

# Public Document Pack



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

Extension  
Danny.Sunderland@derbyshire.gov.uk  
Direct Dial 01629 538357  
Ask for Danny Sunderland

PUBLIC

To: Members of Improvement and Scrutiny Committee - Places

Tuesday, 14 September 2021

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Places** to be held at **2.00 pm** on **Wednesday, 22 September 2021** in Council Chamber, County Hall, Matlock, the agenda for which is set out below.

Yours faithfully,

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

**Helen Barrington**  
**Director of Legal 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. Minutes (Pages 1 - 4)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Places held on 28 July 2021.

4. Public Questions (30 minute maximum in total) (Pages 5 - 6)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions at the end of this agenda)

5. Future Highways Model (Pages 7 - 26)

**PUBLIC**

**MINUTES** of a meeting of the **IMPROVEMENT AND SCRUTINY COMMITTEE – PLACES** held on 28 July 2021.

**P R E S E N T**

Councillor S Bull (in the Chair)

Councillors N Gourlay, D Greenhalgh, J Nelson, P Niblock, R Redfern and J Siddle.

Also in attendance were C Hegarty and C Henning (Place Department).

**7/21** **MINUTES** **RESOLVED** that the minutes of the meeting of the Committee held on 24 February 2021 be received.

**8/21** **PUBLIC QUESTIONS** There were no public questions.

**9/21** **THE NATIONAL BUS STRATEGY AND THE DEVELOPMENT OF THE BUS SERVICE IMPROVEMENT PLAN (BSIP)** Chris Hegarty from the Public Transport Unit attended the meeting to provide Members with information on the National Bus Strategy and an update on the development of the Bus Service Improvement Plan that was being produced in response to the strategy.

On 15 March 2021, the Government had published the first National Bus Strategy for England. The main objective of the Strategy was to reverse the long-term decline in bus use nationally which had been exacerbated by the impact of the Covid-19 pandemic. It aimed to achieve this by making bus services more frequent, reliable, better co-ordinated and cheaper. To enable this, Government wanted to see major improvements in a variety of areas including bus priority measures, vehicle emission standards, the provision of service information, simplified ticketing arrangements and the joint marketing of services. Government has committed to provide £3bn of new transformation funding nationally to help drive forward these improvements.

Central to these changes, the Strategy expected all local transport authorities (LTAs) in England to play a much bigger role than they did currently in the way bus services were operated in their area. The Strategy expected all LTAs in England to replace the deregulated model in their area with one of two options: Franchising or Enhanced Partnerships. Mr Hegarty provided details of both options.

By 30 June 2021, the Council and bus operators would need to commit in principle to establishing EPs across Derbyshire. From initial discussions with the local bus operators in Derbyshire, it was noted that all had expressed a willingness to take part in the process. By 31 October 2021, the Council

must publish a Bus Service Improvement Plan. This would be developed by the County Council in collaboration with bus operators, local businesses, district and borough councils and passenger groups and it would focus on what needed to be done to deliver the bus network that the LTAs wanted to see. From 1 April 2022, an EP would need to be in place covering all of Derbyshire.

After the BSIP had been submitted at the end of October 2021, it was anticipated that there would be a period of extended negotiation with the bus operators to finalise the details of the EP.

Members made reference to demand responsive buses undercutting commercial taxi services. In rural areas many companies who had run a standard service found that it wasn't commercially viable, so the demand responsive buses were filling that gap.

The Chairman thanked Mr Hegarty for his presentation and requested that he return to the Committee within the next 12 months to provide Members with an update.

**10/21 PLACE DEPARTMENT: OBJECTIVES, PRIORITIES & ISSUES – AN ORIENTATION FOR IMPROVEMENT & SCRUTINY** Chris Henning, the newly appointed Executive Director – Place, attended the meeting to provide Members with an overview of the objectives, priorities and issues for the Place Department.

In conjunction with the Council Plan refresh 2021-25, the main priorities for Place were resilient, healthy and safe communities; high performing, value for money and resident focused services; and a prosperous and Green Derbyshire.

