

Public Document Pack



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PUBLIC

To: Members of Cabinet

Wednesday, 2 March 2022

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 10 March 2022** in the Members' Room at County Hall, the agenda for which is set out below.

Yours faithfully

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

Helen Barrington
Director of Legal and Democratic Services

AGENDA

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To consider Minority Group Leader questions (if any)

Minority Group Leaders in attendance at the meeting are able to ask questions on agenda items. Any questions should be provided in writing no later than 12 noon on the day before the meeting.

4. To approve, as a correct record, the minutes of the meetings held on 10 and 15 February 2022 (Pages 1 - 10)
5. Council Plan refresh 2022-23 (Pages 11 - 60)
6. Departmental Service Plans (Pages 61 - 294)
7. Forward Plan (Pages 295 - 304)
8. Localities Programme 2022-23 to 2024-5 (Pages 305 - 348)
9. Equality Diversity and Inclusion Strategy 2022-25 (Pages 349 - 376)
10. Mental Health and Wellbeing Partnership Projects (Pages 377 - 382)
11. Approval to make the Enhanced Partnership for Bus Services in Derbyshire and to accept Bus Service Improvement Plan Funding (Pages 383 - 400)
12. Trial of Speed Indicator Devices in Derbyshire (Pages 401 - 414)
13. Restoring Your Railway Fund Programme in Derbyshire (Pages 415 - 558)
14. Procurement and delivery of Holiday Activity and Food Programme 2022-25 (Pages 559 - 576)
15. Central School Services Block and Pupil Growth Fund allocations 2022-23 (Pages 577 - 582)
16. High Needs Block Funding Settlement 2022-23 (Pages 583 - 596)
17. Early Years Block Funding Settlement 2022-23 (Pages 597 - 604)
18. Homecare Fees (Pages 605 - 620)
19. Care Home Fees 2022-23 (Pages 621 - 640)
20. Learning Disability Day Opportunities Service Redesign (Pages 641 - 662)
21. Independent Living Services Consultation and Review (Pages 663 - 682)
22. Exclusion of the Public

To move "That under Regulation 4 (2)(b) of the Local Authorities (Executive

Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.”

PART II - EXEMPT ITEMS

23. To approve, as a correct record, the exempt minutes of the meeting held on 10 February 2022 (Pages 683 - 684)
24. Approval of the Derbyshire Sexual Health Service within a section 75 for implementation April 2022. (Pages 685 - 712)
25. Urgent Decision taken by the Executive Director – Place for the Highway Drainage Cleansing Contract (Pages 713 - 730)
26. Urgent Decision taken by the Executive Director - Place on Continuity Services Contract for Waste Disposal Services (Pages 731 - 742)
27. Regeneration Programme Pipeline (Pages 743 - 758)

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PUBLIC

MINUTES of a meeting of **CABINET** held on Tuesday, 15 February 2022 at the Members Room, County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

Councillors S Spencer, C Hart, N Hoy, T King, J Patten, K S Athwal and C Renwick.

Apologies for absence were submitted for Councillor A Dale.

Officers present: Emma Alexander (Managing Director), Helen Barrington (Director - Legal and Democratic Services), Joe Battye (Director - Economy & Regeneration), Peter Handford (Interim Executive Director - Corporate Services and Transformation), Chris Henning (Executive Director - Place), Juliette Normington (Democratic Services Officer), Iain Peel (Director - Schools and Learning), Simon Stevens (Service Director - Prevention, Personalisation & Direct Care), Paul Stone (Interim Director of Finance) and Dean Wallace (Director - Public Health).

46/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest.

47/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

There were no Minority Group questions.

48/22 CHILDREN'S SERVICES CAPITAL BUDGET 2020-21 - FURTHER ALLOCATIONS

Councillor J Patten introduced the report, which had been circulated in advance of the meeting, asking Cabinet to approve allocations from the Children's Services Capital Budget 2020-21.

Councillor Patten added that carbon emissions from the modification works had been fully considered.

RESOLVED to:

- 1) Note the allocations made under delegated powers by the Executive Director for Children's Services and the Children's Services Head of Development from the Children's Services Capital Budget totalling £1,313,884;

- 2) Note the receipt of DFC contributions totalling £57,627 from the 2021-22 programme of works towards approved school condition schemes;
- 3) Note the change to the scheme at Chellaston Academy;
- 4) Approve the allocation of £1,000,000 from the 2020-21 School Condition Allocation to enhance previously approved heating and roofing modernisation projects in support of the Council's carbon zero initiative;
- 5) Approve the allocation of £347,082 from the 2020-21 School Condition Allocation for the partial rebuild scheme at Bramley Vale Primary School; and
- 6) Approve the Director of Legal and Democratic Services to be authorised to execute the appropriate legal documentation for the changes at Chellaston Academy.

49/22 PROPOSAL TO SUPPORT SUBMISSION OF FULL BUSINESS CASE TO CREATE AN EAST MIDLANDS FREEPORT

The Managing Director introduced a report, which had been circulated in advance of the meeting seeking approval in principle to progress with the submission of a full business case for the establishment of an East Midlands Freeport

Mrs Alexander reaffirmed the benefits the freeport economy dome would bring to Derbyshire and the East Midlands, working in partnership with South Derbyshire District Council and private sector companies such as Toyota and the unique selling point of the region.

Other Cabinet members voiced their support to the development and the advantages it would bring to residents, the economy, innovation, net zero targets and de-carbonising technologies and employment. The concerns of residents in the South Derbyshire district were also recognised.

