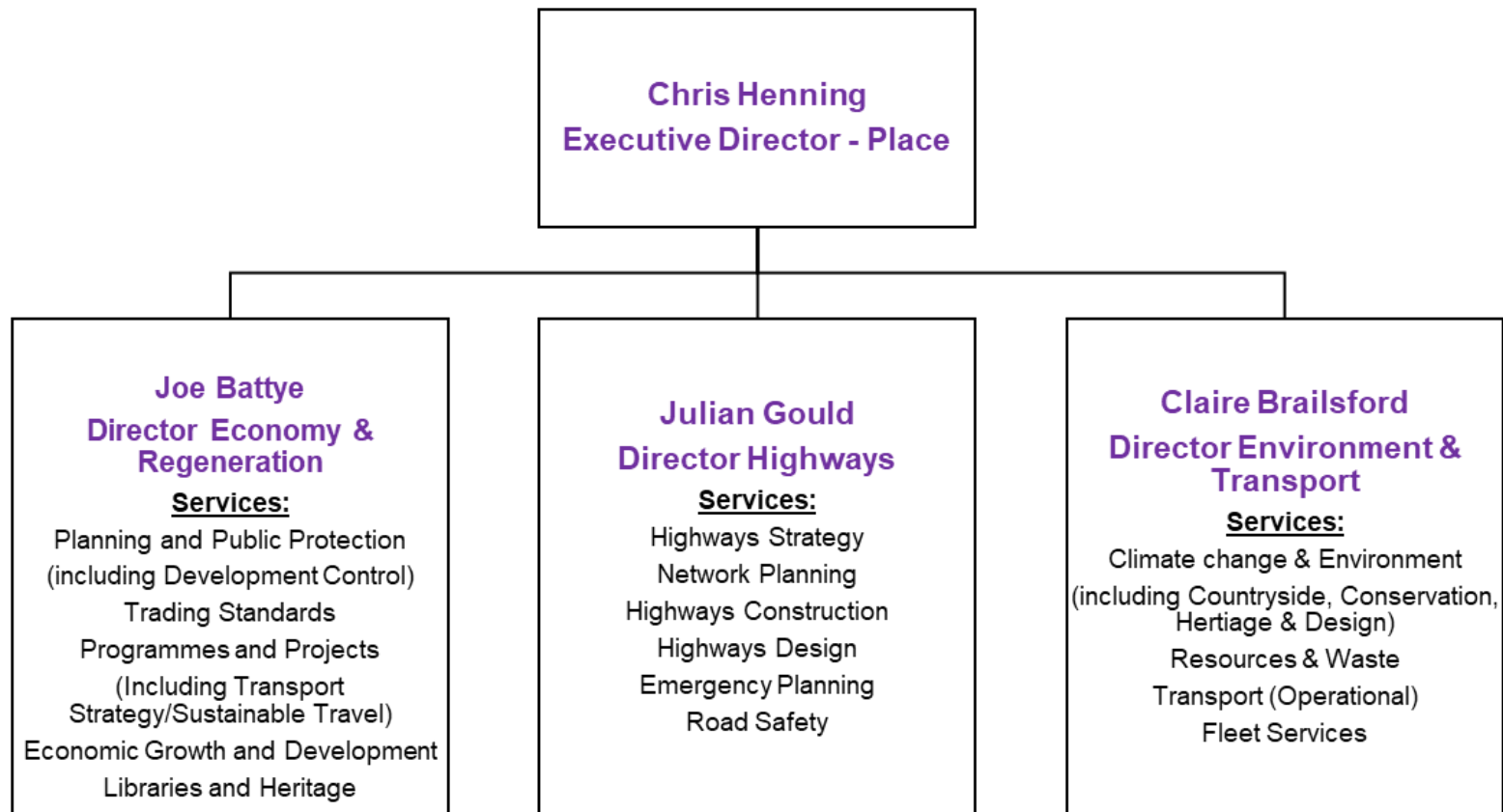
implementing a Future Highways Model, which includes conducting a detailed review of processes and establishing and embedding partnerships with external providers to drive improvements to the delivery of our Highways service.

Supporting the local economy of Derbyshire is a key aspect of the Department's work, particularly to support our economic recovery post COVID. The Authority has been instrumental in establishing and developing plans to support the revival of the local economy, working closely with its partners.

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

The Department will be instrumental in taking forward the economic development and regeneration agenda and will play a vital role in developing services and infrastructure that encourage and deliver against the Council Plan priority **of a prosperous and green** Derbyshire. The Department will ensure its resources are focussed on those areas that support and help to sustain growth and create jobs, delivered through a mix of local authority, Local Enterprise Partnership (LEP) or private sector funding.

Departmental Management Structure



Achievements

Despite the impact of the Covid-19 pandemic on priorities and resources the department has continued to deliver its core services, achieve service plan priorities, and develop its ways of working.

The department has also achieved the following:

Economy & Regeneration:

- Royal Town Planning Institute Planning Team of the Year Finalist 2021
- Secured occupiers for a further 10 acres of development land at Markham Vale
- Assisted with the delivery of the emergency food distribution centre
- Started construction of the A632 route to work cycleway
- Submitted a successful funding bid for the Staveley Waterside
- Completed Real Time Information capital programme
- Submitted a successful funding bid for rail station improvement funding from East Midlands Rail
- Established a Derbyshire High Street Taskforce
- Produced a Covid-19 Economic Recovery Strategy
- Produced a Cultural Framework to support Covid-19 recovery in cultural, heritage, arts and tourism and a £1m Cultural Recovery Fund
- Delivered the Shine a Light Festival
- Agreed a further £500k top-up for rural Wi-Fi gigabit programme
- Handed over Woodville library to a Community Group
- Shortlisted in 3 categories in the libraries connected awards
- Achieved 28 successful prosecutions for serious breaches of trading standards legislation
- Concluded joint investigations with Competition and Markets Authority to tackle mis-selling by a national house builder in the County – resulting in potential compensation for residents of £300,000
- Undertook emergency response following reported Avian Flu outbreaks affecting the County
- Installed over 120 public facing electric vehicle charge points

- Submitted a successful funding bid to Department for Transport (DfT) to undertake a range of feasibility studies to inform future cycling projects and Active Travel
- Successfully completed a Bidding Round for Community Renewal Fund, securing £2 millions of funding
- Successfully implemented a Youth hub to support young people into work and learning.

Environment & Transport:

- Adoption of the Derwent Valley Mills World Heritage Site Management Plan by UK Government and UNESCO
- Assisting with the development of the delivery of the Elvaston masterplan
- Managed the unprecedented demand for access to the countryside sites during the pandemic
- Creation of a new Countryside Service Strategy for 2021-23 to provide direction for the Service and its staff
- Reduced carbon emissions from the Council Estate by 63% since 2009-10
- Developed the new Climate Change Strategy and Action Plan and recruited a Climate Change Programme Manager
- Established a Climate Change and Environment Programme Board and an Improvement and Scrutiny Committee for Climate Change, Biodiversity and Carbon Reduction
- Developed plans to transition the Council's entire core fleet vehicles to Clean Air Zone compliant by 2025 including replacing light vehicles with electric variants
- Successfully kept vehicle workshops fully operational throughout the pandemic
- Successfully reopened the Council's nine household waste recycling centres following the first national lockdown
- Successfully disposed of all Household Waste during periods of increased waste arising
- Capital funding secured for improvements to gas wells and infrastructure on several former landfill sites
- Commissioned and completed repair and refurbishment works at the Clover Nook Waste Transfer Station
- Submitted a Bus Service Improvement Plan to the Department for Transport for £105m of funding to improve bus services across the County. Outcome of awards in early 2022
- Development of an Enhanced Bus Partnership with bus operators which will radically change how bus services are provided and financed in the county

- Diversified and responded in an agile manner during pandemic to requests for support from other departments and agencies e.g. patient discharges from Royal Derby Hospitals, anti-social hours transportation of care staff, food and medical supply deliveries; hampers for foster carers and looked after children and vulnerable adults in crisis
- Secured Department for Transport (DfT) funding streams for Traffic Demand Management reviews for the full re-opening of schools as well as over £1m additional funding for extra services to enable safe social distancing.

Highways

- Reduced the street lighting energy consumption and carbon emissions from 15,733,538 kWh and 7,100 Tonnes of CO2 in 2019/20 to a forecasted 11,505,906 kWh and 6,360 Tonnes of CO2 in 2020/21, equating to a saving of £267,702
- Responded to adverse weather events including high winds, floods and more recently snow
- Delivered £40 million worth of capital schemes under Covid-19 restrictions and progressed with new working practices
- Facilitated the safe re-opening of all Derbyshire town centres and countryside sites installing social distancing measures and active travel options walking and cycling
- Supported in the development of the infrastructure schemes for Woodville, Hollis Lane, Ashbourne, Dronfield and Unstone
- Approval of the business case for the Future Highways Model
- Successfully bid for an additional £0.5m in funding to support traffic signal maintenance from the DfT
- Maintained the top DfT incentive Fund banding to help support the management of highways infrastructure assets
- Continued with the roll out of intelligent traffic systems projects representing a significant investment in technology infrastructure along the A61 corridor, providing over time, a benefit to the County as a whole.

Priorities

During 2022/23 and forthcoming years, the department will focus on the following activities to support Council and departmental priorities:

- Secure a County Deal, or the equivalent benefits for the people and businesses of Derbyshire
- Ensure that the County Council is on track to be Carbon Net Zero by 2032 (or earlier) through actions set out in our Climate Change Strategy and Action Plan
- Develop and deliver a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking
- Develop an Enhanced Partnership with Derbyshire bus operators and establish a 5-year programme of Bus Service Improvement Plan (BSIP) interventions, whilst ensuring a financially sustainable network of local bus services subject to funding
- Support the County's sustainable economic growth – with a particular focus on heritage-led regeneration, town centre renewal and in line with the Government's levelling up agenda
- Deliver a high quality and cost-effective programme through a modern service to maintain and improve the County's highways network and protect against flooding.

Workforce Priorities

The department employs over 1,300 staff (794 FTE), Economy & Regeneration: 236 FTE; Environment & Transport: 146 FTE; Highways: 392 FTE; and Performance & Engagement: 20 FTE.

The department will work towards achieving the five People Priorities from the Council's People Strategy as follows:

Attract and retain the best people in the most effective way possible

- Develop a clear and compelling employee offering to attract talent
- Modernise our recruitment approach to ensure greater reach into talent pools
- Recruit to all vacancies with a particular focus on the 'difficult to fill' roles.

Promote diversity and inclusion, enable responsive workforce plans, and develop credible reward strategies:

- Implement the internal elements of the Equality, Diversity and Inclusion strategy to ensure the workforce reflects our communities
- Create and deliver effective workforce plans to meet current / future needs and reduce reliance on interim and temporary appointments
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention.

Engage, nurture and develop our people and our future potential:

- Improve employee engagement by embedding the engagement strategy to 'listen, shape and respond' and growing the culture of mutual trust
- Enable professional and personal development aligned to successfully delivering organisational priorities
- Undertake succession planning for critical roles

- Develop and deploy talent strategies that combine bringing new talent into the department and growing existing people to achieve their potential
- Active participation in the performance management pilot and completion of My Plans to continue to grow a performance culture.

Enable organisational transformation and effective employee relations:

- Deliver organisational transformation and change in consultation with key stakeholders
- Managers to create positive employee relations and environment with coaching from HR
- Annual departmental people plan delivered which encompasses all five people priorities and drives strategic change
- Engage with trade unions on key issues to ensure ongoing positive relationships.

Enable and ensure the wellbeing and safety of our people:

- Reduce sick absence through root cause analysis and implementing mitigating actions
- Create safety culture
- Improve physical and emotional health and wellbeing through adoption of corporate strategies.

Budget and Savings

The Department's budget for 2022-23 is **£88.02 million**, full details of which are set out in Appendix A.

The departmental budget includes agreed additional funding for service pressures for 2022-23 of £2.472 million ongoing with £4.304m one-off as set out below:

Service Area	Ongoing Funding	One-Off Funding
Climate Change – The council needs to take action to reduce emissions to net zero from its own estate and operations by 2032 or sooner, and from across the county by 2050 (in line with government's targets) and published its Climate Change Strategy: Achieving Net Zero (2021-2025). The council also needs to build resilience across its own services and across the county to adapt to a changing climate and deliver identified priorities.	£ 463,000	
Waterbodies officer – A post to manage water body assets reservoirs and canals on behalf of the Countryside Service was approved in 2019. The creation of the post is intrinsically linked to £1,000,000 capital funding allocated to the management of waterbodies structures to ensure compliance with statutory responsibilities and legislation. Funding is required for the post.	£38,000	
Million Trees Projects – The council has committed to facilitating the planting of up to 1,000,000 trees in Derbyshire by 2030. Funding is required to realise delivery of this target through community involvement and activity planning approvals and council schemes on its own land and on the highway network. A project officer is also needed to coordinate and manage the project	£113,000	
Ash Die Back – Ash Die Back will lead to the decline and death of the majority of ash trees in Britain. The Countryside Service is leading a strategic corporate-level response with relevant departments, including the development of a corporate Ash Die Back Action Plan, initiating a programme of inspections to quantify the scale of the problem on the council's estate including the surveying, felling and replanting of trees on Council land.	£270,000	
Drainage - highways authorities are having to deal with the consequences of the increasing impact of climate change, and as a result are experiencing a greater frequency of severe weather events, particularly flooding, which cause major disruption and damage to properties and the highway network. Improvements, maintenance	£1,313,000	£1,313,000

Service Area	Ongoing Funding	One-Off Funding
and investigation is needed to assess and enhance the Council's drainage infrastructure and assets. Resources are required to make the service more proactive.		
Regeneration Service Development - additional resources are needed to add to the core establishment as the service continues to grow. The department is responsible for administering a number of specialist grants, and a 'Grants team' and a 'Bidding team' are needed to ensure effectiveness so the Council and its residents are benefiting from all grants available. It is proposed that staff costs for this part of the service will be recoverable, probably after a period of two years to allow time for the development processes to establish. Therefore, a one-off amount is needed in 2022-23, in addition to the ongoing amount to further fund the service delivery initially.	£275,000	£140,000
Major Schemes there is a need to 'kick start' capital projects that can bring forward good growth for Derbyshire: providing housing, jobs and skills. Whether these projects involve bids for external grant funding they will always require significant upfront investment before the grant is confirmed. This investment will cover costs such as economic and transport modelling, preliminary design and cost estimating, planning consent, land assembly (in order to demonstrate deliverability for funders) and business case assembly.		£2,850,000

The Department will be managing the delivery of total proposed budget savings for 2022-23 of **£756,000** as set out below:

Service Area	Budget savings
Waste - the council will work with partners, including district and borough councils to reduce the cost of disposing of the county's waste.	£100,000
Future Highways Model - a major improvement plan for the highway service will result in more efficient ways of working, productivity improvements and generation of income from assets.	£500,000
Libraries - the multi-year programme to transfer some libraries to community management, and the review of staffing levels and opening hours will continue	£156,000

Section One - Delivering the Council Priorities

In support of the Council priorities the department has identified specific deliverables as detailed below:

Resilient, healthy and safe communities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-01	Provided targeted support to protect residents who are most susceptible to scams, fraud and financial abuse	Economy & Regeneration Director	April 2021- Mar 2023	Resource: <ul style="list-style-type: none"> Existing officers to support 	<ul style="list-style-type: none"> Provided targeted support to residents 	Further protected residents who are most susceptible to scams, fraud and financial abuse
P-02	Transferred a minimum of 5 libraries to community management, engaging and involving communities in the development of a cost-efficient library service	Economy & Regeneration Director	Jan 2019 - Oct 2024	Resource: <ul style="list-style-type: none"> Officer resources to support the transfer Interdependencies: <ul style="list-style-type: none"> Dependent upon community groups willing to take on the management of their local library Links with town centre regeneration, such as town deals 	<ul style="list-style-type: none"> Transferred a minimum of five libraries to community management by March 2024 	Developed a cost-efficient library service and continued to transfer further libraries to community management

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-03	Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and inclusion Strategy 2022 - 2025	CST/all depts	Mar 2022-Mar 2023	Interdependencies: <ul style="list-style-type: none"> • Workstream approach will require resource and delivery from all Council departments • Vision Derbyshire business support ensuring the support is inclusive and businesses supported are diverse • Programmes or projects that commission funding take an inclusive approach 	<ul style="list-style-type: none"> • Identified workstream activity delivered to agreed timescales in line with reporting schedules and performance targets • Equality considerations are embedded across the Council's strategies and service plans • Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality • Annual Equality Report is published and shared publicly 	Ensured individuals and communities that are most in need are supported and protected

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-04	Further develop and embed the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of Connected Teams of public services and communities working creatively together	CST/all depts	Jan 2022-Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> • Within existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> • Approach dependent on capacity of Council and partners to support Connected Teams • Approach supports demand management ambitions of Council and partners • Funding for skills programmes 	<ul style="list-style-type: none"> • Number of local communities involved in taking forward the approach and number of thematic areas covered • Number of people involved and helping to run local activities (local people and staff) • Number of people receiving support/benefitting from activity • Evaluation tool rolled out and embedded to effectively measure impact • System challenges are identified and addressed 	Mainstreamed the thriving community approach to reduce demand for high-cost services and enable people to live their best lives

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-05	Established a new grant funding Prospectus and Framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity	CST/all depts	Jan 2022 – Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> £1.65 million allocated from general reserve Staffing appointments to be made Systems to be implemented (Granicus system and work through the new channel shift approach) <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery and further development require support from departments Contributes to departments and partners priorities 	<ul style="list-style-type: none"> Launched the Councils new strategic grants programme Received applications and awarded new grants to meet the Council's priorities Further developed the approach and embedded the framework across the authority 	New Strategic approach to grants funding has maximised opportunities for local people to contribute to the wellbeing of people and places in Derbyshire

High performing, value for money and resident focused services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-06	Worked with partners and government to secure a County Deal for Derby and Derbyshire and explored wider ambitions to progress a devolution deal for the East Midlands	Managing Director/ Economy & Regeneration Director	Sept 2021- Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. Alignment with Vision Derbyshire programme resources required. Additional staffing resource to be identified <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery and further development require support from partners Contributes to departments and partners priorities 	<ul style="list-style-type: none"> New County Deal negotiated and approved with central government Powers, flexibilities and funding secured through the County Deal New Joint Committee established and in place to provide effective governance arrangements 	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level
P-07	Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance	CST/all depts	Mar 2021 – Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> Requires support across departments to embed the CRM in service delivery. 	<ul style="list-style-type: none"> 30 further services online by July 2022 Expand use of the CRM across departments with all areas having at least one service present by December 2022. 	Embedded a comprehensive approach to customer service, improving residents' experience of interacting with the Council and enabling the authority to anticipate demand for services

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				<ul style="list-style-type: none"> Contributes to departments achieving their customer service measures 	<ul style="list-style-type: none"> Establish and delivery 'business as usual' approach by December 2022 	
P-08	Put in place a new complaints and feedback system to improve service delivery and resident experience	CST/all depts	Mar 2021 - July 2023	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <ul style="list-style-type: none"> New system to be embedded across remaining departments. Response to feedback and complaints continuing to be managed in departments. Centralised function and approach to be established which allows effective reporting and supports process improvement 	<ul style="list-style-type: none"> 100% statutory compliance achieved Improved reporting delivering a tangible, defined and measurable contribution to performance monitoring A 20% reduction in the number of complaints received about the feedback procedure by March 2025 A 30% increase in the number of compliments and comments received from residents by March 2025 	Increased engagement and communication with residents and partners about our services, supporting a truly collaborative approach

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-09	Implemented Phase 4 of the Vision Derbyshire approach 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	CST/all depts	Sept 2021 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> £0.175 million as an agreed ongoing service pressure in the 2022-23 Revenue Budget Report Vision Derbyshire pooled budget will provide an additional seven posts to support programme delivery Staffing appointments have to be made <p>Interdependencies:</p> <ul style="list-style-type: none"> Delivery and further development require support from partners and departments Contributes to departments and partners priorities 	<ul style="list-style-type: none"> New Vision Derbyshire Joint Committee and associated governance structures in place and operating effectively New Vision Derbyshire Programme resource including programme team in place and deployed to support delivery of agreed priorities Phase 4 implementation and delivery plan further developed and key priority activity delivered 	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-10	Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	CST/all depts	Mar 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. £1.157m as an agreed ongoing service pressure in the 2022-23 Revenue Budget Report <p>Interdependencies:</p> <ul style="list-style-type: none"> Development and implementation require support from departments Contributes to departments priorities 	<ul style="list-style-type: none"> Portfolio Management Office model designed and approved Implementation plan developed and resources to deliver agreed approach in place Council wide governance arrangements developed and in place New programme management methodology and tools developed and rolled out across the Council 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19
P-11	Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours	CST/all depts	April 2021 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Senior HR Business Partner's and Departmental Management teams to lead the development and deployment of people plans. <p>Interdependencies:</p>	<ul style="list-style-type: none"> Improved employee engagement Reduced time to hire Sickness absence targets achieved Reduced agency spend Improved accident/incident performance 	Become an employer of choice attracting and retaining a talented and diverse workforce

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				<ul style="list-style-type: none"> Wider organisational strategies aligned to cultural change (i.e. digitalisation) 		
P-12	Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery	CST/all depts	Mar 2022–Dec 2023	Resources: <ul style="list-style-type: none"> From existing budgets Interdependencies <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> Embedded the new Health, Safety and Wellbeing team structure to deliver a proactive approach to managing the health, safety and wellbeing of employees and strengthens the council's monitoring and statutory compliance Achieved sickness absence reduction targets 	Become an employer of choice attracting and retaining a talented and diverse workforce

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-13	Reviewed the Enterprising Council approach to identify achievements and successes to date, whilst developing Phase 3 of the programme to transform, modernise, collaborate and innovate as a Council	CST/all depts	Mar 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> • Currently through existing budgets. • Additional staffing resource to be identified through Phase 3 of the approach <p>Interdependencies:</p> <ul style="list-style-type: none"> • Further development requires support from departments • Contributes to departments priorities 	<ul style="list-style-type: none"> • Review of Phase 2 of Enterprising Council approach • Developed Phase 3 of Enterprising Council approach • Implemented key activity identified as part of Phase 3 developments 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-14	Completed a programme to centralise ownership, management, and responsibility for all the Council's land and property assets and budgets, within Corporate Property, to ensure the most effective use of our land and buildings	CST/all depts	April 2021 - Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> • Specialist resource in place to lead programme • Additional resources to support service areas may be identified in business case • Service area finance business partners will be involved • Data gathering and cleansing will be a challenge and may require resourcing <p>Interdependencies:</p> <ul style="list-style-type: none"> • Will require involvement and support from all departments • Supports reduction in carbon emissions 	<ul style="list-style-type: none"> • Preferred delivery model and framework for asset optimisation through corporate landlord identified • Resources required to deliver this established • Money raised from the disposal of land and buildings • Identify where all existing property budgets currently sit and where existing property costs are captured. • Identify where existing property management resources sit across the various service areas • Identify the gap between the true cost of managing the estate and the budgets allocated 	Rationalised our land and building assets and improved the management of those that remain

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-15	Kept on track to achieve all planned budget savings in the medium term	All depts	April 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Utilising existing resources but additional resources are likely to be required on an invest to save basis <p>Interdependencies:</p> <ul style="list-style-type: none"> Will require involvement and support from all departments 	<ul style="list-style-type: none"> All budget savings have been identified and delivered by 2024/25 	All budget savings have been identified and delivered by 2025-2026

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-16	Designed, scoped, and developed Phase 2 of the Modern Ways of Working strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working	CST/ all depts	Mar 2022 - Dec 2022	<p>Resources:</p> <ul style="list-style-type: none"> Currently through existing budgets. Additional staffing resource to be identified through Phase 2 of the approach <p>Interdependencies:</p> <ul style="list-style-type: none"> Further development requires support from departments Contributes to departments priorities 	<ul style="list-style-type: none"> Modern Ways of Working approach and strategy developed and in place Early start areas, aligned to the Council's Business Continuity Plans, developed, and approved to secure ongoing employee engagement Prioritised action plan in place and implementation underway 	Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Achieved Departmental budget savings	£737,000	£1,783,000	£756,000	£2.013m	£756,000	£1.2 m
New sickness absence measure TBC (Dept figure)*	New Measure	2.5%	2.8%	2.6%	2.6%	2.6%
Spend on Agency Staff	£57,329	£110,200	£574,466.04	Monitor	Monitor	Monitor

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Customer satisfaction with Highways and Transportation Services	55%	52%	53%	57%	57%	58%
Number of compliments about Council services	124	187	173	Monitor	Monitor	Monitor
Number of customer complaints	69	83	104	Monitor	Monitor	Monitor

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

A prosperous and green Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-17	Delivered a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns	Highways Director	April 2021 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> New staff to be recruited to support the programme <p>Interdependencies:</p> <ul style="list-style-type: none"> Reliant on external suppliers contracted to support delivery of the programme Dependent upon availability and cost of materials Dependent on weather conditions to deliver programme Development of Future Highways Model 	<ul style="list-style-type: none"> Improvements to the condition of highway assets Improved satisfaction with Highway Services Expenditure on Local Transport Plan Percentage of road defects repaired within target 	Delivered an intense programme of works to provide well maintained roads and Highways and addressed safety concerns. Implementation of the Future Highways Model underway to drive service delivery.
P-18	Delivered the Hollis Lane Link Road Phase 1 in Chesterfield to improve road access	Economy & Regeneration Director	April 2022 - Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Contractor appointment through standard framework process <p>Interdependencies:</p> <ul style="list-style-type: none"> Reliant upon external contractor to deliver to programme and budget 	<ul style="list-style-type: none"> Delivery of Phase 1 with 150m amount of road 	Improved road access in Chesterfield with the Hollis Lane Link Road

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				<ul style="list-style-type: none"> Revised planning consent required Climate Impact Assessment required 		
P-19	Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area	Economy & Regeneration Director	Dec 2021- June 2022	Resources: <ul style="list-style-type: none"> Funding secured Interdependencies: <ul style="list-style-type: none"> Viability of route needed Developer to deliver scheme 	<ul style="list-style-type: none"> Completed viability assessment Developed and agreed Transport Strategy for Northern Growth Zone 	Supported the Creation of new jobs and homes along the Chesterfield to Staveley Regeneration Route
P-20	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	Economy & Regeneration Director	May 2017 - April 2022	Resources: <ul style="list-style-type: none"> External funding Interdependencies: <ul style="list-style-type: none"> Partnership approach and buy in Government priorities 	<ul style="list-style-type: none"> Developed and agreed mitigation plan or alternative plan for growth Confirmed the proposals for the reopening of the Barrow Hill / Ivanhoe Lines 	Taking full advantage of the economic growth opportunities linked to the Integrated Rail Plan
P-21	Reduced carbon emissions from Council property and vehicles, street lighting and procurement	Environment & Transport Director	Oct 2019 – Mar 2032 or sooner	Resources: <ul style="list-style-type: none"> Recruitment of new staff within team and across the council in key areas Funding to decarbonise the Council's estate, relevant services and vehicles 	<ul style="list-style-type: none"> Reduction in greenhouse gas emissions from Council owned property, vehicles, street lighting and procurement Key projects to reduce emissions are being progressed and planned 	Reduced further the carbon emissions from Council property and vehicles, street lighting and procurement

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				<ul style="list-style-type: none"> Recruitment of a new Fleet Commercial Manager <p>Interdependencies:</p> <ul style="list-style-type: none"> Skills and knowledge of climate change across the Council Behaviour changes of staff to consider climate change implications Political support and competing priorities 	<ul style="list-style-type: none"> On track to meet target of net zero greenhouse gas emissions by 2032, or sooner Reduction in staff grey fleet mileage across all departments Annual assessment provided highlighting the reduction in carbon emissions and forward emissions trajectory Increased percentage of Core Fleet vehicles that are Clean Air Zone compliant 	
P-22	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 through flood	Highways Director	April 2021-Mar 2023	<p>Resources:</p> <ul style="list-style-type: none"> Recruitment of staff Reliant on obtaining external grant funding <p>Interdependencies:</p> <ul style="list-style-type: none"> Communities participating in schemes, such as the flood warden 	<ul style="list-style-type: none"> Review of the Derbyshire Local Flood Risk Management Strategy Consent responses completed Increased customer satisfaction with flooding services support and responses 	Through flood resilience measures and community engagement to have reduced the level of flood risk to the residents and businesses of Derbyshire

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	resilience measures and community engagement to have reduced the level of flood risk to the residents and businesses of Derbyshire				<ul style="list-style-type: none"> • Delivery of flood mitigation schemes • Increased resilience and awareness for residents in respect to flooding 	
P-23	Delivery of the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions	Environment & Transport Director	April 2021 - Mar 2025	<p>Resources:</p> <ul style="list-style-type: none"> • Recruitment of new staff within team and across the council in key areas • Funding to decarbonise the Council's estate relevant services and vehicles <p>Interdependencies:</p> <ul style="list-style-type: none"> • Skills and knowledge of climate change across the Council • Behaviour changes of staff to consider climate change implications • Political support and competing priorities 	<ul style="list-style-type: none"> • Agreed a governance structure with partners to develop a county-wide approach to understanding the sources of emissions and reducing them • Programme and theme level action plans in place • Annual update provided on progress against the delivery of the action plan and strategy 	Completed the delivery of the Climate Change Strategy and Action Plan commitments up to 2025 to reduce the county's carbon emissions and have plans and priorities for beyond 2025 identified and confirmed
P-24	Agreed and implemented the Covid-19 Economic Recovery Strategy to drive good	Economy & Regeneration Director	Sept 2020 - June 2022	<p>Resources:</p> <ul style="list-style-type: none"> • Green Entrepreneur Funding 	<ul style="list-style-type: none"> • Implementation of Economic Recovery Strategy in line with agreed timescales 	Contributed towards good growth and maximise low carbon economic opportunities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	growth and maximise low carbon economic opportunities			Interdependencies: <ul style="list-style-type: none"> • Skills and knowledge of climate change • Awareness of the Climate Strategy 	<ul style="list-style-type: none"> • Developed and approved delivery plan for low carbon mobility project • Supported 40 apprentices into work through use of apprenticeship levy transfer committing £150,000 of unspent levy 	having Implemented the Covid - 19 Economic Recovery Strategy and delivery plan for low carbon mobility project
P-25	Conserve and promote Derbyshire's unique heritage to bring greater economic and community benefits to Derbyshire residents	Economy & Regeneration Director / Environment & Transport Director	April 2022 - March 2023	Resources: <ul style="list-style-type: none"> • Funding for Cultural Recovery Fund £1m Interdependencies: <ul style="list-style-type: none"> • Links to town centre regeneration • Links to Trent Valley Strategy • Strategy for the Derwent Valley Mills World Heritage Site (DVMWHS) • Links with Cultural Framework • Links to Economic Recovery Strategy 	<ul style="list-style-type: none"> • Mobilise the Derbyshire Cultural Framework in collaboration with stakeholders • Review and develop a costed action plan and deliver its commitments in the DVMWHS Site Management Plan • Develop a set of supporting projects outside the DVMWHS buffer zone to contribute to the WHS and wider visitor economy • Produce, deliver and embed a Natural Capital Strategy 	Conserved and promoted Derbyshire's unique heritage to bring greater economic and community benefits to Derbyshire residents