The following questions/issues were raised by Members and duly responded to or noted by the Executive Director:

- A request that the Digital Derbyshire website was updated.
- The need for 'on-street charging facilities' was highlighted and concern was expressed that due to certain challenges, grant funding had been diverted to putting facilities in car parks.
- Further information was requested about charging costs for electric vehicles.
- The future plans for Belper Mill, which was now considered a priority.
- Hierarchy of highway maintenance.
- Possible links between the closure of small schools and carbon emissions from old buildings.

On behalf of the Committee, the Chairman thanked Mr Henning for his most informative presentation and his support for the scrutiny process.

**11/21**      **WORK PROGRAMME** Actions that came under the remit of the Places Committee were presented for Members' consideration. A discussion took place with regards to the future Work Programme of the Committee and Members were requested to inform the Chairman and the Improvement & Scrutiny Officer of any areas they would like to be included in the Programme.

DRAFT

This page is intentionally left blank

## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

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 the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

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 about a single topic.

### **Scope of Questions**

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

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person 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 detailed in the **Scope of Questions** section above.

## **Written Answers**

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 person to whom it was to be put, will be dealt with by a written answer.





**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – PLACES**

**22<sup>nd</sup> September 2021**

**Report of the Executive Director for Place**

**Future Highways Model Briefing**

## **1. Purpose**

To provide the Places Improvement and Scrutiny Committee a briefing on the Future Highways Model (FHM), the progress to date, next steps and the role of the committee in providing further scrutiny as part of the overall FHM programme.

## **2. Information and Analysis**

This information is provided in the attached slide presentation format. The presentation provides committee members with an outline of how the FHM was instigated, the progress to date and the next steps in its development. The presentation will outline how the approved outline business case (OBC) will re-shape the service to deliver a commissioning approach to highways service delivery using the mixed economy approach and what that will provide in ensuring service objectives and goals will be delivered, benefits realized and value for money (VfM) assured.

Further information is provided to support committee members to understand the resources and activities that are in place to support the FHM programme delivery and how this will evolve as the programme develops.

### **3. Alternative Options Considered**

The OBC has been approved by the FHM programme board. This identified options available and resulted in the selected approach that is contained in the OBC.

### **4. Implications**

Will be established as the programme progresses.

### **5. Consultation**

N/A

### **6. Background Papers**

N/A

### **7. Appendices**

7.1 Appendix 1 - Implications

7.2 Appendix 2 – Presentation FHM

### **8. Recommendation(s)**

That the Committee:

a) notes the overview information provided by Place Department

### **9. Reasons for Recommendation(s)**

To support the committee to consider how it can support the development of the FHM programme.

**Report Author: Chris Henning**

**Contact details: [chris.henning@derbyshire.gov.uk](mailto:chris.henning@derbyshire.gov.uk)**

**Implications**

**Financial**

N/A

**Legal**

N/A

**Human Resources**

N/A

**Information Technology**

N/A

**Equalities Impact**

N/A

**Corporate objectives and priorities for change**

N/A

This page is intentionally left blank

# Future Highways Model: I&S Briefing

22<sup>nd</sup> September 2021

Neill Bennett – Highways Strategy Manager

# Contents

- **The FHM - how did we get here?**
- **Rationale for change**
- **Outline business case**
- **Progress & Next Steps**
- **Role of I&S?**
- **Q&A**

# The FHM - how did we get here?

**2018/19**

FHM developed  
Improvements Areas  
identified

**2020/21**

FHM Waypoint Review  
↓  
FHM - March 2021 Cab Report

**2019-20**

Toddbrook  
Floods  
Covid

**2015-16**

Year	Band 1	Band 2	Band 3
2015/16	100%	100%	100%
2016/17	60%	100%	100%
2017/18	60%	60%	100%
2018/19	30%	70%	100%
2019/20	10%	50%	100%
2020/21	0%	30%	100%