RESOLVED to:

- 1) Note the summary of progress, opportunities and issues for the East Midlands Freeport set out in the report;
- 2) Approve in principle, the draft Full Business Case attached at Exempt Appendix 2; and
- 3) Subject to due consideration of the final draft and any amendments

from the EMF Board, delegates authority to the Managing Director in consultation with the Leader of the Council, S151 Officer and Monitoring Officer to agree the final Full Business Case, ahead of submission to Government subject to the following conditions having been met:

- Satisfaction that the final version of the Final Business Case does not increase the risk of financial exposure of the Council beyond the parameters set out in the report; and
- Sufficient detail of the governance structure for the Freeport company and associated safeguards being agreed between the parties to protect the Council's interests, prior to incorporation of the company, including setting the amount of any contributions to a contingency reserve for the Freeport or its general funding.

50/22 EXCLUSION OF THE PUBLIC

RESOLVED:

That under Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.

51/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

There were no Declarations of Interest.

52/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

There were no Minority Group questions.

53/22 APPENDIX - PROPOSAL TO SUPPORT SUBMISSION OF FULL BUSINESS CASE TO CREATE AN EAST MIDLANDS FREEPORT

The contents of the restricted appendix were noted.

The meeting finished at 2.20 pm

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PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 10 February 2022 at Members Room, County Hall, Matlock, DE4 3AG.

PRESENT

Councillor B Lewis (in the Chair)

Councillors S Spencer, C Hart, T King, J Patten, K S Athwal and N Hoy.

Apologies for absence were submitted for Councillor A Dale and C Renwick.

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).

29/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest made.

30/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

No questions were received.

31/22 TO CONFIRM THE MINUTES OF THE MEETING OF CABINET HELD ON 13 JANUARY 2022

RESOLVED:

That the minutes of the above meeting, having been circulated, be approved as a correct record.

32/22 LOCAL GOVERNMENT ASSOCIATION (LGA) CORPORATE PEER CHALLENGE FOLLOW UP VISIT - CORPORATE HEALTH CHECK FEEDBACK REPORT

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, presenting the Local Government Association's Corporate Peer Challenge Follow Up Visit/Corporate Health Check Feedback Report.

Councillor Lewis explained that this was the follow up visit to the full peer challenge carried out in 2019 and was done later than anticipated due to the covid-19 pandemic. He set out the conclusions drawn from the review and the process that the peer challenge team followed.

RESOLVED to:

- 1) Approve the Corporate Peer Challenge Follow Up Visit/Corporate Health Check Feedback Report for publication;
- 2) Note the areas of success articulated by the Peer Team and celebrate the progress and improvement journey made by the Council over the last three years;
- 3) Note the areas for further consideration by the Council over the coming period and the recommendations made by the LGA Peer Team as set out in the report;
- 4) Agree the outlined next steps to address recommendations as set out in the report and proposed alignment with the development of the Council Plan refresh 2022-23; and
- 5) Request a further update on progress in due course.

33/22 FORWARD PLAN

Consideration was given to a report, which had been circulated in advance of the meeting, presenting the latest draft of the Executive's Forward Plan.

RESOLVED:

To note the contents of the Forward Plan attached at Appendix 2 to the report.

34/22 RE PROCUREMENT OF NICOTINE REPLACEMENT THERAPY CONTRACT

Councillor C Hart introduced a report, which had been circulated in advance of the meeting, seeking approval to increase the financial value of the Nicotine Replacement Therapy (NRT) budget on the forward plan of procurements in the Adult Social Care and Health Service Plan 2017-2021.

Councillor Hart explained that recommendation in the report needed to be amended because the stop smoking services would now be delivered by the Live Life Better Derbyshire rather than the NHS. This would therefore result in the value of the procurement being higher than anticipated at £5 million, although total spend was unlikely to reach this level.

RESOLVED:

To approve the increase in the financial value of the Nicotine replacement

Therapy (NRT) budget on the forward plan of procurements in the Adult Social Care and Health Service Plan 2017-2021 from £1.25million to £5 million over the 5 years of the new contract for the reasons set out in the report.

35/22 REIMBURSEMENT OF STOP SMOKING PHARMACOTHERAPY COST

Councillor C Hart introduced a report, which had been circulated in advance of the meeting, seeking authorisation to change arrangements for the reimbursement of the costs of stop smoking pharmacotherapy services.

Councillor Hart explained that the report would enable the process for the reimbursements of these costs to be done through officer delegation rather than a cabinet report which was a more efficient way of achieving the same outcome.

RESOLVED:

- 1) To approve the reimbursement of prescription only smoking cessation pharmacotherapy product costs (Champix and Zyban only) to the Derby and Derbyshire CCG to a maximum cost of £326,150;
- 2) To approve the delegation of authority to the Director of Public Health to authorise the reimbursement of stop smoking pharmacotherapy products available on prescription only from the financial year 2023-24 onwards; and
- 3) That subject to the approval of the delegation, to note that the Monitoring Officer and Director of Legal and Democratic Services has the authority to include this delegation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions and will report the amendment to the Governance, Ethics and Standards Committee and Full Council for noting.

36/22 NATIONAL FLOOD RESILIENCE FRAMEWORK (LOT 2 - SUPPLY AND INSTALLATION OF PROPERTY FLOOD RESILIENCE MEASURES)

Councillor Athwal introduced a report, which had been circulated in advance of the meeting, giving notice of the urgent decision taken by the Executive Director – Place to utilise Lot 2 of the Environment Agency's National Property Flood Resilience Framework.