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
					<ul style="list-style-type: none"> • Continue to work with partners, such as Historic England and Derbyshire Historic Buildings Trust, to establish heritage assets in Derbyshire risk. Develop funded strategies that target heritage at risk • Derbyshire Cultural Framework, jointly commissioned with the Culture, Heritage and Tourism (CHAT) Board, develops activity to support and promote Derbyshire's unique heritage • Develop and deliver Shine A Light campaign and events programme • New Cultural Recovery Support Fund launched • Continued delivery of the Economic Development and Employment and Skills Recovery 	

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
					Action Plans to drive low carbon	
P-26	Developed the Natural Capital Strategy, identifying areas where the natural environment can be further protected, enhanced, restored and replaced whilst also supporting the green economy	Environment & Transport Director	Sept 2021- Dec 2022	Interdependencies: <ul style="list-style-type: none"> Reliant upon Local Authority partner's input Potential policy changes and demands 	<ul style="list-style-type: none"> Strategy developed and agreed in accordance with agreed timescales Implementation of agreed strategy 	Enhanced the natural environment and supported the green economy through implementation of the Capital Strategy agreed action plan
P-27	Explored initiatives to tackle climate change including low carbon local energy generation	Economy & Regeneration Director	Sept 2021- Mar 2023	Resources: <ul style="list-style-type: none"> Green Entrepreneur Funding 	<ul style="list-style-type: none"> Integrated Transport and Infrastructure Plan in place Funding a low carbon local energy scheme through the Green Entrepreneurs Fund 	Implementation of initiatives to tackle climate change
P-28	Rolled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction	Economy & Regeneration Director	April 2021 – Mar 2023	Resources: <ul style="list-style-type: none"> Green Entrepreneur Funding Interdependencies: <ul style="list-style-type: none"> Promotion and marketing of the Green Entrepreneur Funding opportunities Business take up of the Green Entrepreneur Fund 	<ul style="list-style-type: none"> Green Entrepreneurs Demonstrator Fund: 6 Projects contracted, 6 new full-time equivalent jobs to be created Green Entrepreneurs Small Grant Fund: 25 Businesses contracted 	Supported local business to develop and invest in green energy and carbon reduction including supported learning opportunities

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
					<ul style="list-style-type: none"> Green Entrepreneurs Scholarship Fund: <p>67 Individuals supported to access accredited learning opportunities</p>	
P-29	Implement the COVID-19 Employment and Skills Recovery Action Plan delivering careers and youth hubs	Economy & Regeneration Director	Jan 2021-Mar 2023	Interdependencies: <ul style="list-style-type: none"> Partnerships in place to drive action plan 	<ul style="list-style-type: none"> Action plan implemented in line with timescales and outputs 	Implemented the COVID-19 Employment and Skills Recovery Action Plan and careers and youth hubs
P-30	Deliver the “Invest in Derbyshire” plan to increase levels of inward investment into the County	Economy & Regeneration Director	April 2018-Mar 2023	Resources: <ul style="list-style-type: none"> Securing additional external funding to deliver programme of activities Interdependencies: <ul style="list-style-type: none"> Partnerships in place 	<ul style="list-style-type: none"> Delivered programme of investment summits across the County and direct business support events e.g. investment summit 	Delivered the “Invest in Derbyshire” plan to increase levels of inward investment into the County
P-31	Worked with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities	Economy & Regeneration Director	April 2018-Mar 2023	Interdependencies: <ul style="list-style-type: none"> Local Economic Partnership and county business support programmes 	<ul style="list-style-type: none"> Support another 40 apprentices, and 20 SMEs by committing at least £150,000 of levy Provided direct support to SMEs to enable them to grow 	Worked with Derbyshire businesses and created apprenticeship opportunities in key economic sectors, connecting people to local job opportunities
P-32	Reviewed how the Council delivers home	CST/ Environment	April 2022 - Mar 2025	Resources:	<ul style="list-style-type: none"> Best value achieved for transport 	Ensure we are using the most effective use

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	to school transport for children with special educational needs ensuring the most effective use of resources	& Transport Director		<ul style="list-style-type: none"> Officer resources to support review & implementation <p>Interdependencies:</p> <ul style="list-style-type: none"> Partnership approach and buy in Dependent on external suppliers & market forces Potential policy changes and demands Political support and competing priorities Behaviour changes of stakeholders (inc schools, parents, carers & service users) Transformation programme combining IT solutions, business process improvements and influencing behaviours of all stakeholders 	<ul style="list-style-type: none"> Feedback gathered from schools and families Opportunities identified for reducing the impact of travel on the environment 	of our resources to deliver home to school transport for children with special educational needs
P-33	Increased take-up of fibre enabled broadband across Derbyshire, particularly in rural	Economy & Regeneration Director	April 2022 - Mar 2025	<p>Interdependencies:</p> <ul style="list-style-type: none"> Response from suppliers 	<ul style="list-style-type: none"> Completed and reconciled Contract 2 of DDP and implemented 	Improved access, speed and reliability of broadband for homes and businesses

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	areas, to improve access, speed and reliability for homes and businesses			<ul style="list-style-type: none"> Public consultation outcome to identify areas of support 	Voucher top up scheme <ul style="list-style-type: none"> Project Gigabit roll out and take up 	

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Number of start-up businesses supported by Business Start Up Programme	43	25	92	50	80	85
Number of enterprises receiving Information, Diagnostic and Brokerage (IDB)	2,028	393	200	150	150	150
Amount of external funding secured in last 12 months	£9,601,992	£15,637,088	£2,634,731	20,000,000	20,000,000	20,000,000
Amount of Apprenticeship Levy transferred to businesses	N/A	N/A	N/A	20%	75%	100%
No of jobs created at Markham Vale	2,102	2,232	2,232	2,500	2,800	3,400
Percentage of total 200 acres development land occupied at Markham Vale	77.9%	75.7%	86.5%	75%	78%	82%
External funding secured Derwent Valley Mills	£371,035	£2,966,627	Not available due to closure of sites linked to Covid -19	55,000	55,000	55,000
Number of visitors to Derwent Valley Mill Sites	514,574	44,590 (to Sept 20)	Not available due to closure of sites linked to Covid-19	180,00	550,000	600,000

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Secondary spend (economic impact) of World Heritage Site based on visitor numbers	£12,642,565	£1,095,532 (to Sept 20)	Not available due to closure of sites linked to Covid-19	£4,422,420	£4,422,420	£4,422,420
Total number of supported properties that have poor broadband speeds (<24Mbps)	N/A	N/A	N/A	500	Monitor	Monitor
Number of low carbon vehicle charging points	44	169	218	250	500	750
Percentage reduction in greenhouse gas emissions from Council owned land and operations from 2010 baseline	55.3%	63.2%	64%	55%	66%	68.5%
Percentage of flood enquiry responses provided within allocated timescales	74%	49%	23%	70%	70%	70%
Percentage of land drainage consents applications responded to within 8 weeks	80%	17%	83%	85%	85%	85%
Percentage of planning applications responded to by Flood Team within 21 days	22%	7%	18%	75%	75%	75%
Registered Electric Pool vehicle users	n/a	160	191	240	360	540
Registered Electric Pool vehicle miles	n/a	11,988	16,681	18,000	27,000	36,000
Percentage of Clean Air Zone complaint light core fleet vehicles	n/a	74%	85%	80%	90%	100%
Percentage of Clean Air Zone compliant HGV core fleet vehicles	n/a	40%	63%	60%	80%	100%

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Percentage of Electric light core fleet vehicles	0%	2%	2%	5%	10%	20%
Percentage of principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	13%*	17%	15.2%	13%	13%	This measure description and target will be revised for 2023/24
Percentage of non-principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	23%*	17%	19.6%	23%	23%	This measure description and target will be revised for 2023/24
Percentage of Unclassified road network where maintenance should be considered	N/A	27%	29.9%	31%	31%	This measure description and target will be revised for 2023/24
Percentage of road defects repaired within target	77.2%	71%	87.8%	90%	TBC	TBC
Number of Highway enquiries received	N/A	N/A	N/A	Monitor	Monitor	Monitor
Number of Highway enquiries responded to within target period	N/A	N/A	N/A	N/A	AD	AD
To reduce all killed and seriously injured casualties by 40% by 2030 (revised measure)	326	208	AD	301	290	278
Total amount of expenditure on the delivery of the Local Transport Programme	N/A	N/A	£30.5m	£40m	£40m	£40m

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Percentage of residents satisfied with highways and transport services	55%	54%	53%	57%	57%	57%

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

Section Two – Delivering departmental priorities and services

To deliver departmental priorities and services we will work towards achieving the following:

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-34	Facilitated the planting of up to 1,000,000 new trees in Derbyshire by 2030, including by providing planting grant schemes.	Environment & Transport Director	Apr 2022– Mar 2030	<p>Resources:</p> <ul style="list-style-type: none"> 8 years funding (£118k per year) to support grants and new officer post <p>Interdependencies:</p> <ul style="list-style-type: none"> Working with partners and linked organisations Management of the Ash Die-back in Derbyshire 	<ul style="list-style-type: none"> 1,000,000 new trees planted in Derbyshire 	Working with partners and grant recipients to have planted up to 150,000- 250,000 new trees in Derbyshire
P-35	Develop and deliver a strategic approach to sustainable travel and transport across the County, including the promotion of cycling and walking	Economy & Regeneration Director	April 2022 – Mar 2025	<p>Interdependencies:</p> <ul style="list-style-type: none"> Private sector incl. public transport operators & electric vehicle charge point operators 	<ul style="list-style-type: none"> Govt funding secured for cycling and walking schemes enabling sections of Key Cycle Network (KCN) and Local 	Delivered a strategic approach to sustainable travel and transport across the County, including the promotion of cycling and walking

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
				<ul style="list-style-type: none"> Consultancies Public sector incl. Borough & District Councils, PDNPA, schools and health sector. Govt depts such as Department for Transport (DfT) and Office for Zero Emission Vehicles (OZEV) Additional personnel and financial resources required 	<p>Cycle Network (LCN) delivered</p> <ul style="list-style-type: none"> Physical roll out of 1,000 EVCP's across the county School street pilot underway 	
P-36	Delivery of the baseline scope 3 (emissions arising from activities occurring outside the boundary of the county but being driven by demand from inside the county) aligned to the Climate Change Strategy	Highways Director	April 2022 – March 2023	<p>Resources:</p> <ul style="list-style-type: none"> Recruitment of staff <p>Interdependencies:</p> <ul style="list-style-type: none"> Process and information Availability of Highways sector best practise guidance Development of Future Highways Model 	<ul style="list-style-type: none"> Information gathered to start to inform scope 3 baseline Methodology adopted aligns to published best practice, when available 	Baseline scope 3 delivered having adopted available best practice, identified options to mitigate impacts and raised awareness to support scope 3

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-37	Review and develop the Transport Code of Practice to include a strategy for Core Fleet vehicle replacements and enhanced guidance for employees on the use of fleet vehicles	Environment & Transport Director	April 2022-Mar 2023	Interdependencies: <ul style="list-style-type: none"> • Process and information • Global semi-conductor shortage • Implementation of a new CJC Vehicle & Plant Group 	<ul style="list-style-type: none"> • New document published • Fleet vehicles replaced within optimum economic and environmental timescales 	A complete Clean Air Zone compliant core fleet comprising of 20% electric car and light commercial vehicles
P-38	Established an Enhanced Partnership with Derbyshire bus operators and established a 5-year programme of Bus Service Improvement Plan (BSIP) interventions	Environment & Transport Director	April 2022-March 2027	Resources: <ul style="list-style-type: none"> • Department for Transport BSIP funding • LTP Capital Programme Funding • New staff to be recruited to support and deliver the BSIP programme of interventions 	<ul style="list-style-type: none"> • Establishes an Enhanced Partnership and operating effectively • Established and delivered a programme of BSIP capital and revenue investment in local bus services • Passenger growth in local bus services • A strong and vibrant local bus network delivering ongoing investment service provision including low and zero emission fleet 	Taken full advantage of the opportunities to transform local bus services in Derbyshire to meet the objectives of the National Bus Strategy
P-39	5-year programme of Bus Service Improvement Plan (BSIP) interventions.	Environment & Transport Director	April 2022 – March 2025	Resources: <ul style="list-style-type: none"> • Revenue support budgets 	<ul style="list-style-type: none"> • Local bus networks maintained within existing budgets 	Reviewed the Derbyshire bus network and

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	Ensured a financially sustainable network of local bus services is maintained whilst post Covid-19 passenger recovery is fully realised. Established and begun implementing an ongoing programme of reviewing local bus networks to ensure these reflect current and future passenger demand. This includes emerging passenger growth opportunities, improving access to employment opportunities, and increased integration with Home to School and other bought in transport requirements			(supported bus services and concessionary fares) <ul style="list-style-type: none"> Resources to support ongoing service reviews and increased integration of all bought in transport provision 	<ul style="list-style-type: none"> Programme of bus network reviews established 	implemented long term solutions to generate increase satisfaction in Derbyshire bus services and passenger growth
P-40	Work with partners in the public and private sectors to deliver 2 hydrogen fuel stations in Derbyshire and 30 hydrogen powered buses and refuse collection vehicles by 2025	Economy & Regeneration Director	April 2022 – March 2025	Resources: <ul style="list-style-type: none"> External grant funding Interdependencies: <ul style="list-style-type: none"> Private and public sector delivery partners Engagement with stakeholders 	<ul style="list-style-type: none"> 2 Hydrogen powered fuel stations in Derbyshire 30 hydrogen powered buses and refuse collection vehicles 	Improved low carbon infrastructure through delivery of 2 hydrogen fuel stations and 30 hydrogen powered buses and refuse collection vehicles
P-41	Continue the work to deliver a sustainable £35m heritage led regeneration plan for	Economy & Regeneration Director	April 2022 – Dec 2026	Resources: <ul style="list-style-type: none"> Reliant on internal 	<ul style="list-style-type: none"> Long term financial sustainability of the Elvaston estate 	Deliver a sustainable £35m heritage led regeneration plan for