Source: Department for transport

DfT Incentive Fund

**2018**

Join FHRG  
VfM Assessment

**2015**

HMEP delivery  
model toolkit

**2018**

Enterprising Council  
Highways = Early



**2016**

New Risk Based CoP

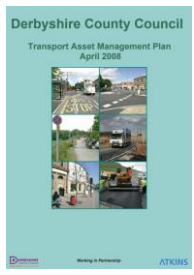
**2017**

DCC Highways  
Reorganisation  
Commenced



**2008**

HAMP/TAMP



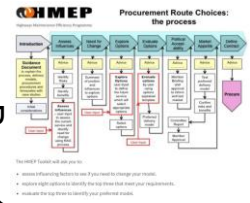
**2005**

Well Maintained  
Highways



**2010**

Austerity begins  
Forced Efficiencies  
Staff & Budget  
Reductions

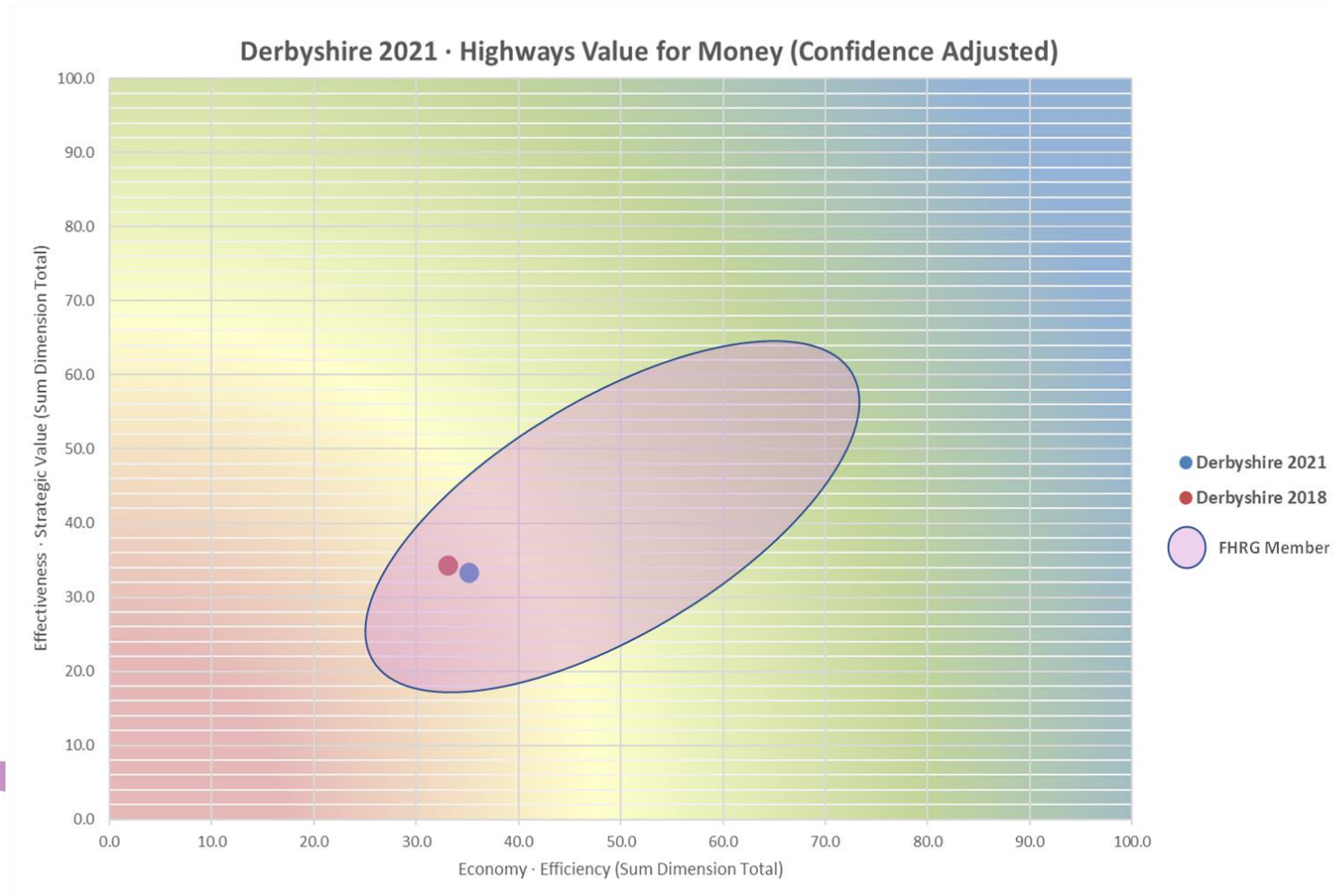


# The FHM - how did we get here?

- **Previously the FHM change was constrained by circumstances, crises & lack of resourcing (financial & staffing)**
- **Failing Capital Programme**
- **30 FHM improvement groups established with some impact**
- **VfM benchmarking exercise evidence 2018 & 2021**