Councillor Athwal explained that the decision was taken urgently to due to the tight timescales required to make flood modifications to a number of homes.

RESOLVED:

To note the urgent decision taken by the Executive Director – Place to utilise Lot 2 of the Environment Agency’s National Property Flood Resilience Framework.

37/22 CHILDREN'S SERVICES DETERMINED ADMISSIONS ARRANGEMENTS 2023 - 2024

Councillor J Patten introduced a report, which had been circulated in advance of the meeting, seeking Cabinet approval for the proposed determined admission arrangements for the academic year 2023/24 following the required public consultation.

RESOLVED to:

- 1) Note the outcome of the consultation; and
- 2) Approve the proposed determined admission arrangements for the academic year 2023/2024.

38/22 RETENTION PAYMENTS FOR HOMECARE WORKERS IN PRIVATE, VOLUNTARY, AND INDEPENDENT MARKET

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, seeking Cabinet endorsement of an Officer Decision to administer a one-off grant to registered domiciliary care providers in the private, voluntary and independent markets in Derbyshire to pay a retention payment to workers remaining employed by their organisation through the winter months.

RESOLVED to:

- 1) Note the challenging position of Adult Social Care regarding sufficiency in the homecare market;
- 2) Note the receipt of the funding provided by Derby City and Derbyshire Clinical Commissioning Group and support the use of this to fund retention payments to homecare workers in Derbyshire’s Private, Voluntary, and Independent sector; and
- 3) Note and support the decision made by the Executive Director for Adult Social Care and Health, to make retention payments to homecare workers employed in the Private, Voluntary, and Independent sector.

39/22 ASSISTIVE TECHNOLOGY SERVICES

Councillor N Hoy introduced a report, which had been circulated in

advance of the meeting, seeking approval to carry out a ten week consultation exercise on the future provision of the Assistive Technology service for all community alarm only clients.

Councillor Hoy added that this type of Assistive Technology had potentially life changing benefits for residents, so it was important that this consultation was carried out effectively.

RESOLVED to

- 1) Note the proposals to be consulted upon;
- 2) Approve a ten-week consultation exercise on the proposed changes to the provision of the Assistive Technology service for all community alarm only clients to include details of the proposed eligibility criteria and funding arrangements; and
- 3) Request a further report to inform Members if the outcome of the consultation exercise.

40/22 EXCLUSION OF THE PUBLIC

RESOLVED:

That under Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the remaining items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.

41/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest made.

42/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

No questions were received.

43/22 TO CONFIRM THE EXEMPT MINUTES OF THE MEETING OF CABINET HELD ON 13 JANUARY 2022

RESOLVED:

That the exempt minutes of the above meeting, having been circulated, be approved as a correct record.

44/22 **PROJECT ADVISORS - EXTERNAL SUPPORT**

Councillor S Spencer introduced a not for publication report, which had been circulated in advance of the meeting, seeking Cabinet approval to fund additional external advisors for a number of Council projects.

RESOLVED:

To approve the recommendations in the not for publication report.

45/22 **RESIDENTIAL REHABILITATION FRAMEWORK CONTRACT EXTENSION**

Councillor Hart introduced a not for publication report, which had been circulated in advance of the meeting, requesting an extension to the Residential Rehabilitation Framework Contract for a period of one year.

RESOLVED:

To approve the one-year extension to the Residential Rehabilitation Framework Contract on the terms detailed in the not for publication report.

The meeting finished at 3.25 pm



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Managing Director

Council Plan Refresh 2022-23

(Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To seek agreement of the authority's Council Plan Refresh 2022-23 for recommendation to Full Council for approval.

4. Information and Analysis

4.1 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.

- 4.2 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 Cabinet. 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.

5. Consultation

- 5.1 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.

6. Alternative Options Considered

- 6.1 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.

7. Implications

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

8. Background Papers

8.1 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

9. Appendices

9.1 Appendix 1 – Implications.

9.2 Appendix 2 – Council Plan Refresh 2022-23

9.3 Appendix 3 – Council Plan Delivery Plan 2022-23

10. Recommendation

That Cabinet:

- a) Agrees the authority's refreshed Council Plan 2022-23 and recommends it to Full Council for approval.
- b) Notes the Council Delivery Plan 2022-23.

11. Reasons for Recommendation

11.1 The approval of the refreshed Council Plan document will ensure the Council's key strategic priorities and activity remain up to date.

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

12.1 No.

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

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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

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



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:

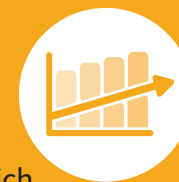
- Listen to, engage and involve local people ensuring we are responsive and take account of the things that matter most to them
- Be open minded, honest and accountable ensuring the decisions that we make are fair and transparent
- Spend money wisely making the best use of the resources that we have
- 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.

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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

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.