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	Elvaston Castle and grounds to boost tourism and benefit the local community and economy and create local jobs			<p>Highways, Legal, Estates, HR, Countryside Service and Communications support</p> <ul style="list-style-type: none"> • Additional project officer time • External Funding and DCC financial commitment <p>Interdependencies:</p> <ul style="list-style-type: none"> • Dependent upon development of the Elvaston Trust • Agreement surrounding the asset transfer • Business as usual to maintain existing visitor flow 	<ul style="list-style-type: none"> • Heritage asset and biodiversity is protected and enhanced • Increase the number of visitors to 400,000 per year • Local jobs/ volunteering opportunities created and wider economic benefits unleashed 	Elvaston Castle and grounds. Unlocked the commercial potential of the site and transferred the asset to Elvaston Trust
P-42	Work with partners and developers and National funding bodies to progress the heritage led regeneration of Belper's important Grade I North Mill and Grade 2 East	Environment & Transport Director	April 2022 – March 2025	<p>Interdependencies:</p> <ul style="list-style-type: none"> • Support partners to agree actions and scheme for the appropriate 	<ul style="list-style-type: none"> • Identified route for the site's removal from Historic England Heritage at Risk list 	To contribute towards local tourism, retail, business and residential opportunities that will create local jobs and

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
	Mill at the heart of the Derwent Valley Mills World Heritage Site			conservation, repurposing and regeneration of the mills complex	<ul style="list-style-type: none"> Working towards delivering objectives and actions in the governments DVMWHS Management Plan 	boost the local economy
P-43	Develop through our close partnerships with district and borough councils' solutions that minimise waste and increase recycling	Environment & Transport Director	April 2022 – March 2025	Resources: <ul style="list-style-type: none"> Revenue funding for projects Resource to promote and support partnership projects 	<ul style="list-style-type: none"> Increased recycling performance Reduced waste disposal costs Develop and agree waste project plan with the districts and borough Councils Promote sustainable methods as per the waste hierarchy (prevent, reduce, reuse, recycling, recover and diversion of waste). 	Increased recycling performance having developed and implemented several projects, in collaboration with districts and borough Councils, as per the waste hierarchy
P-44	Work with partners, including both Local Access Forums, towards an integrated, well managed and inclusive Rights of Way and access network, through the implementation of the Rights of Way Improvement Plan	Highways Director/ Economy & Regeneration Director	April 2022- March 2024	Resources: <ul style="list-style-type: none"> Existing staff Interdependencies: <ul style="list-style-type: none"> Prioritise areas of work to review existing plan Partnerships, including the Local Access Forum 	<ul style="list-style-type: none"> Developed and agreed a 10-year Rights of Way Improvement Plan Meaningful engagement with partners through Local Access Forum, subgroup meetings and consultations 	Worked with partners, including both Local Access Forums, to deliver an integrated, well managed and inclusive Rights of Way and access network, through the implementation of the Rights of Way Improvement Plan

Ref	During 2022/23 we will have:	Lead Officer	Dates	Resource and interdependencies	Success Measures	By 2025 we will have:
P-45	Work with borough and district councils, utilities and property developers to champion eco-homes fit for the future and to help communities and businesses become less dependent on energy	Economy & Regeneration Director	April 2022 – March 2026	<p>Resources:</p> <ul style="list-style-type: none"> Existing staff <p>Interdependencies:</p> <ul style="list-style-type: none"> Baseline to be agreed on eco home fit Partnerships approach with other local authorities, utilities and property developers Promotion of eco fit developments to partners, communities and businesses 	<ul style="list-style-type: none"> Supplementary planning guidance utilised by district and borough council's to develop planning policy Number of champion eco- fit developments 	Working with borough and district councils, utilities and property developers to champion eco-homes fit for the future and to help communities and businesses become less dependent on energy

Key Performance Measure	Actual 2019-2020	Actual 2020-2021	Latest 2021-2022	Target 2021-2022	Target 2022-2023	Target 2023-2024
Kms of KCN/LCN completed	N/A	N/A	424	436.5	449	461.5
No of schools achieving Modeshift Stars Silver/Gold standard	N/A	N/A	5	5	11	16
Number of passenger journeys	25,000,000	21,000,000	7,600,000	14,500,000	20,000,000	24,000,000
Number of trees planted	N/A	N/A	650	7,600	40,000	50,000
Kg of household waste not sent for reuse, recycling and composting per household	125	143	144	129	TBC	TBC

Approved Controllable Budget 2022-23

Service Area	Employee Related	Premises Related	Transport Related	Supplies Services	Agency & Contracted Services	Unallocated budgets	Growth	Controllable Recharges	Gross Budget	Income	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Departmental Management Team	600	0	8	5	0	0	0	2	615	0	615
Economy and Regeneration:											
Planning Services	1,273	0	9	54	0	0	0	6	1,342	(245)	1,097
Economic Regeneration	532	179	19	592	38	(150)	3,265	40	4,515	(379)	4,136
Development Control	714	0	18	0	0	0	0	2	734	(1,338)	(604)
Employment and Skills	70	0	0	0	0	50	0	0	120	0	120
Unallocated Efficiency	0	0	0	0	0	(848)	0	0	(848)	0	(848)
Libraries and Heritage	6,192	829	78	1,523		(1,994)		1	6,629	(636)	5,993
Trading Standards	1,222	0	34	196		(105)		11	1,357	(111)	1,246
Strategic Transport	119	0	2	16	0	0	0	1	138	0	138
Environment:											
Waste Management	442	155	20	568	44,679	(294)	0	11	45,582	(2,321)	43,260
Fleet Services	2,288	256	1,021	294	600	0	0	(3,851)	608	(1,447)	(839)
Climate Change	69			138			576	0	783	0	783
Derwent Valley Mills World Heritage Site	120	0	5	13	0	0	0	1	139	(27)	112
Conservation	486	1	9	13	0	(11)	0	(6)	492	(124)	368
Public Transport	1,022	13	48	267	20,371	(578)	0	(88)	21,056	(7,109)	13,947
Countryside Services	2,021	237	51	306	136	(400)	308	386	3,045	(931)	2,114
Highways:											
Highway Network Planning	4,858	908	655	4,478	5,689	(812)	2,626	2,493	20,895	(2,346)	18,549
Highway Construction	311	(154)	(1,202)	30	6	0	0	1,008	(1)	(2)	(3)
Highways Strategy	364	(1)	(8)	79	10	0	0	25	469	(103)	366

Service Area	Employee Related	Premises Related	Transport Related	Supplies Services	Agency & Contracted Services	Unallocated budgets	Growth	Controllable Recharges	Gross Budget	Income	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Highway Design and Land Reclamation	(357)	0	33	87	0	0	0	11	(226)	(25)	(251)
Highway Road Safety	408	0	14	9	33	0	0	4	468	(377)	91
Flood Risk Management	279	0	3	148	0	0	0	1	431	0	431
Emergency Planning	658	1	17	26	0	0	0	10	712	(268)	444
Performance & Engagement:											
Information Systems	71	0	0	0	0	0	0	0	71	0	71
Performance and Engagement	1,064	0	2	79	0	0	0	6	1,151	(580)	571
Other Business Support	1,365	20	6	229	7	(503)	0	(67)	1,057	(286)	772
Unallocated Budget Savings	0	0	0	0	0	(4,659)	0	0	(4,659)	0	(4,659)
TOTAL	26,192	2,443	840	9,149	71,570	(10,303)	6,775	8	106,675	(18,655)	88,020

Forward Plan of Procurement Projects – up to 31 March 2024

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period. The table shows the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations

Forward Plan of Procurements (above £50K less than Find a Tender threshold) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
ETE074 Non-contestable DNO work in Northern Power Grid network area	£50,000	01/04/2022	17/05/2022
ETE075 Non-contestable DNO work in Electricity North West network area	£50,000	01/04/2022	17/05/2022
CETE096 – Self-drive Minibus Hire	£50,000	01/04/2022	05/08/2022
Contracts for the provision of advisors to support the re-procurement of the Derbyshire Composting Contract (IVC, HWRC + WTS).	£50,000	01/04/2022	21/03/2024
ETE015 Structures AMX System	£50,000	01/05/2023	20/04/2025
Flare Replacement Programme	£50,000	01/04/2023	16/03/2026
Flashing Amber Warning Lights, inc. remote monitoring, new units and spare parts - new supply	£50,000	01/04/2022	27/03/2023
Internet Hosting and Public transport Route Map Production	£50,000	01/04/2022	21/03/2024
RTC Clear Up	£50,000	01/11/2023	26/10/2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
weather forecast supply - DTN	£50,000	01/04/2022	21/03/2024
Non-invasive video data collection	£50,000	01/04/2021	27/03/2023
Replacement (due to age) and relocation of cabin on Bretby HWRC	£55,000	01/04/2022	21/03/2024
TS09207 - Collision Analysis System (ACCSMAP)	£59,982	01/02/2022	11/01/2026
Commissioning of a Community Engagement Strategy	£60,000	01/04/2022	21/03/2024
Supply of Vehicle Electrical Components and Consumables	£60,000	01/03/2021	01/12/2022
TS09199 - PC Booking System for Libraries	£63,000	01/04/2022	20/09/2022
Agnes Meadow bridge repair works	£70,000	01/04/2021	27/10/2021
TS16042 - Supply of a Hosted Video Traffic Data Collection Processing and Reporting Solution, Mobile Equipment and Associated Services	£70,000	01/01/2022	22/12/2023
Supply of Workshop Consumables	£70,000	01/02/2022	01/08/2022
CETE038 - Supply of Traffic Cones	£72,000	30/06/2022	01/06/2023
ETE7645 - Supply and Printing of Bus Stop and Associated Signage	£75,000	05/04/2022	06/11/2022
Highways Laboratory - replacement prefabricated buildings	£75,000	01/04/2022	28/09/2022
Markham Vale - Erin Road Cycleway	£75,000	01/06/2022	12/11/2025
CETE046 Winter Road Weather Forecasting Service 2019-2022	£80,000	30/10/2022	01/10/2023
CETE078 - Supply of Body Shop Consumables & Paint	£80,000	02/02/2024	18/08/2024
CETE047 - Provision of Lubricants, Oils and Greases	£82,000	01/01/2023	01/09/2023
Place Shine A Light	£82,000	01/04/2022	17/09/2024
Q3230 - Provision of Vehicle Glass Replacement and Repair	£90,000	01/04/2022	01/10/2022
Tapton Lock Facilities refurbishment	£96,000	01/04/2022	01/07/2022

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
ETE076 Non-contestable DNO work in Western Power Distribution network area	£100,000	01/04/2022	17/05/2022
Commissioning of an Energy Strategy for Derbyshire	£100,000	01/04/2022	01/04/2022
Concessionary fares consultancy support	£100,000	01/07/2022	01/07/2022
Mapinfo	£100,000	01/04/2022	01/04/2022
Overband sealing (NEC4 Contract)	£100,000	01/10/2022	01/10/2022
Smart ticketing consultancy support	£100,000	01/07/2021	30/06/2022
VAS/VMS Electronic Warning Sign maintenance	£100,000	01/04/2022	27/03/2023
Drainage Management	£100,000	01/04/2022	28/09/2022
Swarkestone Bridge - feasibility	£100,000	01/04/2022	21/03/2024
TS16019 - Novus-FX	£104,535	01/04/2021	30/06/2021
CETE053 Provision of a Vehicle Breakdown and Recovery Management Service	£115,000	01/05/2022	31/12/2022
Archaeological Way through Shirebrook	£120,000	01/04/2022	21/03/2024
Commissioning of Natural Capital Strategy	£120,000	01/04/2022	21/03/2024
Victoria Bridge Glossop Repairs (A624)	£120,000	01/06/2022	29/10/2022
Waste Education Theatre and Workshops.	£120,000	01/04/2022	27/03/2023
Bridge Strike B5056 Longcliffe Station Railway Bridge	£140,000	01/03/2022	01/09/2022
Public Transport Network Modelling	£150,000	01/04/2022	01/05/2022
CETE072 Supply of UPVC pipes, ducting & access chambers	£150,000	31/01/2023	01/01/2024
Q3213 Supply and Fit of Vehicle Livery and Vinyl's	£150,000	01/01/2022	22/03/2022
Concrete Repairs	£150,000	01/04/2022	28/09/2022

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Depot Security Improvements at Darley Dale, Chapel and Stonegravels depots	£150,000	01/04/2022	21/03/2024
Installation of bunkered fuel facility at Willington Depot and replacement/commissioning of fuel tanks at Darley Dale and Stonegravels depots.	£150,000	01/04/2022	27/03/2023
Markham Vale North Tip Green Infrastructure	£150,000	01/07/2022	28/12/2022
Loscoe Culvert - repair/replace following detailed survey	£150,000	01/04/2021	27/03/2022
TfGM contract for the supply of goods and services relating to traffic monitoring - joint contract	£150,000	01/04/2022	27/03/2023
Traffic Data software replacement	£150,000	01/04/2022	01/04/2022
Access to Shirebrook - feasibility	£150,000	01/04/2022	01/04/2022
CETE031 Cast Iron Goods	£160,000	30/04/2022	01/04/2023
ETE7646 - Supply of illuminated traffic safety equipment for Street lighting	£160,000	01/04/2022	01/06/2022
ICT18039 - e-Resources for Libraries	£168,000	30/04/2022	01/04/2023
CETE0028 SCRIM Survey	£170,000	30/04/2022	01/04/2023
CETE045 Driver Training	£170,000	30/11/2023	01/06/2024
TS16018 - APP Trading Standards System	£172,000	30/04/2022	01/04/2023
Flare Replacement Programme - 5 flares closed landfill sites	£175,000	01/04/2022	27/03/2023

Forward Plan of Procurements (above Find a Tender threshold) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
CETE022 Elvaston Castle: Strategic Project Management Services for Regeneration Proposals	£179,000	01/04/2022	03/06/2022
Weather Station Inspections - Vaisala	£180,000	01/04/2022	01/04/2022
Supply & Fitment of Heavy & Light Goods vehicle Tyres	£180,000	01/01/2024	01/07/2024
Loscoe Gas Extraction system improvement works	£185,000	31/12/2022	31/12/2022
Markham Vale Plot 8 Access Infrastructure	£200,000	01/10/2022	30/03/2023
Roadside Information and Infrastructure Maintenance	£200,000	01/03/2023	24/02/2024
TS09055 Routewise	£200,000	01/04/2022	27/03/2023
TS13038 Supply of a Fleet and Workshop Management Solution and Associated Support Services	£200,000	01/02/2022	01/08/2022
Chesterfield Canal - Renishaw	£230,000	01/09/2022	28/02/2023
ETE7643 - Bus Stop and Bus Shelter Associated Works	£250,000	25/03/2022	26/10/2022
Q3219 - Bus Shelter Cleaning in Derbyshire	£250,000	01/04/2022	12/09/2022
Ashbourne Relief Road Preliminary design and Environmental Statement	£250,000	01/04/2022	27/11/2022
Edge haunching (NEC4 Contract)	£250,000	01/10/2022	30/03/2023
High Friction Surfacing (NEC4 Contract)	£250,000	01/10/2022	30/12/2022
Highway Extents Digitisation	£250,000	01/04/2021	27/03/2023
Hogshaw/Fairfield Roundabout, Buxton - Golf club earthworks contract	£250,000	01/04/2022	28/09/2022
Local Transport Plan technical support	£250,000	01/04/2022	28/09/2022