# VfM Position 2018 & 2021



# Rationale for Change – Waypoint Review undertaken by Proving Services 2021

- The current service is unsustainable.
- The new CRM system may not address the problems with enquiries and complaints.
- Unmanaged, rushed outsourcing will not address the delivery of the capital programme.
- Better costs analysis will reveal serious financial management issues.
- Services shortfalls will become increasingly apparent to Members, citizens and served communities.
- Significant change is required...OBC developed

## Programme Objectives

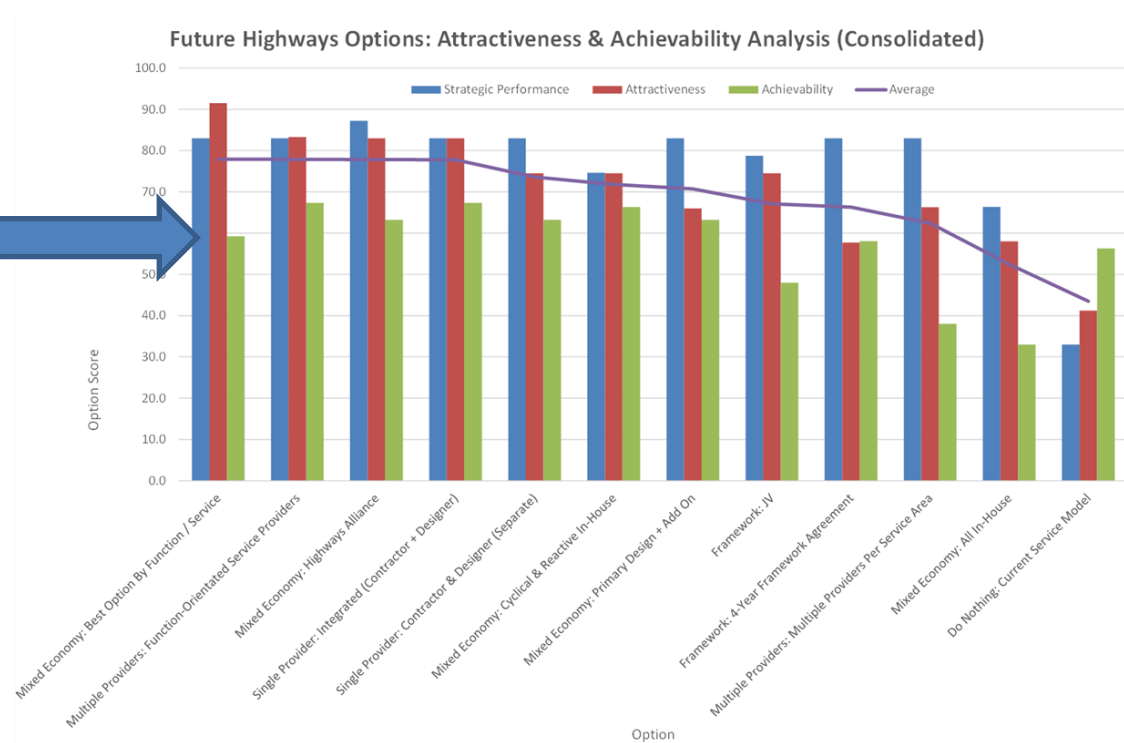
- **Replace ineffective services tinkering with a robust “mixed economy” operating model, delivering best practice.**
- **Create clearly delineated client and delivery (provider) functions and roles, with integrated leadership.**
- **Establish a distinct function for executive and political briefing, engagement and priority setting.**
- **Deliver improved structures, reporting and accountability.**
- **Enable the commissioning of alternative function providers.**
- **Manage budgets and operating costs at a functional level.**
- **Replace the current evolved, vague structures with defined functions.**
- **Aim to deliver significant business benefits**
- **Review, upgrade and / or replace current depots and remote offices.**