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

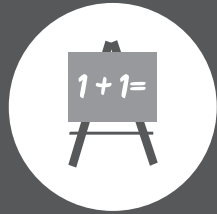
working within our organisation to succeed



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



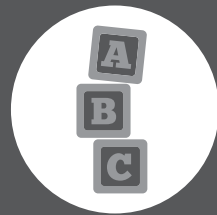
Provides safe, stable homes for almost 900 children in our care



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

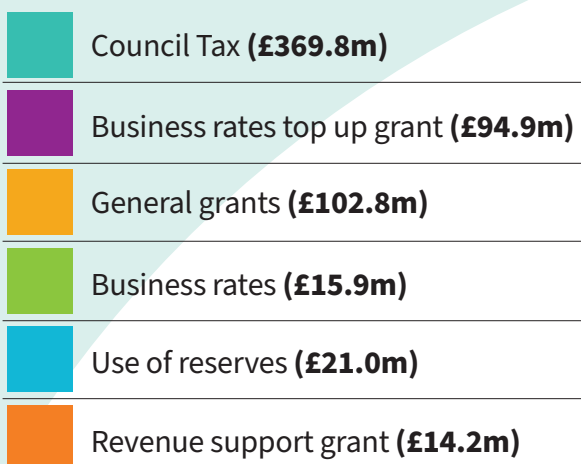
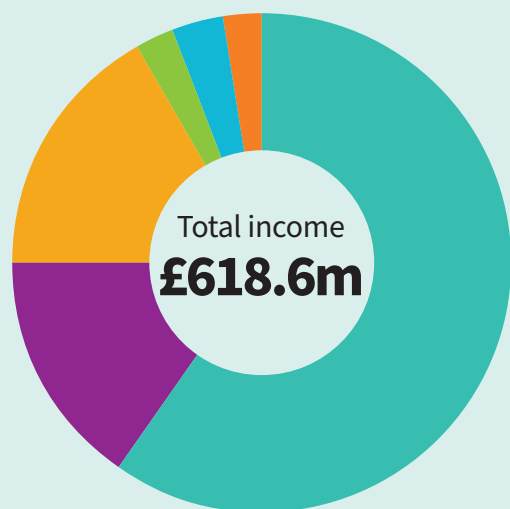


Dealt with more than 46,000 requests for social care assessments, advice, and information

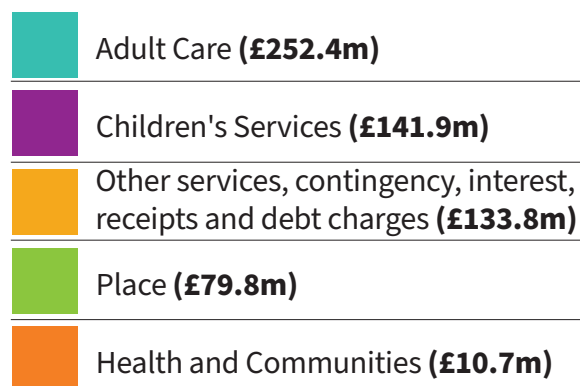
Budget

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)

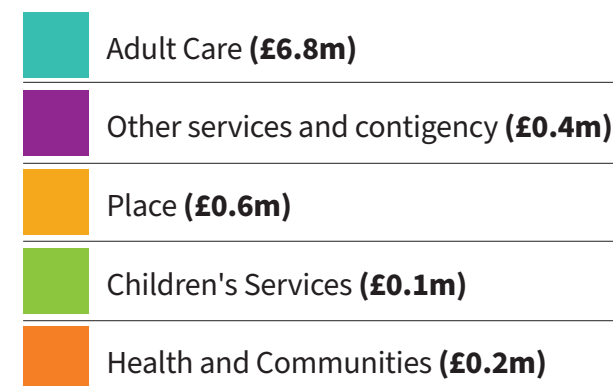
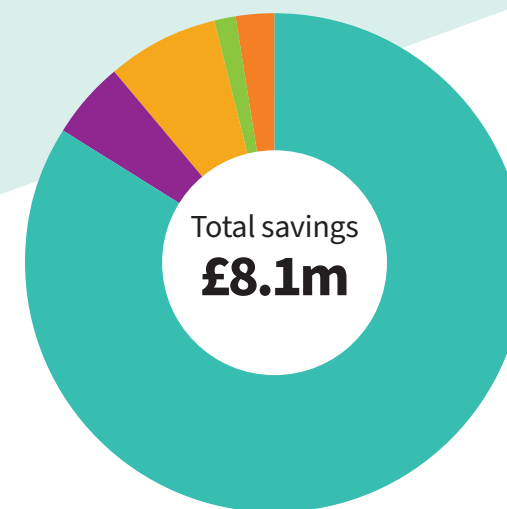


How the money will be spent (£m)



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



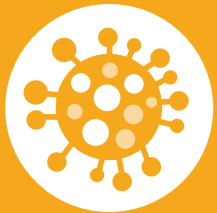
Developed the Council's People Strategy to support employee wellbeing and harness potential



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



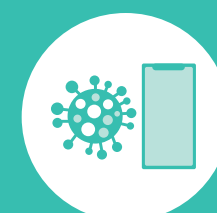
Invested £8.6m on schemes to upgrade 32 schools plus £8.5m for major refurbishments at 3 schools



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

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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.

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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.

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“ 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.