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
Purchase, installation and back office software for Pay and Display Machines	£250,000	01/01/2023	30/06/2023
Rhinoasphalt (preservative treatments)	£250,000	01/04/2022	28/09/2022
CETE041 Signal Retention Sockets	£265,000	28/06/2022	29/05/2023
Elvaston Castle Capital Enabling Works	£270,000	01/03/2021	01/11/2021
Specialist accident and body modifications repairs of vehicles	£250,000	01/07/2022	01/12/2022
Specialist maintenance repairs of vehicles	£250,000	01/07/2022	01/12/2022
CETE039 - Supply of Traffic Sign Poles	£300,000	13/11/2022	14/10/2023
HS2 and IRP consultancy support/studies	£300,000	01/09/2022	28/02/2023
Markham Vale North Tip Bridge Demolition	£300,000	01/05/2022	28/10/2022
Street Lighting Structural Testing via YPO framework	£300,000	01/04/2022	28/09/2022
CETE099 - Supply of Traffic Sign Plates	£320,000	30/09/2023	01/09/2024
ETC7611 - Supply of cables, cut-outs and sundries for Street Lighting works	£340,000	01/03/2023	01/11/2023
Elvaston Castle Site management operational base	£350,000	01/07/2022	01/09/2022
Glossop Household Recycling Centre - redevelopment	£350,000	01/04/2022	27/03/2023
Glossop Household Recycling Centre - update of drainage and installation of impermeable surface	£350,000	01/04/2022	27/11/2022
ETC7615 - Supply of photo-electric control units for Street Lighting	£360,000	01/03/2023	01/12/2023
ETE040 Surfacing Ancillary Works for Highways Framework	£375,000	01/05/2022	01/04/2023
CETE071 Amber Valley and Erewash Green waste Contract	£398,020	30/04/2024	01/04/2025
ETC7624 - Safety fencing maintenance and repair works	£400,000	01/04/2022	01/07/2022

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
CETE075 Carriageway Annual Engineer's Inspection (AEI) Survey	£400,000	01/10/2022	30/03/2023
CTP759 Supply of LED Luminaires	£400,000	01/04/2022	27/03/2023
Vehicle Restraint Systems (VRS) Maintenance	£400,000	01/04/2022	01/05/2022
TS10021 - Autodesk Subscriptions (inc. AutoCAD)	£405,000	01/04/2022	23/09/2023
Open Plus- Libraries	£428,645	01/04/2023	28/09/2023
ICT17029 Vehicle Management System (Telematics)	£435,650	01/01/2023	01/07/2023
Traffic signals projects - VMS signs.	£450,000	01/04/2022	30/06/2022
Geotechnical Works	£480,000	01/04/2022	27/03/2023
ETE030 Technical Advisers for Waste Treatment and Disposal Services	£499,950	14/02/2024	15/01/2025
Place 012 - Provision of Winter Maintenance Operatives 2021/2022 Season	£500,000	01/07/2022	01/10/2022
A61 GC Technology Project – CCTV framework	£500,000	01/10/2022	29/05/2023
Antiskid -	£500,000	01/04/2022	28/09/2022
Elvaston Castle Defective Structure Repairs	£500,000	01/04/2022	27/03/2023
Highways Programme Coordination Office	£500,000	01/04/2022	27/11/2022
Insitu Recycling - no contract in place	£500,000	01/04/2022	28/09/2022
Pre-Patching for surface dressing (NEC4 Contract)	£500,000	01/10/2022	27/08/2023
Restoring Your Railway Outline Business Case and related works on the Barrow Hill, Ivanhoe or Maid Marian lines	£500,000	01/09/2022	01/09/2022
Consultancy support for the Restoring Your Railway Outline Business Case and related works on the Barrow Hill, Ivanhoe or Maid Marian lines	£500,000	01/09/2022	01/12/2022
S10 compliance work at Osbornes pond	£500,000	01/04/2022	27/03/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
CETE007 Supply of Smart Travel Cards	£600,000	30/04/2022	04/04/2023
S10 compliance work at Shipley lake	£750,000	01/04/2022	28/09/2022
CCP028 Provision of Library Stocks	£768,000	30/04/2023	01/04/2024
CETE026 Supply and Installation of Bus Shelters	£1,000,000	30/06/2022	01/06/2023
Micro-asphalt 23-24	£1,000,000	01/09/2022	01/04/2023
ETC7620 - Supply of lamps for Street Lighting	£1,000,000	01/04/2023	01/01/2024
Drainage Surveys - to include Camera Survey, Root Cutting & Cleaning & Drain Lining	£1,000,000	01/01/2022	01/04/2022
VMS/PGI Framework contract	£1,000,000	01/10/2021	30/12/2022
ETE058 Self Drive Vehicle Hire of Cars, 4x4 & Light Commercials	£1,100,000	01/04/2022	25/05/2022
ETC7610 - Collection of Waste from Derbyshire County Council Premises	£1,200,000	01/04/2022	29/01/2023
CETE0014 - Supply of Specialist Plant for Surface Dressing	£1,322,157	01/01/2023	01/05/2022
CETE014 - Surface Dressing Specialist Plant Hire	£1,322,157	01/01/2023	01/05/2023
TS11025 Asset Management Solution for Environmental Services	£1,329,774	01/04/2021	28/09/2023
Place080/ETC7630 Highways drainage cleansing	£1,400,000	30/04/2022	31/03/2023
Highways Asset Management System	£1,500,000	30/09/2023	24/09/2024
CETE018 Supply of Cold Bitumen Emulsions	£1,600,000	01/01/2023	01/05/2023
Place018 - Highways Tipping Facilities	£1,600,000	29/07/2023	29/02/2024
SEND school transport	£2,000,000	01/04/2022	29/08/2022
Adult Care transport	£2,000,000	01/04/2022	29/08/2022
South Derby Growth Zone Detail Design	£2,000,000	01/04/2022	27/03/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
Town Deal and Future High Streets scheme design & construction	£2,000,000	01/04/2022	01/04/2022
Self Drive Vehicle Hire consolidated	£2,000,000	01/04/2023	01/09/2023
Chesterfield to Staveley regeneration route - preparation	£2,000,000	01/04/2022	30/06/2022
CETE016 - Supply of Chippings for Surface Dressing	£2,100,000	01/01/2023	01/05/2023
CETE104 Supply of Skips and Waste Disposal Services	£2,200,000	29/02/2024	01/02/2025
CETE009 - Provision of Traffic Management	£2,400,000	28/03/2022	01/03/2023
CETE015 Provision of Surface Dressing Binder	£2,400,000	01/01/2023	01/05/2023
Purchase of trees (sundries)	£2,400,000	01/04/2022	01/05/2022
CTP838 - Derbyshire Connect Active Travel	£2,500,000	01/04/2022	01/10/2022
East Midlands freeport enabling infrastructure - design & construction	£2,500,000	01/04/2022	01/04/2022
ETE028 Fuel Cards	£2,500,000	22/04/2023	23/03/2024
Cyclic Cleansing of gullies - ACL	£3,000,000	01/10/2022	01/10/2022
ETC7594 - Supply of ready mixed concrete	£3,000,000	01/04/2022	27/11/2022
Markham Vale Staveley Waterside Phase 1	£3,000,000	01/07/2022	26/02/2023
CETE083 - Supply of Vehicle Parts to OEM or Equivalent Spec	£3,200,000	01/11/2023	26/06/2024
Insitu – Recycling	£4,000,000	31/12/2022	29/06/2023
Resurfacing 22-23b - non-strategic 102 schemes programme, framework	£4,400,000	01/02/2022	01/04/2022
ETE7637 - Road marking and studding works	£4,500,000	01/01/2023	01/05/2023
A61 Growth Corridor - Chesterfield Station Masterplan Hollis Lane Link Road Construction	£4,500,000	01/04/2022	01/04/2022
A61 Growth Corridor - Avenue Southern Access and Link Road Construction	£4,600,000	01/04/2022	27/03/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
ETC7614 - Installation and removal of Street Lighting	£5,000,000	01/03/2023	01/12/2023
Buxton Fairfield Roundabout	£5,000,000	01/04/2022	27/03/2023
Surface dressing (NEC4 Contract)	£5,000,000	01/10/2022	30/03/2023
ETE019 - Hire of Owner Operated Front End Shovel Loaders with Backhoe & Hire without Operator	£6,000,000	30/07/2022	01/07/2023
PLACE007 Extension of appointment of external advisors in relation to Long Term Waste Management Contract	£6,000,000	02/12/2021	03/02/2022
Highways Flooding and Drainage programme	£6,000,000	01/04/2022	28/09/2022
Surface Dressing 23-24	£7,000,000	01/09/2022	01/04/2023
Resurfacing 22-23a - strategic 75 schemes programme, single provider	£7,500,000	01/02/2022	01/04/2022
ETE014 inst LED luminaires to 12/5/24	£9,200,000	01/09/2023	12/05/2024
CTP469 - Composting Contract	£9,500,000	01/02/2024	02/01/2025
Tree planting and maintenance (15-year contract)	£10,000,000	01/04/2022	01/09/2022
Resurfacing 23-24	£12,000,000	01/11/2022	01/04/2023
TS12028 - Broadband Delivery Framework (BDUK)	£14,780,000	01/04/2021	27/03/2022
CETE111 - Purchase of Vehicles	£15,000,000	31/12/2022	01/07/2023
Elvaston Master Plan Delivery Programme	£15,000,000	01/04/2022	28/09/2022
Traffic Signal/ITS Maintenance Contract inc. design, supply, installation and maintenance - new	£16,500,000	01/04/2022	27/03/2023
Supported services local bus	£20,000,000	01/04/2022	29/08/2022
Food and Garden waste processing contract	£34,000,000	01/01/2023	01/01/2023
Provision of HWRC's (7 years) and the disposal of residual waste	£72,000,000	03/10/2022	22/09/2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Procurement Start Date
Highways, Transport and Environmental Professional Services Contract	£100,000,000	01/04/2022	01/04/2023
Supply of Home to School Transport	£100,000,000	01/04/2022	29/08/2022
Provision of Transfer Stations (3 years) and the disposal of residual waste	£116,000,000	03/10/2022	22/09/2024
Provision of HWRC's (10 years) and Transfer Stations (3 years) and the disposal of residual waste	£188,000,000	01/07/2022	28/12/2022
Transport Services DPS (Local Bus, School Bus, SEND & Adult Care)	£300,000,000	01/12/2020	25/05/2022

Please note: The above procurement plans includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2022-24. All values are estimated and may change when projects are tendered.

Vehicle Replacement Programme 2022-23

Core Fleet Vehicles

Quantity to Replace	Average Age Profile of Existing Vehicles (Years)	Replacement Vehicle Type	New Vehicle Optimum Life (Years)	Estimated Capital Cost per Vehicle (£)	Estimated Capital Cost x No. of Vehicles (£)	Estimated Charge per Year per Vehicle (£) (base rate annual lease charge)	Estimated Annual Budget Cost = Charge x Number of Units (£)
11	13	4x4	6	37,000	407,000	8,362.50	91,987.50
1	14	Car	6	22,000	22,000	4,426.50	4,426.50
4	9	Car - MPV	5	30,000	120,000	6,599.50	26,398.00
26	11	LCV (N1) up to 3500kg GVW	6	35,000	910,000	8,205.50	213,343.00
4	12	HGV (N2) up to 12000kg GVW	8	80,000	320,000	16,716.50	66,866.00
10	14	HGV (N3) over 12000kg GVW	8	120,000	1,200,000	21,726.50	217,265.00
3	11	HGV (N3) over 12000kg GVW (Swap Body)	10	150,000	450,000	29,137.50	87,412.50
7	11	HGV Gritter (N3) over 12000 GVW	10	130,000	910,000	26,220.50	183,543.50
66				Total	£4,339,000		£891,242.00

Derelict Land Reclamation and Regeneration Capital Programme 2022-2023

Capital Scheme	Description	Estimated Total Cost of Project (£)
Markham Vale	Markham Gauging Station Footbridge	£45,000
Chesterfield Canal	Staveley basin Phase 8 (Infrastructure)	£170,000
Grassmoor Lagoons	Replacement of flow monitoring equipment	£15,000
Mines Tips and Quarries	Mineshaft Capping	£20,000
Total		£250,000

Major Departmental Risks

The table below summarises the major risks (i.e. those uncertainties with the greatest negative impact and likelihood of occurrence) that the department will manage to ensure the successful delivery of this plan. Full details of all risks are contained in the departmental risk register which is reviewed regularly by the department's senior management team in accordance with the Corporate Risk Management Strategy 2021-2025.

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Failure to deliver services in accordance with customers' expectations	P-07	Process/ Resource	Future service changes will be subject to public consultation. Review of some service standards is to take place, including the Future Highways Model (FHM) reviewing the Highways service. Staff training undertaken as appropriate.	Departmental Management Team
Failure to deliver budget savings or income targets	P-15	Resource	The department has a robust five-year plan for delivery of budget savings with regular monitoring in place	Departmental Management Team
Failure to achieve Value for Money (VfM) for the Council's New Waste Treatment Facility and failure to determine the long-term future of the facility and management of the Council's waste	N/A	Resource	Contingency measures have been put in place to make sure waste continues to be dealt with, and that recycling centres and waste transfer stations continue to operate. Joint Waste Meetings (with Derby City Council) are in place and meet regularly to provide strategic leadership. An Internal Waste Project Board has been established and meets regularly. Specialist advisors (finance; commercial and legal) appointed and support the Project Team.	Environment & Transport Director

Risk	Deliverable Ref	Risk type	Management actions	Risk owner
Failure to maintain assets including roads, pavements, bridges, retaining walls, street lighting columns, safety fencing, gullies, countryside assets, canals, reservoirs	P-17	Process/ Resource	Heads of Service are responsible for ensuring asset management systems and inspection regimes are in place in accordance with statutory duties and good practice in the relevant field	Departmental Management Team
Ash dieback - Serious injury to the public or employees on Place land, Highway Network, PROW Network, Countryside Sites and premises	N/A	Process/ Resource	Dedicated Woodland Officer in post to lead a programme of works and an action plan has been developed. Initial funding secured to progress implementation of the action plan and future years requirements identified.	Environment & Transport Director
Serious injury to the public or employees and/or severe damage to land or infrastructure linked to water bodies assets	P-22	Process/Resource	Recruitment of a dedicated Waterbodies Officer is in post to lead a programme of works and action plan	Departmental Management Team
Failure to deliver major projects in accordance with agreed timescales and/or budgets, resulting in financial or reputational damage to the council	P-06 P-18 P-23	Process/Resource	A corporate review of the Council's approach to programme and project management reviewing how change and transformation programmes are delivered under the enterprising council banner.	Departmental Management Team

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

**Report of the Managing Director & Director of Organisation Development
& Policy**

PAY POLICY STATEMENT 2022

1. Purpose

- 1.1 To approve the Pay Policy Statement (attached at Appendix 1) for publication on the Council's website on 1 April 2022.

2. Information and Analysis

- 2.1 Since 2012 the Council has published an annual Pay Policy Statement in accordance with Section 38 of the Localism Act 2011 setting out the Council's policies on pay and conditions for its most senior employees (defined as 'chief officers' in the Act) and employees. Teachers and staff employed in local authority schools are not covered by the Act.
- 2.2 The Pay Policy Statement sets out the methods by which salaries of all employees are determined, the detail and level of remuneration of its most senior employees (chief officers), the definition of the Council's lowest paid employees and the pay multiple (ratio) between the salary of the highest paid employee and the median full time equivalent salary in the Council. The Council's pay multiple is 7.4:1
- 2.3 The Act defines chief officers as:
- Head of Paid Service (Managing Director)
 - Monitoring Officer (Director of Legal & Democratic Services)

- Statutory Chief Officers (Executive Director of Adult Social Care & Health, Director of Public Health, Executive Director of Children's Services, Director of Finance & ICT*)
- Non-Statutory Officers (Executive Director of Place and Executive Director of Corporate Services & Transformation)
- Deputy Chief Officer – direct reports to the above

**The statutory S151 responsibility has moved to the Executive Director Corporate Services & Transformation on an interim basis.*

- 2.4 Any amendments to the policy, other than minor updates to reflect the 2021/22* and 2022/23 pay agreements will require the approval of Full Council. **The Chief Executive's pay award for 2021/22 has been agreed and applied for the Managing Director post.*

3. Consultation

- 3.1 The Council has not amended the way employees are paid, therefore there has been no requirements to consult on the review of the Council Pay Policy Statement.