## Programme Objectives

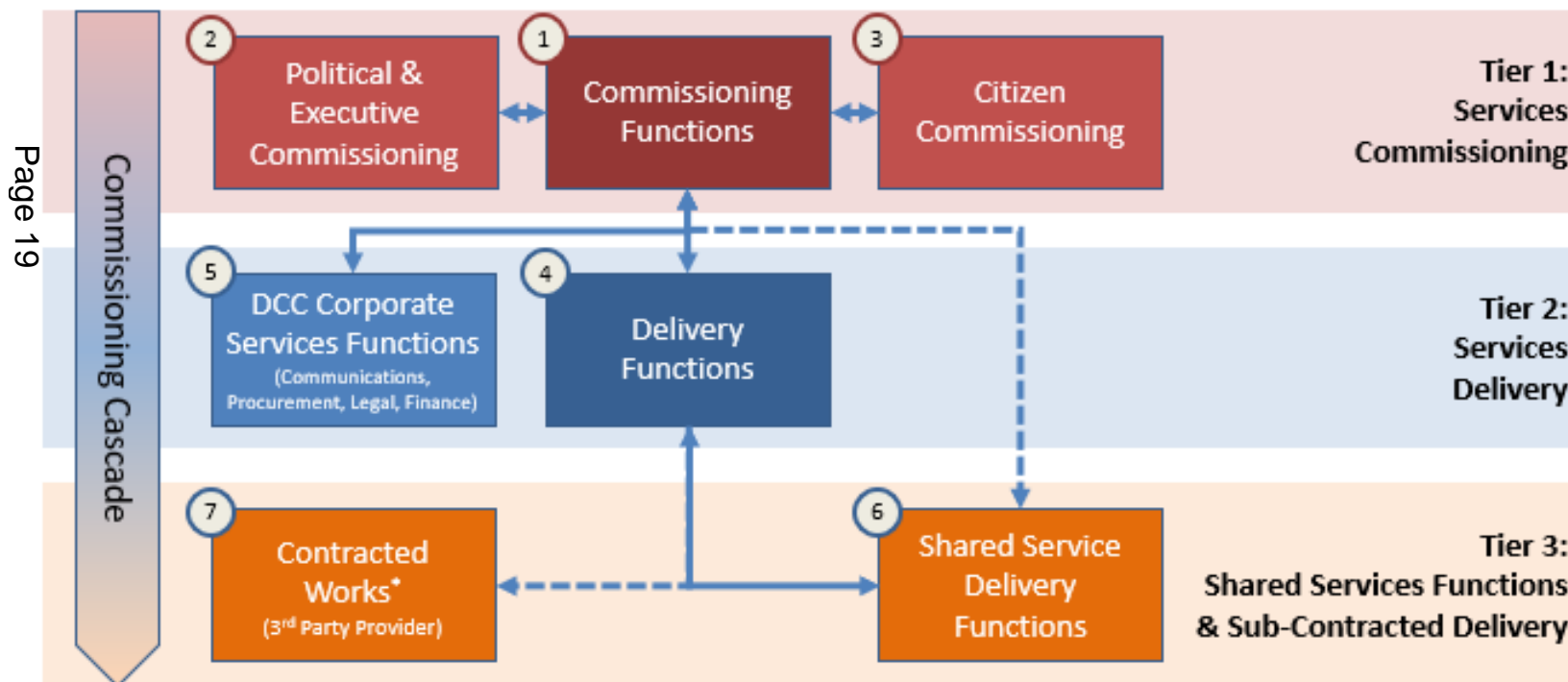
- Comprehensive assessment of options considered that :
  - Aligned with DCC priorities and goals
  - Provided demonstrable delivery of VfM and are
  - Achievable

Page 18

**Mixed Economy  
Option = best  
option**



## The Future Highways Model (FHM) Cascaded, 3-Tier Commissioning



\*Where applicable.