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“ ...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

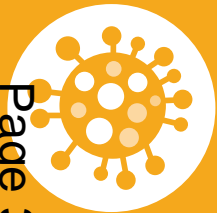
Over the next 12 months we will move forward on delivering the following headline initiatives



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



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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:

By 2025 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

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

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

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

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

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

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

A thriving voluntary sector that is less dependent on council funding

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

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

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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

Rolled 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

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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

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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


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- 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

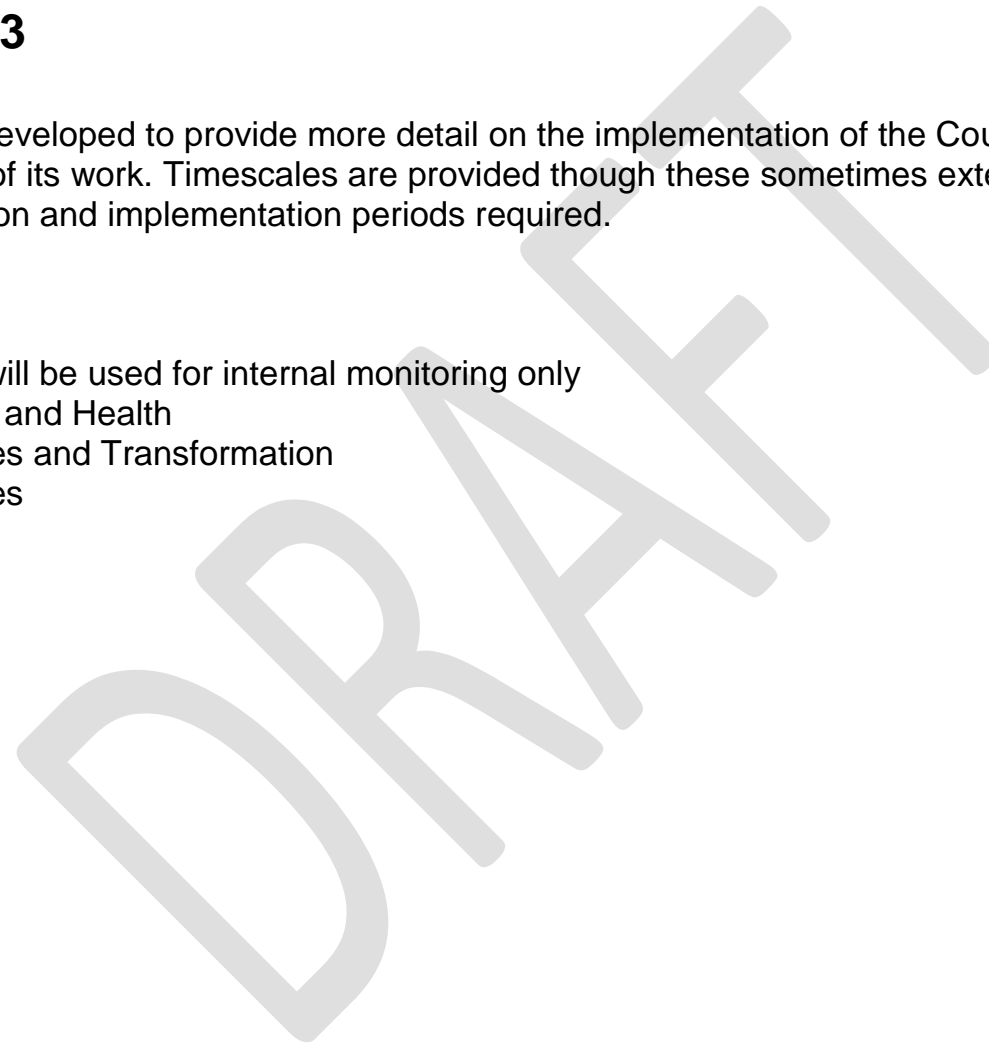
2022-2023

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

- * These columns will be used for internal monitoring only
- ASC&H 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

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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

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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

CABINET

Thursday, 10 March 2022

Report of the Managing Director

Departmental Service Plans

((Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change))

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To seek agreement of the authority's Service Plans for 2022-23 for recommendation to Full Council for approval.

4. Information and Analysis

4.1 Service Plans set out how each department will contribute to the outcomes and priorities set out in the Council Plan. In March 2021 Council approved new Service Plans for 2021-25, aligned to the new Council Plan 2021-25.

- 4.1 In line with the refresh of the Council Plan 2022-23, the subject of a separate report to Cabinet, 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.
- 4.2
- 4.3 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.
- 4.4 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.
- 4.5 The four refreshed departmental Service Plans 2022-23 are now attached at Appendices 2, 3, 4 and 5 for consideration.

5. Consultation

- 5.1 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.
- 5.2 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.

6. Alternative Options Considered

- 6.1 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.

7. Implications

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

8. Background Papers

- 8.1 Report to Cabinet 11 March 2021 – Service Plans 2021-2025, including;
- Appendix A – Adult Social Care and Health Service Plan 2021-2025
 - Appendix B – Children’s Services Service Plan 2021-25
 - Appendix C – Commissioning, Communities and Policy Service Plan 2021-25
 - Appendix D – Place Service Plan 2021-2025

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 – Adult Social Care and Health Service Plan Refresh 2022-23
- 9.3 Appendix 3 – Children’s Services Service Plan Refresh 2022-23
- 9.4 Appendix 4 – Corporate Services and Transformation Service Plan Refresh 2022-23
- 9.5 Appendix 5 – Place Service Plan Refresh 2022-23

10. Recommendation(s)

That Cabinet:

- a) Agrees the authority’s refreshed Service Plans for 2022-23 and recommends them to Full Council for approval

11. Reasons for Recommendation(s)

- 11.1 The approval of the refreshed Service Plans will ensure that departmental plans encompass emerging key priorities and activity.

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

- 12.1 No.

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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.