4. Alternative Options Considered

- 4.1 None

5. Implications

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

6. Background Papers

- 6.1 None

7. Appendices

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Pay Policy Statement
- 7.3 Appendix 3 – Statutory and Non-Statutory Chief Officers and their direct reports.

8. Recommendation(s)

- 8.1 That Council approves the attached Pay Policy Statement for the financial year commencing 1 April 2022 and agrees that the Statement should be published on the website.

9. Reasons for Recommendation(s)

- 9.1 Publication of the Council's Pay Policy Statement is a requirement under section 38 of the Localism Act 2011.

Report Author:
Emma Alexander
Emma Crapper

Contact details:
emma.alexander@derbyshire.gov.uk
emma.crapper@derbyshire.gov.uk

Implications

Financial

- 1.1 As outlined within the attached Pay Policy Statement

Legal

- 2.1 The requirement to publish a Pay Policy Statement and the information which must be included within the Statement is set out in section 38 of the Localism Act 2011. Section 43 of the Act specifies the officers who are considered to be chief officers for the purposes of the Statement.
- 2.2 In accordance with section 39 of the Localism Act, the Pay Policy Statement must be approved by a resolution of the authority before it comes into force and the Statement must be approved before the end of the 31st March immediately preceding the financial year to which it relates.

Human Resources

- 3.1 As outlined within the attached Pay Policy Statement

Equalities Impact

- 4.1 The Council's pay and grading structure is based on a "points to pay" relationship determined through Job Evaluation as a mechanism to ensure the consistent evaluation of the relative value of job roles across the Council. This ensures a fair, open and transparent pay and reward structure that is affordable and supports the equal treatment of all employees in respect of their pay, terms and conditions and is compliant with Equal Pay legislation and Single Status requirements.
- 4.2 The Council's policies on pay and terms and conditions apply equally to employees at all levels of seniority across the authority. There is therefore no direct impact on employees with any protected characteristic arising from the Council's pay and grading structure, salary structure or reward and remuneration policies.

Derbyshire County Council
Pay Policy Statement



April 2022

Introduction

The Council is committed to fairness and transparency of pay in employment.

This Pay Policy Statement sets out the Council's policy on pay for senior managers and employees for 2022/23 and is in accordance with the requirements of section 38 of the Localism Act 2011 and Guidance and Supplementary Guidance issued by the Department for Communities and Local Government in February 2012 and February 2013. For the purposes of this statement, senior managers means 'chief officers' as defined by section 43 of the Localism Act 2011. The posts falling within the statutory definition are set out at Appendix 1.

Under the Local Government Transparency Code 2015 additional organisational information is required to be published annually on the website. This consists of third tier organisation charts, senior salaries information, including functional responsibilities, budget amounts and numbers of staff responsible for, together with details of trade union facility time. Read about our current organisational data and trade union information [here](#).

This Pay Policy Statement was approved by Full Council on 23 March 2022 and comes into force on 1 April 2022.

Full Council will approve the appointment of the Managing Director (Head of Paid Service) and Executive Directors following the recommendation of such an appointment by a panel formed from the Appointments and Conditions of Service Committee, together with any appointments above £100k per annum.

Any amendments to this policy, other than minor updates to reflect the 2022/23 pay agreement, will require the approval of Full Council.

Scope

The statement applies to all Council employees, excluding teachers and staff of local authority schools.

About the Council

For 2022/23 the Council has a net budget requirement of £618.5m and will use these funds to provide approximately 807,000 residents with essential local services. By 31 March 2027 the Council needs to save £67m due to reductions in Government grants, inflation and greater demands on areas of the budget for Adult Social Care, vulnerable children and waste disposal.

As £8.1m savings are planned in 2022/23 it is important that services provide excellent value for money and make the best use of our resources.

The Council has approximately 12,000 appointments across four departments. A Managing Director (Head of Paid Service) and four Executive Directors, together with the Director of Finance & ICT, Director of Public Health, Director of Legal & Democratic Services and Director of Organisation Development & Policy form the Council's Corporate Management Team leading the work that provides services across Derbyshire.

Pay arrangements

The Council uses the Korn Ferry Group's Job Evaluation Scheme to evaluate the elements of each job to provide an individual score line and total points score. The Council's pay structure is aligned to the scheme's points bandings and applies across the whole workforce (with the exception of Soulbury, Further Education Lecturers, Apprentices and centrally employed Teaching and Headteacher posts). Read about the Council's pay structure and pay progression [here](#). Read about information relating to the job evaluation scheme, including the elements assessed [here](#).

The Council has agreed to apply market rates to address recruitment and retention difficulties where these arise subject to strict criteria and approval through the Appointments and Conditions of Service Committee. Read about the Council Market Supplement Policy [here](#).

Performance related pay and bonuses, including lease cars, are not part of the remuneration package within the Council.

Chief Officers' Remuneration

The grade and salary range of the Managing Director, Executive Directors and statutory chief officers is set out below. *Senior Salaries shown reflect the 2020/21 salary rates and are subject to change following the 2021/22* and 2022/23 JNC pay agreement. *The JNC Chief Executive's pay award for 2021/22 has been agreed and applied to the Managing Director post.*

Job Title	Grade	Salary range 2020/21
Managing Director (<i>Head of Paid Service</i>)	21	£163,415- £178,568
Executive Directors: <ul style="list-style-type: none">Adult Social Care & Health (<i>Statutory Chief Officer</i>)Children's Services (<i>Statutory Chief Officer</i>)	20	£117,869- £129,655

<ul style="list-style-type: none"> • Place (<i>Non Statutory Chief Officer</i>) • Corporate Services & Transformation (<i>Non-Statutory Chief Officer</i>) 		
Director of Public Health (<i>Statutory Chief Officer</i>) Director of Finance & ICT (<i>Statutory Chief Officer</i>)* Director of Legal & Democratic Services (<i>Monitoring Officer</i>)	18	£92,402- £101,644

**The statutory S151 responsibility has moved to the Executive Director Corporate Services & Transformation on an interim basis.*

Read about chief officer salaries within the Council's open data and the Local Government Transparency Code data [here](#). Derbyshire salary scales including senior officer salaries are available [here](#).

Lowest Paid Employee

At 1 April 2022 pay point 1/2 on the Derbyshire Pay and Grading Structure in Grade 1/2 £18,327 (£9.50/hr), is the salary that is defined as the lowest within the Council. (The Council's pay structure is pending 2021/22 and 2022/23 pay award).

The Council employs apprentices who are not included within the definition of 'lowest paid employees' as they are employed on temporary contracts and paid the national minimum wage rate applicable for their age.

Pay Multiple

In accordance with the Hutton Review of Fair Pay in the Public Sector and the requirements of the Local Government Transparency Code 2015, based on the Council's pay structure, the pay multiple between the median salary (£21,999) and the highest salary (£163,415) is a ratio of 7.4:1. (The Council's pay structure is pending 2021/22* and 2022/23 pay award). (**The JNC Chief Executive's pay award has been agreed and applied to the Managing Director post*).

Starting Pay

All employees, including senior managers, will normally be appointed to the minimum point of the pay grade for the job.

In certain cases, it may be appropriate to appoint to a higher point in the pay grade. This may arise when, for example, the preferred candidate for the job

is, or has been, in receipt of a salary at a higher level than the grade minimum or has undertaken an extended period of acting up duties within the job.

Pay Progression

Employees on Grades 1/2 to 4 are on single pay points. Employees on Grade 5 and above receive annual increments until the top of their salary grade has been reached. The first increment is paid when the employee has been in post for 12 months.

National Pay Agreement

The Derbyshire Pay and Grading Structure is adjusted by any 'cost of living' increase agreed nationally by the relevant National Joint Committee. If the national agreement is not a flat rate increase, application will reflect the national agreement and read across to the Derbyshire Pay and Grading Structure. The statement will be updated once relevant pay agreements are finalised.

Terms and Conditions

All employees are covered by the Derbyshire Package terms and conditions of service. Read about the Derbyshire Package terms and conditions of service [here](#). Other conditions, such as disciplinary procedures and pay awards are negotiated by the National Joint Council for Local Government Services for employees up to Grade 16, the Joint Negotiating Committee for Chief Officers of Local Authorities for senior managers Grade 17 and above and the Joint Negotiating Committee for Local Authority Chief Executives for the Managing Director.

Protection of Earnings Policy

Read about the Council's policy on Protection of Earnings [here](#). This applies to all employees of the Council.

The period of pay protection is for a maximum of two years from the date of the change of basic pay.

Termination of employment

No additional payments are made to any employee of the Council, including senior managers, at their point of leaving the employment of the Council,

except in circumstances of redundancy and that is in accordance with the Council's published policy statements.

Local Government Pension Scheme

The Council is part of the Local Government Pension Scheme which provides pension benefits to eligible employees. Read about the Local Government Pension scheme [here](#).

The Council exercises the various discretions provided by the Local Government Pension Scheme. Read about the Derbyshire Pension Fund and Derbyshire County Council employer discretions [here](#).

Short Term Secondments

A temporary payment may be made for covering part of another job or taking on extra responsibilities. Read about the Secondment Policy [here](#).

Gender Pay Gap

In accordance with the Gender Pay Gap legislation which came into force on 31 March 2017, employers with at least 250 employees are required to publish their gender pay gap information by 31 March each year. Read about information relating to the Council's Gender Pay Gap [here](#). See information relating to Government Gender Pay Gap [here](#).

Appendix 3

Senior Management Structure – Statutory and Non-Statutory Chief Officers and their direct reports

Managing Director (*Head of Paid Service*)

Executive Director Corporate Services & Transformation (*Non-Statutory Chief Officer*)

- Director of Legal & Democratic Services (*Monitoring Officer*)
 - Assistant Director of Legal Services x 2
 - Head of Democratic & Registration Services
- Director of Organisation Development & Policy
- Director of Corporate Property
- Director of Finance & ICT (*Statutory Chief Officer*)*
 - Assistant Director Finance x 2
 - Head of Pensions & Investments
 - Assistant Director ICT
 - Finance Manager x 2

**The statutory S151 responsibility has moved to the Executive Director Corporate Services & Transformation on an interim basis.*

Executive Director Adult Social Care & Health (*Statutory Chief Officer*)

- Director of Public Health (*Statutory Chief Officer*)
 - Deputy Director of Public Health (*temporary post*)
 - Assistant Director Public Health x 3
 - Public Health Lead (Public Health Policy)
- Director of Adult Social Care
- Director of Transformation

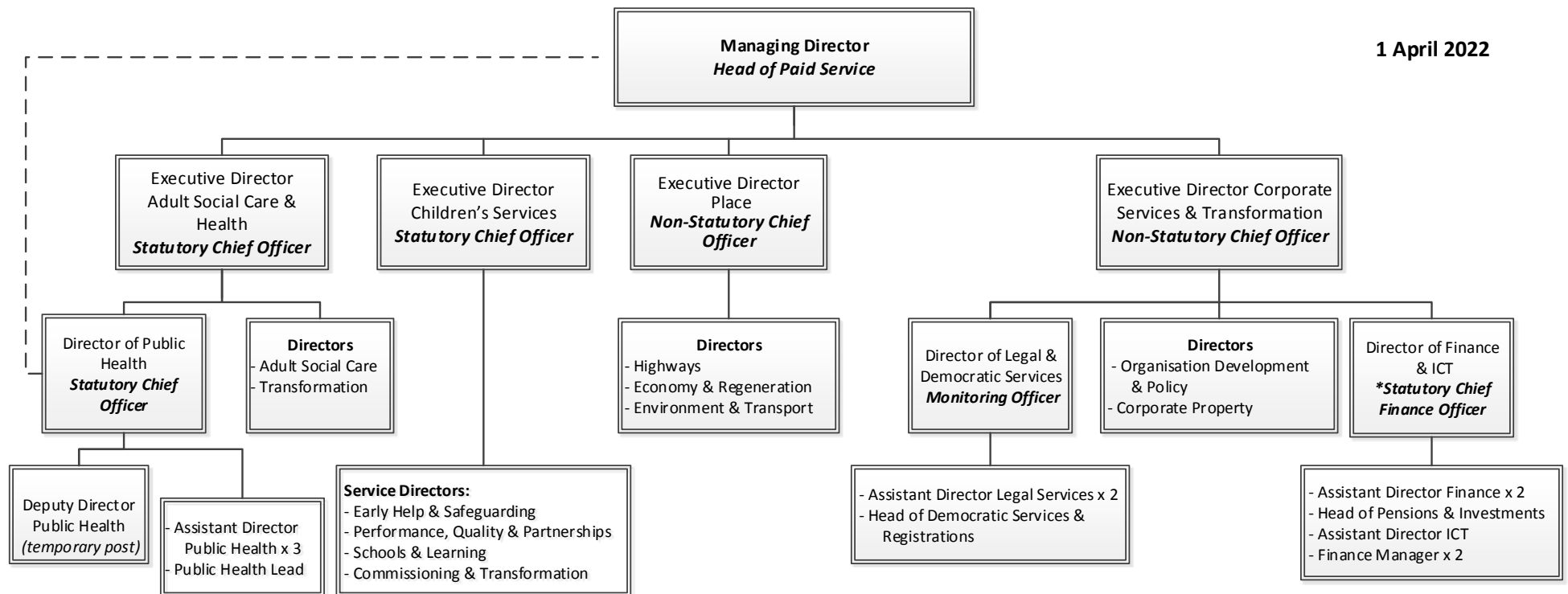
Executive Director Children's Services (*Statutory Chief Officer*)

- Service Director Early Help & Safeguarding
- Service Director Performance, Quality & Partnerships
- Service Director Schools & Learning
- Service Director Commissioning & Transformation

Executive Director Place (*Non-Statutory Chief Officer*)

- Highways Director
- Economy & Regeneration Director
- Environment & Transport Director

Senior Management Structure – Statutory & Non-Statutory Chief Officers and their direct reports





FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 MARCH 2021

Report of the Managing Director

Appointment to the role of Executive Director Corporate Services and Transformation

1. Purpose

- 1.1 To seek approval from Council to approve the salary package for the role of Executive Director Corporate Services and Transformation and to extend the interim acting up arrangement should this be necessary. To delegate the appointment of the Executive Director Corporate Services and Transformation to the recruitment panel formed to progress the recruitment to this position.

2. Information and Analysis

- 2.1 Following the appointment of Emma Alexander as Managing Director, the Executive Director for Corporate Services and Transformation became vacant. Interim internal acting up arrangements have been made as approved by Council on 1st December 2021 and these are in place until 9th July 2022 or sooner should a permanent appointment be made.
- 2.2 The Council's constitution requires a politically balanced Panel of at least three members to be formed comprising the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Members and additional Members from the Appointments and Conditions of Service Committee as necessary to balance the Panel to progress the recruitment of an Executive Director.