## Commissioning Functions (change plan pending)

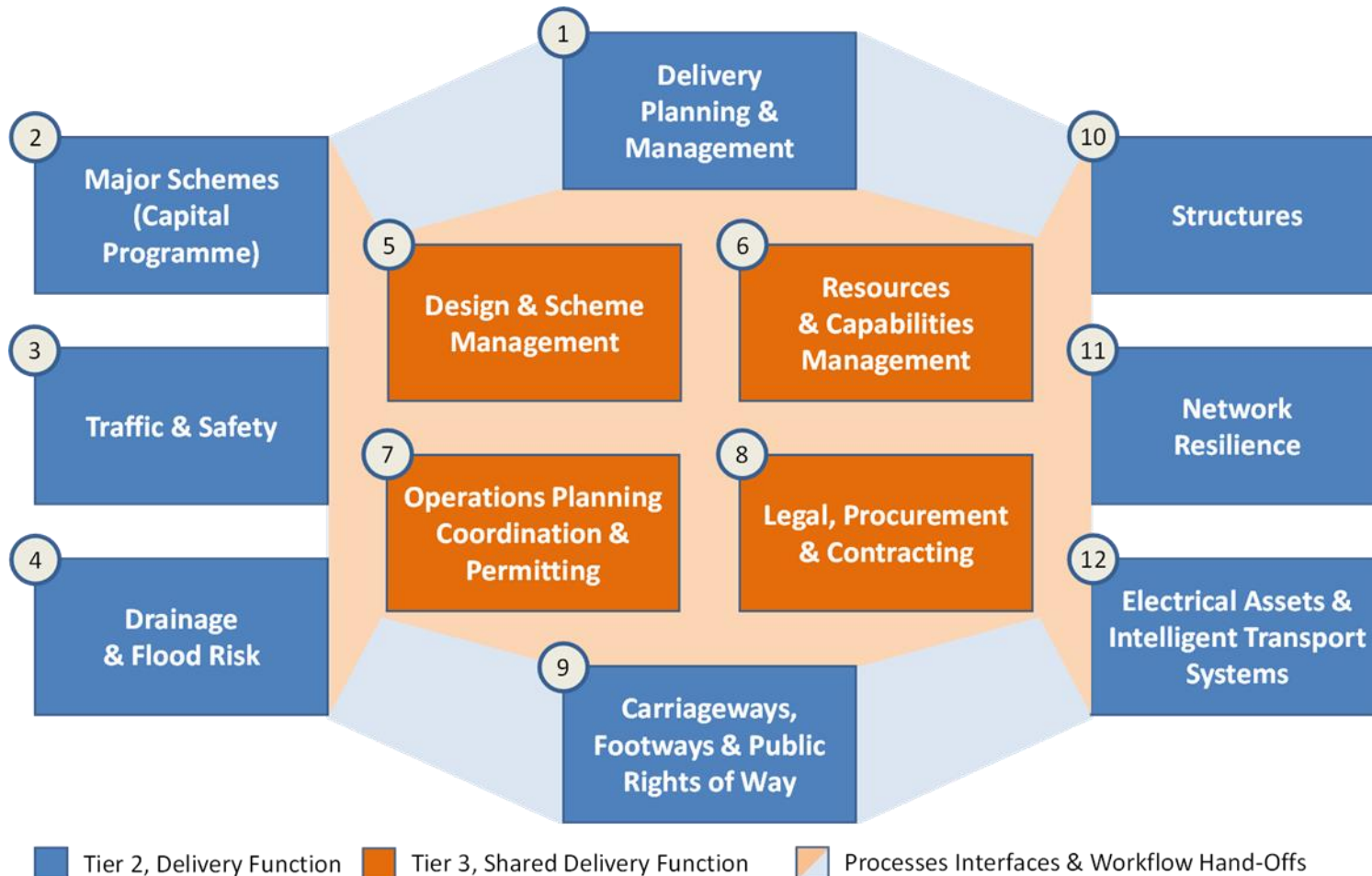


- Agree priorities with the executive, the portfolio holder(s) and Members.
- Assess citizen needs and asset conditions and allocate budgets.
- Establish and maintain the Asset Policy and the standards applied on the network.
- Manage and align the resources of the service (capabilities and capacity) to ensure the service is able to meet the changing demands.
- Commission “provider” functions\* accordingly, ensuring all functions are accountable for delivering and sustaining value for money.

\*Including in-house, corporate and external provider functions.