Appendix A

Service Plan 2021-25 (2022-23 Refresh)

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Adult Social Care and Health

Helen Jones
Executive Director

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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:

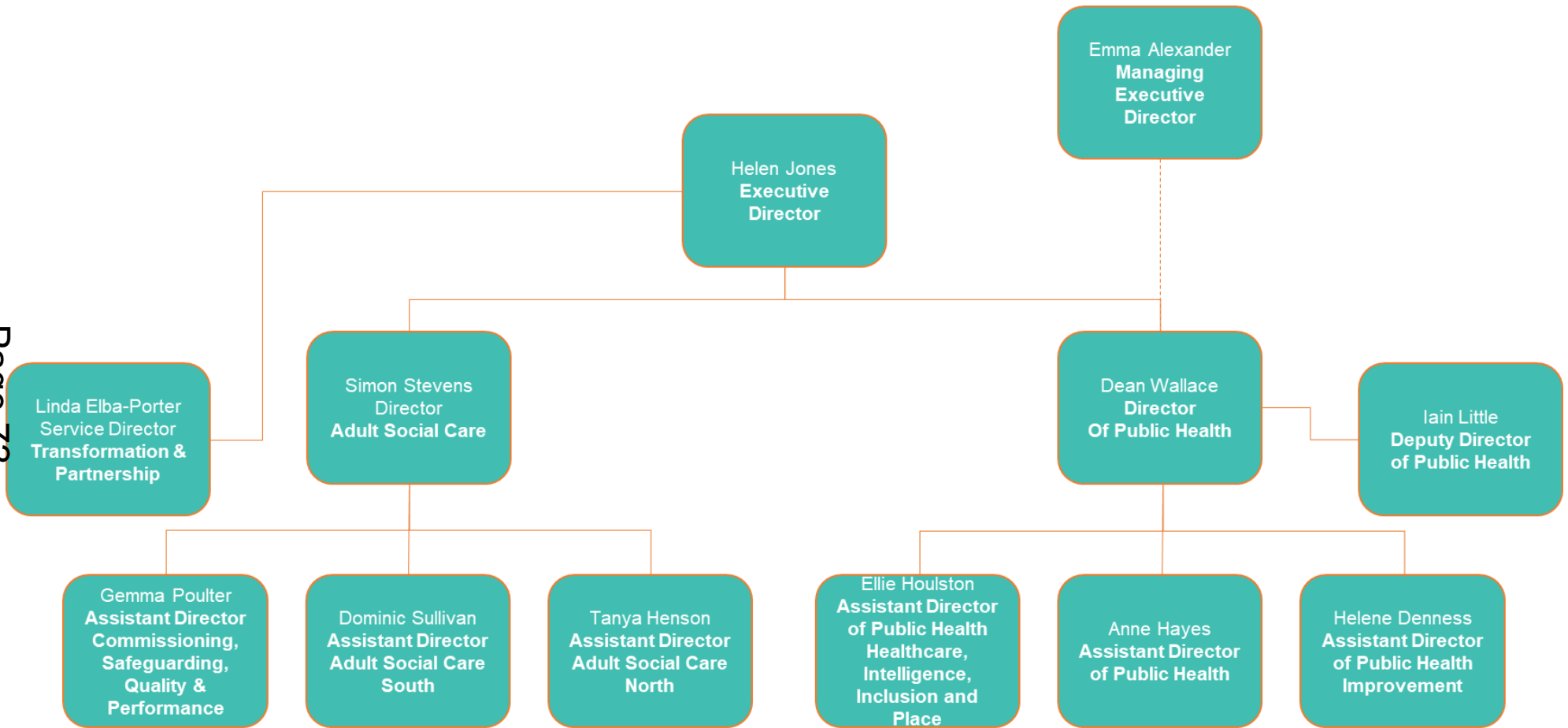
- Seeks to ensure that all Derbyshire people live healthy lives.
- Works to improve and protect the health and wellbeing of everyone in Derbyshire, with a focus on increasing healthy life expectancy, reducing health inequalities, and increasing people's quality of life.
- Delivers health protection and 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

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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.

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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 103	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 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 Recharges	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
Administration	£932,166	£1,000	£9,200	£927,306	£0	£0	£0	£165,600	£2,035,272	£0	£0	£2,035,272
Direct Care Better Care Fund	£3,282,276	£17,500	£15,255	£419,870	£6,400	£0	£0	£0	£3,741,301	£-204,000	£0	£3,537,301
Unallocated Budgets	£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
Public Health	£0	£0	£0	£0	£7,898,005	£0	£0	£-1,827,461	£6,070,544	£-40,444,314	£-7,898,005	£-42,271,775
TOTAL BUDGET	£0	£1,318	£0	£0	£0	£0	£-5,252,614	£0	£-5,251,296	£0	£0	£-5,251,296
TOTAL BUDGET	£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)

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Children's Services

Carol Cammiss
Executive Director

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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 through 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 through 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