- 2.3 Additionally, arrangements have been made to draw up a job and person profile specifying the duties, qualifications and qualities required to undertake the role. Accordingly, the role will be advertised as widely as possible to attract the widest possible field of applicants following Full Council approval.
- 2.4 The provisional dates for interviews for this role will take place in early May 2022. It is anticipated that the Panel will have identified the successful candidate and be in a position to propose their appointment to the role at this point in time. A report would then need to be presented to the next Council meeting scheduled for 25 May 2022 to formally approve the appointment. Until approval is given, a formal offer of appointment cannot be made and this would likely prevent any candidate from tendering their resignation with their current employer prior to the Council meeting and delay the candidate starting. The role is a critical role within the Council and is part of the Council's Senior Leadership structure. It is considered necessary that a decision to approve the appointment should be made quickly to enable this post to be filled as soon as possible on a permanent basis.
- 2.5 As a result, in order to avoid delay, Council is asked to delegate the appointment to the role of Executive Director Corporate Services and Transformation to the recruitment panel formed to progress the recruitment to this position to ensure the role is filled as soon as is practically possible.
- 2.6 A subsequent report will be brought to Full Council that confirms the details of appointment.
- 2.7 It may also be necessary for the interim acting up arrangements to be extended beyond 9 July 2022. Therefore it is proposed that the Council authorise the Managing Director in consultation with the Chair and Vice-Chair of the Appointments and Conditions of Service Committee to agree an extension to the current acting up arrangements to 31st August 2022 or until such time a permanent candidate commences in role, whichever is sooner.
- 2.8 Whilst it is not a legislative requirement for Council to approve the appointment of an Executive Director, the statutory guidance issued under section 40 of the Localism Act 2011 does require Council or a meeting of members to vote before salary packages over £100,000 are offered.
- 2.9 The role of Executive Director Corporate Services and Transformation salary is determined by the Council's job evaluation scheme and has

been determined as Grade 20 £119,637 to £131,600 per annum of the Council's Pay structure. The terms and conditions for the post are set out in the Council's standard terms and conditions in the Derbyshire package. Council is therefore asked to approve the salary for the role of Executive Director Corporate Services and Transformation.

3. Alternative Options Considered

- 3.1 The Council could decide not to approve the salary for the Executive Director, Corporate Services and Transformation however this is a crucial established position within the Council's senior leadership structure.
- 3.2 The Council could also not decide to delegate the appointment of the Executive Director Corporate Services and Transformation to a recruitment panel and instead retain the power to approve the appointment. However, this would likely prevent any candidate from tendering their resignation with their current employer prior to the Council meeting and delay the candidate commencing employment.
- 3.3 In addition, should the Council not authorise the Managing Director to agree an extension to the current acting up arrangements, in consultation with the Chair and Vice-Chair of the Appointments and Conditions of Service Committee, this could result in the role being uncovered should an external candidate be appointed.

4. Implications

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

5. Appendices

- 5.1 Appendix 1 – Implications.

6. Recommendation(s)

That Council:

- a) approves the salary package for the role of Executive Director Corporate Services and Transformation as Grade 20 £119,637 to £131,600 per annum;
- b) delegates the appointment of the Executive Director Corporate Services and Transformation to the recruitment panel;
- c) authorises the Managing Director in consultation with the Chair and Vice-Chair of the Appointments and Conditions of Service Committee to

- agree an extension to the current acting up arrangements to 31st August 2022 or until such time a permanent candidate commences in role, whichever is sooner; and
- d) notes that a report confirming details of the successful candidate will subsequently be presented to Council.

7. Reasons for Recommendation(s)

- 7.1 To comply with the necessary legislative, statutory guidance and Constitutional requirements.
- 7.2 To ensure that the role of Executive Director Corporate Services and Transformation continues to be performed and the position is not left vacant for a period of time.
- 7.3 To ensure that Council approves the appointment to a senior post within the Council in accordance with the Constitution.

Report Author: Jen Skila, Assistant Director of HR

Contact details: jen.skila@derbyshire.gov.uk

Implications

Financial

- 1.1 The costs associated with this role can be met from within the Corporate Services and Transformation Department Budget.

Legal

- 2.1 Recruitment to the post of Executive Director Corporate Services and Transformation must be carried out in accordance with the Officer Employment Procedure Rules contained within Appendix 9 to the Constitution. The Rules specify that: *“The full Council will approve the appointment of the Head of Paid Service and Executive Directors following the recommendation of such an appointment by a politically balanced Panel of at least three members formed of the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Members and additional Members from the Appointments and Conditions of Service Committee as necessary to balance the Panel.”* Whilst the decision to appoint to the post of Head of Paid Service must be made by full Council, Council can delegate authority to the Panel to approve the appointment of an Executive Director.
- 2.2 Under the Officer Employment Procedure Rules, prior to the appointment of the Executive Director, all executive members must be given the opportunity to object to the proposed recommendation before an offer of appointment can be made.
- 2.3 The Openness and accountability in local pay: Guidance under section 40 of the Localism Act provides that full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set. For this purpose, salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind to which the officer is entitled as a result of their employment.
- 2.4 The proposals set out in the report meets the necessary legislative, statutory guidance and Constitutional requirements.

Human Resources

3.1 Detailed in the report.

Information Technology

4.1 None directly arising from the report.

Equalities Impact

5.1 The post will be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it. The appointment process will be conducted in accordance with the Council's Recruitment and Selection Policy and any reasonable adjustments will be made for candidates in order to access the process as appropriate.

5.2 It should be noted that the Council has put in place a number of measures in its recruitment process in order to promote equality. These include:

- providing disabled job applicants with adjustments throughout the recruitment process to help make the process fairer, such as making reasonable adjustments at interview.
- providing all disabled people who meet the essential criteria with a guaranteed interview and by ensuring that any test or assessment is fair to everyone and focuses on the skills and knowledge needed for the job.

Corporate objectives and priorities for change

6.1 This report supports the council priorities and the recommendations proposed will enable recruitment to a key established senior leadership position.

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

7.1 None.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

Report of the Director of Legal and Democratic Services

Appointment of Charity Trustees - Dr Bland's Alms Houses Charity

1. Purpose

- 1.1 To ask Council to consent to the removal of the requirement to appoint a nominative trustee to the trustee body of Dr Bland's Alms Houses Charity from the Scheme of the Charity Commissioners dated 23 July 1986.

2. Information and Analysis

- 2.1 The Council has been approached by the Dr Bland's Alms Houses Charity in Sandiacre in connection with the appointment of a nominative trustee to the board of trustees.
- 2.2 The charity was established under a will in 1909 and is now governed by a scheme approved by the Charity Commissioners in 1986. The charity has four alms houses in Sandiacre which are available for persons in need who live in the parish. The charity scheme provides that the trustee body shall consist of five individuals: four ex-officio trustees and one nominative trustee. The ex-officio trustees include the County Council member for Sandiacre and Councillor Wayne Major currently fulfils this role.
- 2.3 The charity scheme provides that the nominative trustee shall be appointed by Derbyshire County Council for a term of four years. The nominative trustee must be a person who through residence, occupation or employment or otherwise has special knowledge of the Parish of Sandiacre and does not need to be a member of the County Council.
- 2.4 The Council has received a formal request from the Council to agree to remove the condition that the County Council appoint the nominative trustee from the scheme. The reason for this proposal is to streamline the process

of future trustee nomination, amendment or appointment. It would eliminate the need for the Charity to contact the Council and for the Council not to have to convene a meeting the matter. The Charity Commission has agreed in principle to this proposal, but requires confirmation of the Council's consent. Should the proposal be agreed, the Council would continue to be represented by the local member as an ex-officio trustee on the board of trustees and the rest of the Charity's scheme will remain the same.

3. Consultation

3.1 Not applicable.

4. Alternative Options Considered

4.1 The alternative is to take no action, so that the Council remain responsible for appointing a nominative trustee. This will mean that the current procedure in the 1986 charity scheme will continue, so that the Council will have to become involved each time a new nominative trustee is appointed. However, the process of appointing a nominative trustee will be more straightforward for the charity if this requirement is removed, and will save the Council from having to spend time on appointing a trustee.

5. Implications

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

6. Background Papers

6.1 None identified.

7. Appendices

7.1 Appendix 1 – Relevant Implications

7.2 Appendix 2 – Scheme of the Charity Commissioners dated 23 July 1986

7.3 Appendix 3 – Formal request from the chair of trustees dated 28 October 2021

8. Recommendation

That Council consents to the removal of the requirement set out in the Scheme of the Charity Commissioners dated 23 July 1986 for the Council to appoint a nominative trustee to the trustee body of Dr Bland's Alms Houses Charity.

9. Reasons for Recommendation(s)

- 9.1 The removal of the requirement to appoint a nominative trustee will streamline the process of trustee nomination, amendment or appointment.

Report Author: Kathryn Zasada

Contact details: kathryn.zasada@derbyshire.gov.uk, tel. 01629 538554

Implications

Financial

- 1.1 There are no direct financial implications arising from this report. Any costs arising from amendments to the governing document of Dr Bland's Alms Houses Charity will have to be met by the charity itself.

Legal

- 2.1 None directly arising from the report.

Human Resources

- 3.1 None directly arising from the report.

Information Technology

- 4.1 None directly arising from the report.

Equalities Impact

- 5.1 None directly arising from the report.

Corporate objectives and priorities for change

- 6.1 None directly arising from the report.

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

- 7.1 None directly arising from the report.

This page is intentionally left blank

5. Qualification of Nominative Trustee. The Nominative Trustee shall be a person who through residence, occupation or employment, or otherwise has special knowledge of the Parish of Sandiacre.

6. Nominative Trustee. Except at first as hereinafter provided the Nominative Trustee shall be appointed by Derbyshire County Council. Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the council. The chairman of the meeting shall cause the name of each person appointed to be notified forthwith to the Trustees or their clerk. The person appointed may be but need not be a member of the council.

7. First Nominative Trustee. The following person shall be the first Nominative Trustee and subject to the provisions hereinafter contained for determination of trusteeship shall hold office as if she had been appointed by the council under this Scheme, for four years from the date of this Scheme:

Mavis Jowett, J.P., of 54 Doncaster Avenue, Sandiacre.

8. Declaration by Trustees. No person shall be entitled to act as a Trustee whether on a first or on any subsequent entry into office until after signing in the minute book of the Trustees a declaration of acceptance and of willingness to act in the trusts of this Scheme.

9. Determination of trusteeship. Any Nominative Trustee who is absent from all meetings of the Trustees during a period of one year and any Trustee who is adjudged bankrupt or makes a composition or arrangement with his or her creditors or who is incapacitated from acting or who communicates in writing to the Trustees a wish to resign shall cease thereupon to be a Trustee.

10. Vacancies. Upon the occurrence of a vacancy the Trustees shall cause a note thereof to be entered in their minute book at their next meeting and in the case of a vacancy in the office of Nominative Trustee shall cause notice thereof to be given as soon as possible to the said County Council. Any competent Trustee may be re-appointed.

MEETINGS AND PROCEEDINGS OF TRUSTEES

11. Ordinary meetings. The Trustees shall hold at least two ordinary meetings in each year.

12. First meeting. The first meeting of the Trustees shall be summoned by Wilfred Ernest Hart, J.P., of 23 Beech Avenue, Sandiacre, or if he fails for three calendar months after the date of this Scheme to summon a meeting by any two of the Trustees.

13. Chairman. The Trustees of the first ordinary meeting in each year shall elect one of their number to be chairman of their meetings until the commencement of the first ordinary meeting in the following year. The chairman shall always be eligible for re-election. If at any meeting the chairman is not present within ten minutes after the time appointed for holding the same or there is no chairman the Trustees present shall choose one of their number to be chairman of the meeting.

N353-15-4-86x(1)

This page is intentionally left blank

14. Special meetings. A special meeting may be summoned at any time by the chairman or any two Trustees upon not less than four days' notice being given to the other Trustees of the matters to be discussed. A special meeting may be summoned to take place immediately after an ordinary meeting.

15. Quorum. There shall be a quorum when three Trustees are present at a meeting.

16. Voting. Every matter shall be determined by the majority of votes of the Trustees present and voting on the question. In case of equality of votes the chairman of the meeting shall have a casting vote whether he or she has or has not voted previously on the same question but no Trustee in any other circumstances shall give more than one vote.

17. Minutes and accounts. A minute book and books of account shall be provided and kept by the Trustees. Statements of account in relation to the Charity shall be prepared and transmitted to the Commissioners in accordance with the provisions of the Charities Act 1960, except if and in so far as the Charity is excepted by order or regulations.

18. General power to make regulations. Within the limits prescribed by this Scheme the Trustees shall have full power from time to time to make regulations for the management of the Charity and for the conduct of their business including the summoning of meetings, the deposit of money at a proper bank and the custody of documents.

19. Clerk. The Trustees may appoint as clerk one of their number without remuneration who shall be dismissible at their pleasure or some other fit person at such reasonable salary and upon such reasonable terms as to notice within the limits permitted by law and otherwise as they think fit.

INSURANCE

20. Insurance. The Trustees shall insure the almshouses of the Charity to the full value thereof against fire and other usual risks and shall suitably insure in respect of public liability.

APPLICATION OF INCOME

21. Expenses of management. The Trustees shall first defray out of the income of the Charity the cost of maintaining the property of the Charity (including the repair and insurance of any buildings thereon) and all other charges and outgoings payable in respect thereof and all the proper costs, charges and expenses of an incidental to the administration and management of the Charity.

22. Cyclical Maintenance Fund. (1) The Trustees may establish and maintain a reserve fund, to be entitled Cyclical Maintenance Fund, for the purpose of providing for those items of ordinary maintenance and repair of the almshouses belonging to the Charity which recur at infrequent intervals.

(2) The fund may be maintained out of the income of the Charity by setting aside a yearly sum of £640 or such other sum as the Commissioners from time to time approve and may be invested by the Trustees in their own names in trust for the Charity.

N353-15-4-86x(1)

This page is intentionally left blank

23. Extraordinary Repair Fund. Subject to any further Order or direction of the Commissioners -

(1) The Trustees shall establish and maintain a reserve fund, to be entitled Extraordinary Repair Fund, for the purpose of providing for the extraordinary repair, improvement or rebuilding of the almshouses belonging to the Charity.

(2) The fund shall be established and maintained out of the income of the Charity either by transfer to the fund of a yearly sum of not less than £300 or in such other manner as the Commissioners from time to time approve or direct.

(3) The fund and the income therefrom shall be invested in the name of the said Official Custodian.

24. Benefit of residents. Subject to the payments aforesaid the Trustees shall apply the income of the Charity for the benefit of the residents in the almshouses of the Charity or any of them in such manner as the Trustees think fit from time to time.

ALMSHOUSES AND RESIDENTS

25. Almsouses. The almshouses belonging to the Charity and the property occupied therewith shall be appropriated and used for the accommodation of residents in conformity with the provisions of this Scheme.

26. Saving for existing residents. Appointments of residents under this Scheme shall be made without prejudice to the interests of the existing residents.

27. Qualifications of residents. The residents shall be persons in need who (except in special cases to be approved by the Commissioners) are inhabitants of the Parish of Sandiacre.

28. Contributions. The Trustees may make it a condition of appointing or permitting a person to be or remain a resident that he or she shall from resources available to him or her -

(1) contribute a weekly sum towards the cost of maintaining the almshouses and essential services therein but so that the amount of the weekly sum shall not -

(a) be such as to cause hardship to him or her;

(b) be more than £15 or other the amount approved from time to time by the Commissioners;

(2) contribute towards the cost of lighting and heating the almshouses and providing hot water therein.