## Service Delivery Functions (change plan pending)

Page 21



# Outline Business Case

- **New role-specific commissioned functions (instead of abstract structures) with:**
  - Clear function specifications
  - Agreed JDs and resources
  - VfM framework and targets – service and function level
  - Financial reporting framework

## **New ‘shared services’ functions**

- Providing common services to role specific functions

## **Alignment with our strategic objectives and goals i.e.**

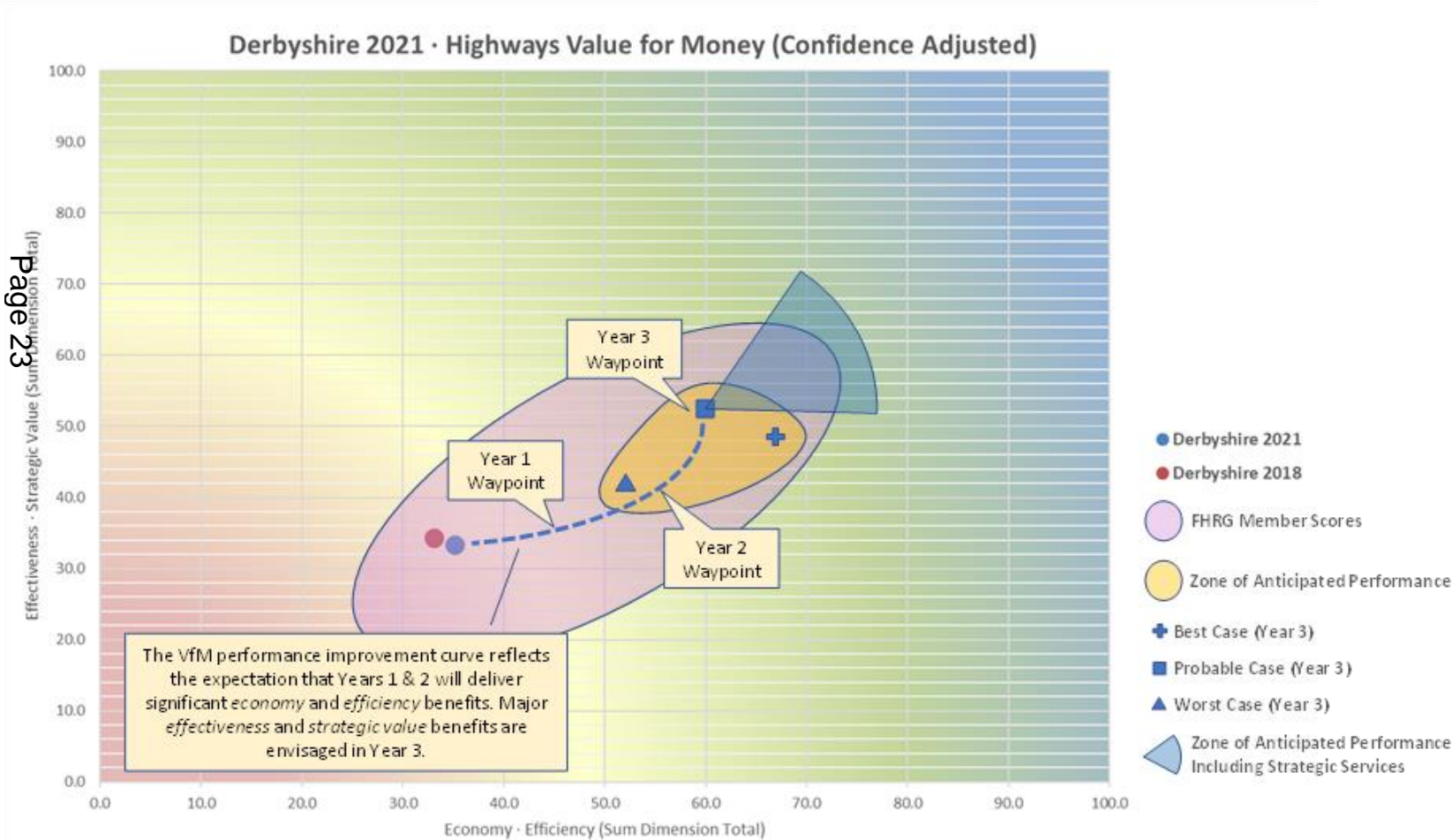
- Safety and Network optimisation
- Resilience and Innovation
- Supporting the local economy and effective stakeholder engagement
- Sustainability.....Resourcing.....Value for Money.....