Executive Director for Children's Services
Carol Cammiss

Director Early Help and Safeguarding ALISON NOBLE	Director Schools and Learning IAIN PEEL	Director Performance, Quality and Partnerships LINDA DALE	Commissioning and Transformation
<ul style="list-style-type: none"> • Children's social care • Early help services including early help teams, children's centres, youth service, careers, troubled families • Youth offending service • Children in care support and provision including fostering, residential and adoption • Services for disabled children 	<ul style="list-style-type: none"> • Early years and childcare • Education improvement • Special educational needs and disabilities (SEND) • Alternative provision • Virtual school for children in care • School place planning • School capital programme • Admissions and transport • Adult community education • School catering • Sport and outdoor education • Access & inclusion 	<ul style="list-style-type: none"> • Child Protection Service and Independent Reviewing Officers for children in care • Participation and children's rights including Derbyshire Youth Network, • Management information and performance reporting • Quality assurance and complaints • ICT, casework systems and children services websites • Partnership working including supporting the Derby and Derbyshire Safeguarding Children Partnership 	<ul style="list-style-type: none"> • Commissioning, transformation, change management strategies and programmes • Lead or support future service development • Organisational redesign, process improvement and remodelling of services • Development of service specifications or "pathways" for young people and families to access services and support • Traded services (council-wide portfolio) including services for schools • Music hub partnership (Derby and Derbyshire)

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	<p>Resource:</p> <ul style="list-style-type: none"> Existing budget & resources <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"> 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	<p>Resources:</p> <ul style="list-style-type: none"> Existing budget & resources <p>Interdependencies:</p> <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 	<p>Radically transformed Council services and implemented agreed strategic change programmes and responded to the challenges and opportunities presented by COVID-19</p> <p>Achieved excellence in procurement and contract management</p> <p>Rationalised our land and building assets and improved the management of those that remain</p>

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	<p>Resources:</p> <ul style="list-style-type: none"> Senior HR 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"> 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	<p>Resources:</p> <ul style="list-style-type: none"> Existing budget & resources <p>Interdependencies:</p> <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

Working Draft

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% <i>(not comparable to other years)</i>	71.6% (P) <i>(not comparable to other years)</i>	-	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 <i>(not comparable to other years)</i>	57.8 (P) <i>(not comparable to other years)</i>	-	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 <i>(not comparable to other years)</i>	29.4 <i>(not comparable to other years)</i>	-	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% <i>(autumn term 2020)</i> 10.2% <i>(autumn term 2019)</i>	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% <i>(autumn term 2020)</i> 28.6% <i>(autumn term 2019)</i>	n/a	-	-	Lower than the national average	Lower than the national average
% of pupils with an EHCP receiving a permanent exclusion	0.34% <i>(2019/20)</i> 0.31% <i>(2018/19)</i>	n/a	-	-	Gap to national average narrowed	Gap to national average narrowed
% of pupils with SEN support receiving a permanent exclusion	0.38% <i>(2019/20)</i> 0.46% <i>(2018/19)</i>	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% <i>(2018/19)</i>	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% <i>(autumn term 2020)</i> 9.9% <i>(2018/19)</i>	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

Working

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
Police Help and Securing	£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

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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
<p>More children need to come into the local authority’s care, combined with higher placement costs, results in spending which exceeds departmental budgets.</p>		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
<p>Risk of death or serious injury to a looked after child or a child receiving help and protection</p>		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	To attract and retain the best people in the most effective way via: <ul style="list-style-type: none"> • Strategic workforce plans • Effective recruitment and retention strategies • Succession planning and talent management 	Executive Director

Working

Service Plan 2021-25 (2022-23 Refresh)

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Corporate Services and Transformation

Peter Handford

Interim Executive Director

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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:

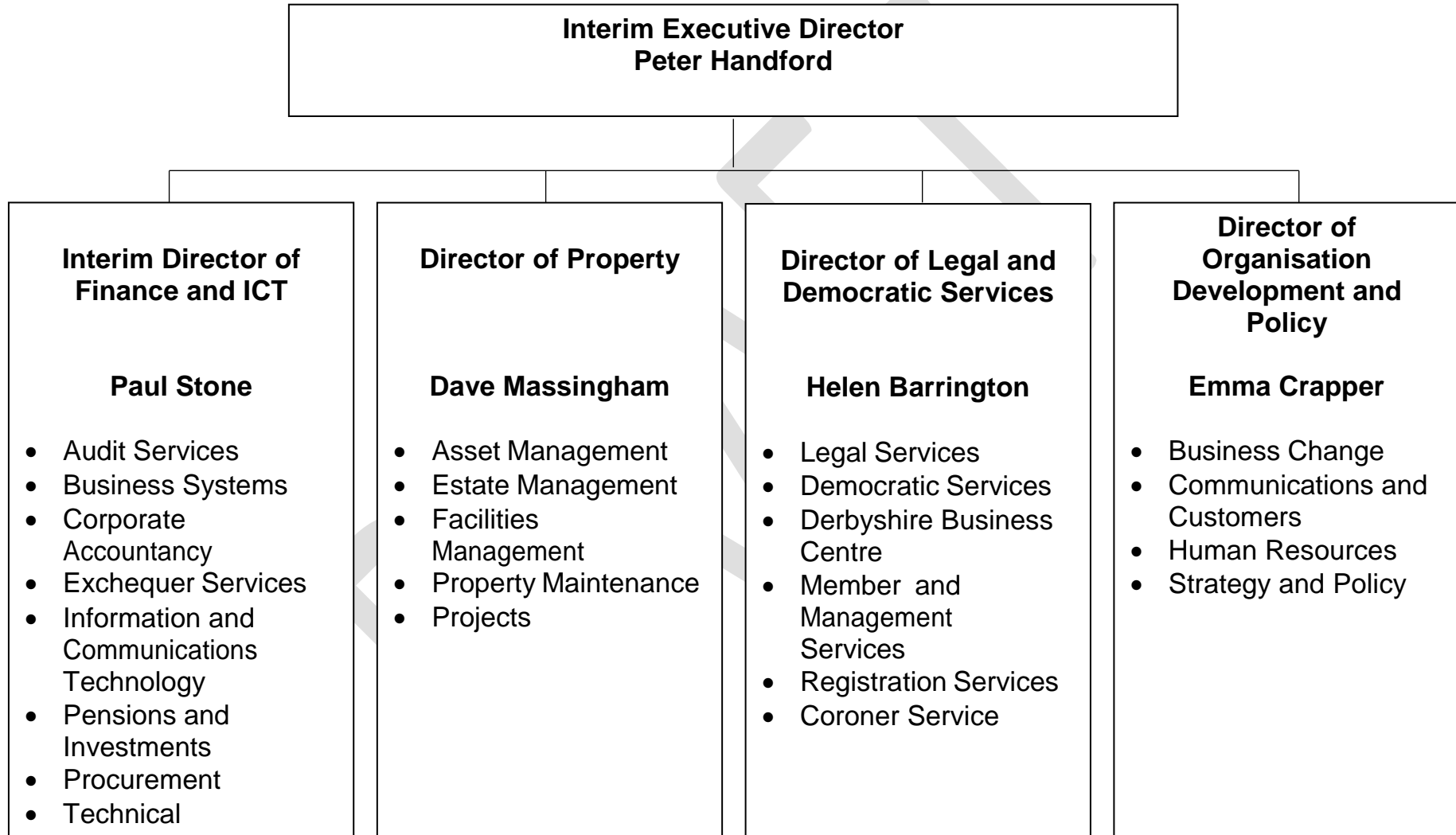
- Finance and ICT
- Legal and Democratic Services
- Organisation Development and Policy
- Property