29. Notice of vacancy. No appointment of a resident shall be made by the Trustees until a sufficient notice of an existing vacancy specifying the qualifications required from applicants has been published in the Parish of Sandiacre by advertisement or otherwise so as to give due publicity to the intended appointment but it shall not be necessary to publish a notice if a vacancy occurs within twelve calendar months after

N353-15-4-86x(1)

This page is intentionally left blank

the last notice of a vacancy among the same class of residents has been published. Notices may be according to the form annexed hereto.

30. Applications for appointment. All applications for appointment shall be made to the Trustees or their clerk in such manner as the Trustees shall require him or her to attend in person unless he or she is physically disabled or the Trustees are of opinion that special circumstances render this unnecessary. An applicant may be required to supply evidence of his or her qualification for appointment.

31. Selection of residents. Residents shall be selected only after full investigation of the suitability and circumstances of the applicants.

32. Appointments of residents. Every appointment of a resident shall be made by the Trustees at a special meeting.

33. Records. The Trustees shall provide and keep a book in which shall be entered the name, age and description of every person appointed to be a resident, the date of every appointment and the date and occasion of every vacancy. They shall also keep a register of all applications for appointment.

34. Absence from almshouses. The Trustees shall require that any resident who desires to be absent from the almshouses for more than 28 days in any one year shall obtain the prior consent of the Trustees or of some officer of the Charity to be nominated by them.

35. Rooms not to be let. No resident shall be permitted to let or part with the possession of the room or rooms allotted to him or her or except with the special permission of the Trustees to allow any person to share the occupation of the same or any part thereof.

36. Setting aside appointments. (1) The Trustees may set aside the appointment of any resident who in their opinion -

(a) persistently or without reasonable excuse either disregards the regulations for the residents or disturbs the quiet occupation of the almshouses or otherwise behaves vexatiously or offensively; or

(b) no longer has the required qualifications; or

(c) has been appointed without having the required qualifications; or

(d) is suffering from mental or other disease or infirmity rendering him or her unsuited to remain a resident.

(2) Upon setting aside the appointment of a resident the Trustees shall require and take possession of the room or rooms occupied by him or her.

(3) The Trustees upon recovery of a resident whose appointment has been set aside on account of mental or other disease or infirmity may re-appoint him or her without giving previous notice of the vacancy.

This page is intentionally left blank

37. Regulations. The Trustees may prescribe from time to time such reasonable regulations as they consider expedient for the management of the almshouses and the welfare of the residents but so that the same shall not be at variance or inconsistent with any of the provisions of this Scheme.

GENERAL PROVISIONS

38. Appropriation of benefits. The appropriation of the benefits of the Charity shall be made by the Trustees at meetings of their body and not separately by any individual Trustee or Trustees: Provided that the Trustees from time to time may appoint two or more members of their body to be a committee for dealing with any cases of emergency but all acts and proceedings of committees shall be reported in due course to the Trustees.

39. Trustees not to be personally interested. No Trustee shall take or hold any interest in property belonging to the Charity otherwise than as a Trustee for the purposes thereof and no Trustee shall receive remuneration, or be interested in the supply of work or goods, at the cost of the Charity.

40. Charity not to relieve public funds. The Trustees shall not apply income of the Charity directly in relief of rates, taxes or other public funds.

41. Questions under Scheme. Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Commissioners upon such application made to them for the purpose as they think sufficient.

FORM OF NOTICE

The Charity known as Dr. Bland's Almshouses.

A residence is available for a person or couple in need resident in the Parish of Sandiacre.

Apply for details to

SCHEDULE

Land containing 885 square yards or thereabouts situate at Sandiacre in the County of Derbyshire with the almshouses now erected thereon known as Dr. Bland's Almshouses, 115, 117, 119 and 121 Derby Road, being the land comprised in a conveyance made the 23rd March 1910 between Joseph Cockayne of the one part and Teraah Hookey and two others of the other part and enrolled in the Central Office of the Supreme Court of Judicature on the 13th September 1910.

The following investments standing in the books of the Official Custodian for Charities being permanent endowment:

1,437.00 Income Shares in the Charities Official Investment Fund.

This page is intentionally left blank

Dr Bland's Almshouses

Charity registration number: 213297

Charity Commission Scheme Constitution, sealed 23rd July 1986.

N170(S)

86

Amendment of the Trustees section 6 – Nominative Trustee

Dr Blands Almshouses Charity formally wish to apply for County Council consent to remove the condition that Derbyshire County Council appoint the Nominative Trustee, but to keep in the clause that the charity is happy to retain the member of the County Council who represents the Parish of Sandiacre as an ex-officio trustee. The amendment is to streamline the process of future Trustee nomination or amendment/ appointment. This would eliminate the need for the charity to contact the council and for the council not to have to convene a meeting to discuss this matter as an addition to the ordinary practice of the council. The constitution will remain as it is.

The Charity Commission have approved our request to amend the resolution and once written consent has been received from Derbyshire County Council a revised resolution will be submitted to them.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 23 MARCH 2022

Report of the Director - Legal and Democratic Services

Changes to Committee Memberships and Outside Body Appointments

1. Purpose

- 1.1 To seek approval to changes to the vice-chairmanship of the Improvement and Scrutiny Committee – People and the membership of the Improvement and Scrutiny Committee – Climate Change.
- 1.2 To seek approval to change two outside body appointments and one member working group appointment.

2. Information and Analysis

- 2.1 The Monitoring Officer has been informed that Councillor Phillip Rose is no longer a member of the Conservative Group on the Council.
- 2.2 Consequently the Conservative Group Business Manager has advised of the following amendments that need to be made to the composition of committees and representatives on outside bodies:
 - a) Councillor Woolley is appointed as Vice-Chairman of the Improvement and Scrutiny Committee - People in place of Councillor Rose
 - b) Councillor Wharmby is appointed as a member of the Improvement and Scrutiny Committee – Climate Change in place of Councillor Rose.

- c) Councillor Gourlay is appointed as a member of the Member Development Working Group in place of Councillor Rose.
- d) Councillor Ford is appointed as the Council's representative to the Midland Rail Forum.
- e) Councillor Redfern is appointed as the Council's representative on the Derbyshire Law Centre.

3. Consultation

- 3.1 Not required.

4. Alternative Options Considered

- 4.1 No alternative options have been considered as the appointments have been submitted as appropriate by the relevant political group.

5. Implications

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

6. Background Papers

- 6.1 None identified.

7. Appendices

- 7.1 Appendix 1 – Implications

8. Recommendation(s)

To approve with immediate effect that:

- a) Councillor Woolley is appointed as Vice-Chairman of the Improvement and Scrutiny Committee - People in place of Councillor Rose;
- b) Councillor Wharmby is appointed as a member of the Improvement and Scrutiny Committee – Climate Change in place of Councillor Rose;
- c) Councillor Gourlay is appointed as a member of the Member Development Working Group in place of Councillor Rose;

- d) Councillor Ford is appointed as the Council's representative to the Midland Rail Forum; and
- e) Councillor Redfern is appointed as the Council's representative on the Derbyshire Law Centre.

9. Reasons for Recommendation(s)

- 9.1 To ensure that the Council has sufficient membership on its Committees that reflect the wishes of the political group.
- 9.2 To ensure that the Council has appropriate representatives on outside bodies.

Report Author: Alec Dubberley **Contact details:** alec.dubberley@derbyshire.gov.uk
Tel: 01629 539035

Implications

Financial

1.1 There are no financial implications associated with this report.

Legal

2.1 The appointment of Members to Council Committees is a function of Full Council as set out in the Constitution. When allocating seats on committees, the Council must give effect to the principles set out in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990. In exercising this function, under section 16 of the 1989 Act, the Council has a duty to give effect to the wishes of the political group as soon as reasonably practicable. Appointments to outside bodies is a local choice function which can be exercised by Council or the Leader under delegated powers.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 None.

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

7.1 None.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

23 March 2022

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

Decisions taken as a matter of Urgency and Key Decisions and Special Urgency

1. Purpose

- 1.1 In accordance with the provisions of the Constitution, to report to Council those executive decisions taken as a matter of urgency where 28 days' notice of the decision could not be given and where call-in has been waived.

2. Information and Analysis

- 2.1 Members of Council will be aware that on occasion there is a necessity for decisions to be taken urgently, most recently predominantly as a result of the covid-19 pandemic and the need to respond to changing government guidance in a timely fashion.

Key decisions – Cases of special urgency

- 2.2 Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, before the Council makes a key decision certain information needs to be published 28 clear days in advance. This is usually known as the 'Forward Plan'. The Regulations recognise that in the case of urgent decisions, this is not possible. As a result:

- a) where a key decision needs to be taken and publication of the information is impracticable, the decision can be made as long as five clear days' notice of the decision is given to the relevant Improvement and Scrutiny Committee Chairman; and
 - b) in cases of special urgency, a key decision can be taken with less than five clear days' notice if agreement is obtained from the Improvement and Scrutiny Committee Chairman that the making of the decision is urgent and cannot reasonably be deferred.
- 2.3 The Regulations require a report to Council at least once a year detailing each key decision taken where it was agreed that the special urgency provisions apply. The Access to Information Procedure Rules included in Appendix 6 to the Constitution requires this report to be submitted on a quarterly basis to full Council.
- 2.4 In accordance with the above requirement, Appendix 2 sets out the key decisions taken where special urgency provisions were agreed since the last report to Council.

Waiver of Call-in provisions

- 2.5 Members will be familiar with the Council's Improvement and Scrutiny Procedure Rules included at Appendix 5 to the Constitution which sets out the call-in procedure. The call-in procedure does not apply where the executive decision being taken is urgent: that is where any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest. In such cases call-in can be waived if the Chairman of the appropriate Improvement and Scrutiny Committee agrees both the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.
- 2.6 The Improvement and Scrutiny Procedure Rules require such urgency decisions to be reported to the next available meeting of the Council, together with the reasons for urgency.
- 2.7 In accordance with the above requirements, details of urgent decisions where the call-in process was waived since the last report to Council and the reasons for urgency are set out in Appendix 3.

3. Alternative Options Considered

- 3.1 Not to consider those executive decisions taken as a matter of urgency where 28 days' notice of the decision could not be given and where call-in has been waived; however, this is not recommended as this would not be in accordance with the Council's Constitution.

4. Implications

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

5. Consultation

- 5.1 Not applicable.

6. Background Papers

- 6.1 None.

7. Appendices

- 7.1 Appendix 1 – Implications.
- 7.2 Appendix 2 – Key decisions taken where special urgency provisions were agreed.
- 7.3 Appendix 3 - Details of urgent decisions where call in procedure was waived and the reasons for urgency.

8. Recommendations

That Council notes:

- a) the key decisions taken where special urgency provisions were agreed as detailed in Appendix 2; and
- b) the urgent decisions taken where the call-in procedure was waived under the Improvement and Scrutiny Procedure Rules as detailed in Appendix 3.

9. Reasons for Recommendations

- 9.1 In order to comply with the provisions in the Council's Constitution and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Report Author: Helen Barrington

Contact details: helen.barrington@derbyshire.gov.uk

Implications

Financial

1.1 None.

Legal

2.1 As set out in the report.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 None.

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

7.1 None.

This page is intentionally left blank

**Appendix 2. Key decisions taken where special urgency provisions were agreed
21 January 2022 to 11 March 2022**

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
Holiday activity and food programme	Executive Director Children's Services 3 February 2022	To approve the proposed spending plans for delivery of the Easter Holiday Activity and Food Programme (HAF); and to give permission to procure a contract for the provision of HAF services from 1 May 2022 to the 31 March 2023 with options to extend for up to 5 years subject to satisfactory performance and the availability of ongoing funding for the service.	To ensure the provision of the holiday and food programme for the Easter Holidays and 2022 onwards.	Confirmation of DFE Holiday Activity and Food Programme grant was not received until 20 December 2021. Therefore, the decision could not be delayed as it was necessary to mobilise holiday activity provision in advance of the Easter school holidays and advertise the tender for Summer and Christmas HAF in accordance with the procurement timelines

This page is intentionally left blank

Appendix 3:

Urgency decisions taken under the Improvement and Scrutiny Procedure Rules where call-in was waived

21 January 2022 to 11 March 2022

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
Holiday activity and food programme	Executive Director Children's Services 3 February 2022	To approve the proposed spending plans for delivery of the Easter Holiday Activity and Food Programme (HAF); and to give permission to procure a contract for the provision of HAF services from 1 May 2022 to the 31 March 2023 with options to extend for up to 5 years subject to satisfactory performance and the availability of ongoing funding for the service.	To ensure the provision of the holiday and food programme for the Easter Holidays and 2022 onwards.	Confirmation of DFE Holiday Activity and Food Programme grant was not received until 20 December 2021. Therefore, implementation could not be delayed as it was necessary to mobilise holiday activity provision in advance of the Easter school holidays and advertise the tender for Summer and Christmas HAF in accordance with the procurement timelines

This page is intentionally left blank

NOTICE OF MOTION	
Title:	Support for Ukraine
Proposer of motion:	Councillor David Wilson
Background/supporting information:	
<p>The unlawful and brutal invasion of Ukraine by the Russian Federation, along with the potential escalation of military conflict, represents a genuine clear and present danger to peace, security, and economic stability in Europe and beyond.</p>	
Motion to be proposed:	
<p>That Council resolves to:</p> <ul style="list-style-type: none"> a) stand in solidarity with the Ukrainian people; b) unequivocally denounce the unilateral military intervention of Russia against its immediate neighbour; and c) actively consider requests from HM Government, public sector partners, and civil society groups, such as the British Red Cross, to provide practical support to the people of Ukraine, including to any refugees who lawfully resettle in Derbyshire pursuant to international agreements or domestic legislation. 	
Date and time received: <i>(for completion by Democratic Services)</i>	8 March 2022 at 09.37

This page is intentionally left blank

NOTICE OF MOTION	
Title:	Motion to Protect Derbyshire Residents and Businesses from Flooding
Proposer of motion:	Councillor Damien Greenhalgh
Background/supporting information:	
<p>This Council stands in solidarity with residents and business owners who have been affected by flooding, especially those who have experienced multiple incidents of flooding, and recognise the high level of ongoing distress and financial costs that flooding causes.</p> <p>We pay tribute to Derbyshire's excellent Flood Team staff, to our volunteer flood wardens, and all council staff, councillors and residents who have worked so hard to assist people affected by flooding.</p> <p>We agree with Cllr Barry Lewis that Derbyshire County Council "really really needs" the promised government resources to prevent flooding in towns like Matlock and with the Lead Flood Officer's view stated in Committee that this county needs to be prioritising flood defences higher than we currently do.</p> <p>We recognise that especially during times of high inflation and a cost of living crisis, that many residents and small businesses cannot afford the high costs of private flood defences and that there needs to be an increased role for the council.</p>	
Motion to be proposed:	
<p>That Council: calls on the UK Government to allocate the promised resources for flood protection to Derbyshire as soon as possible, and agrees to give higher priority and resourcing to flood prevention, including integration with the climate change strategy and large-scale preventative tree planting in catchment areas to slow river flows.</p>	
Date and time received: <i>(for completion by Democratic Services)</i>	9 March 2022 at 11.58

This page is intentionally left blank