- **Demonstrates that there are significant benefits across all of the following 4 dimensions :**

- Finance
- Performance
- Stakeholder
- Sustainability



## Projected VfM Position



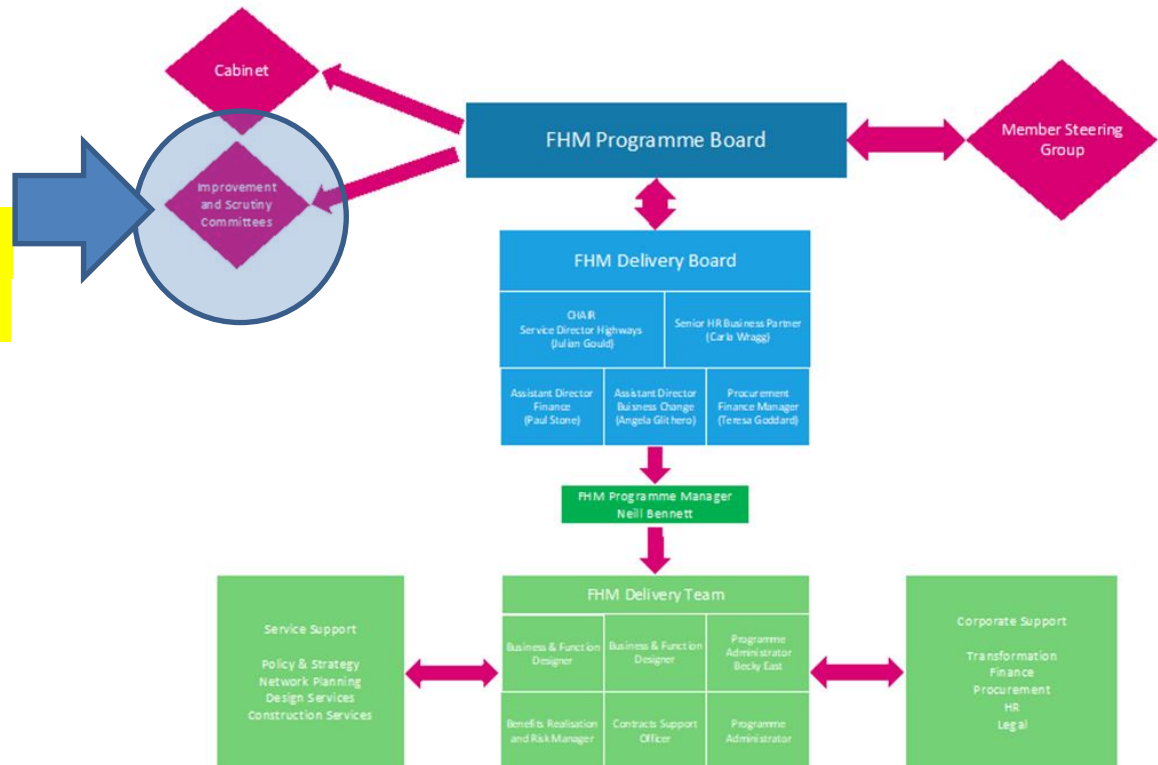
# Progress & Next Steps

- OBC Approved at FHM Programme Board – 13/8/21 ✓

- Governance

- PB & DB – in place ✓
- Members panel - to be developed
- I&S – this session and to be further developed

Page 24



# Progress & Next Steps

- **Resourcing**

- Recruitment to FHM programme delivery team ✓
- HR people plan – in development ✓

- **Financing**

Page 25

- FHM programme funding identified ✓
- Finance deep dive – planned ✓

- **Change Plan**

- Functional area descriptions/specifications – underway ✓
  - Focus on Commissioning functions and
  - Highways Structures – template to cascade through functional areas

- **Risk Management – workshop 17/9/21 ✓**

- **Communications and Engagement – in development ✓**

# Role of I&S

- **I&S part of FHM governance**

- FHM - Still at an early stage of implementation – 3 year programme post OBC approval
- Regular I& S review and feedback on FHM implementation?

- **Questions...**