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.

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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.

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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

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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
<p>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.</p>	£0.12	-
<p>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.</p>	£0.10	-
<p>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.</p>	£0.40	-
<p>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.</p>	£0.20	-
<p>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.</p>	£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	<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 • 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	<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"> • 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	<p>Resources:</p> <ul style="list-style-type: none"> From existing budgets <p>Interdependencies:</p> <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	<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 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 contact 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 Councils on-premises infrastructure and solutions to the Cloud

Notes on tables content

Ref: Number used to identify sperate 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	<p>Resources:</p> <ul style="list-style-type: none"> Capacity within Legal Services Active use of model fee earners in Legal Services <p>Interdependencies:</p> <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	<p>Resources:</p> <ul style="list-style-type: none"> Within existing resource <p>Interdependencies:</p> <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

<p>SP-14</p>	<p>Further developed the Council's corporate performance management and employee performance management approaches to support a high-performance management culture across the organisation</p>	<p>Assistant Director Strategy and Policy / Assistant Director Human Resources</p>	<p>Jan 2022 – Mar 2024</p>	<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 	<p>Developed a high-performance management culture across the organisation</p>
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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	Resources: <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. Interdependencies: <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	Resources: <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	Resources: <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	<p>Resources:</p> <ul style="list-style-type: none"> From within existing resources <p>Interdependencies:</p> <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	<p>Resources:</p> <ul style="list-style-type: none"> From within existing resources <p>Interdependencies:</p> <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	Resources: <ul style="list-style-type: none"> • Within existing resources Interdependencies: <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	Resources: <ul style="list-style-type: none"> • Within existing resources Interdependencies: <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	<p>Resources:</p> <ul style="list-style-type: none"> • Within existing resource <p>Interdependencies:</p> <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	<p>Resources:</p> <ul style="list-style-type: none"> • Within existing resource <p>Interdependencies:</p> <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

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
Corporate Finance & ICT	£20,645,979	£2,198,472	£360,360	£10,383,951	£610,239	£0	-£754,385	-£5,624,230	£27,820,386	-£2,419,017	£0	£25,401,369
Legal and Democratic Services	£8,061,077	£123,099	£58,129	£2,125,958	£0	£0	-£1,051,482	-£915,690	£8,401,090	-£2,420,882	£0	£5,980,208
Organisation, Development and Policy	£16,402,701	£100,094	£176,254	£1,875,523	£4,829,361	£0	-£1,023,539	-£2,697,764	£19,662,630	-£996,183	£0	£18,666,447
Property	£4,782,373	£7,300,313	£136,384	£1,761,890	£696,150	£0	-£3,540,628	£5,787,155	£16,923,638	-£2,581,293	£0	£14,342,344
Strategic Mgt	£847,494	£37,432	£6,080	£13,143	£10,099	£0	-£810,815	£0	£103,434	£0	£0	£103,434
Members	£82,098	£1,000	£56,500	£1,408,857	£8,948	£0	£0	£25,100	£1,582,503	£0	£0	£1,582,503
Miscellaneous	£1,025,511	£16,578	£0	£46,579	£0	£0	£10,349	£0	£1,099,017	-£24,470	£0	£1,074,547
TOTAL	£51,847,233	£9,776,988	£793,707	£17,615,902	£6,154,797	£0	-£7,170,501	-£3,425,430	£75,592,697	-£8,441,845	£0	£67,150,852
											Water Levies	353,900
											Public Finance Initiative	3,360,535
TOTAL Net Budget												£70,865,286

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

Appendix D

Service Plan 2021-25 (2022-23 Refresh)

Place

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Chris Henning - Executive Director
V5 February 2022

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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

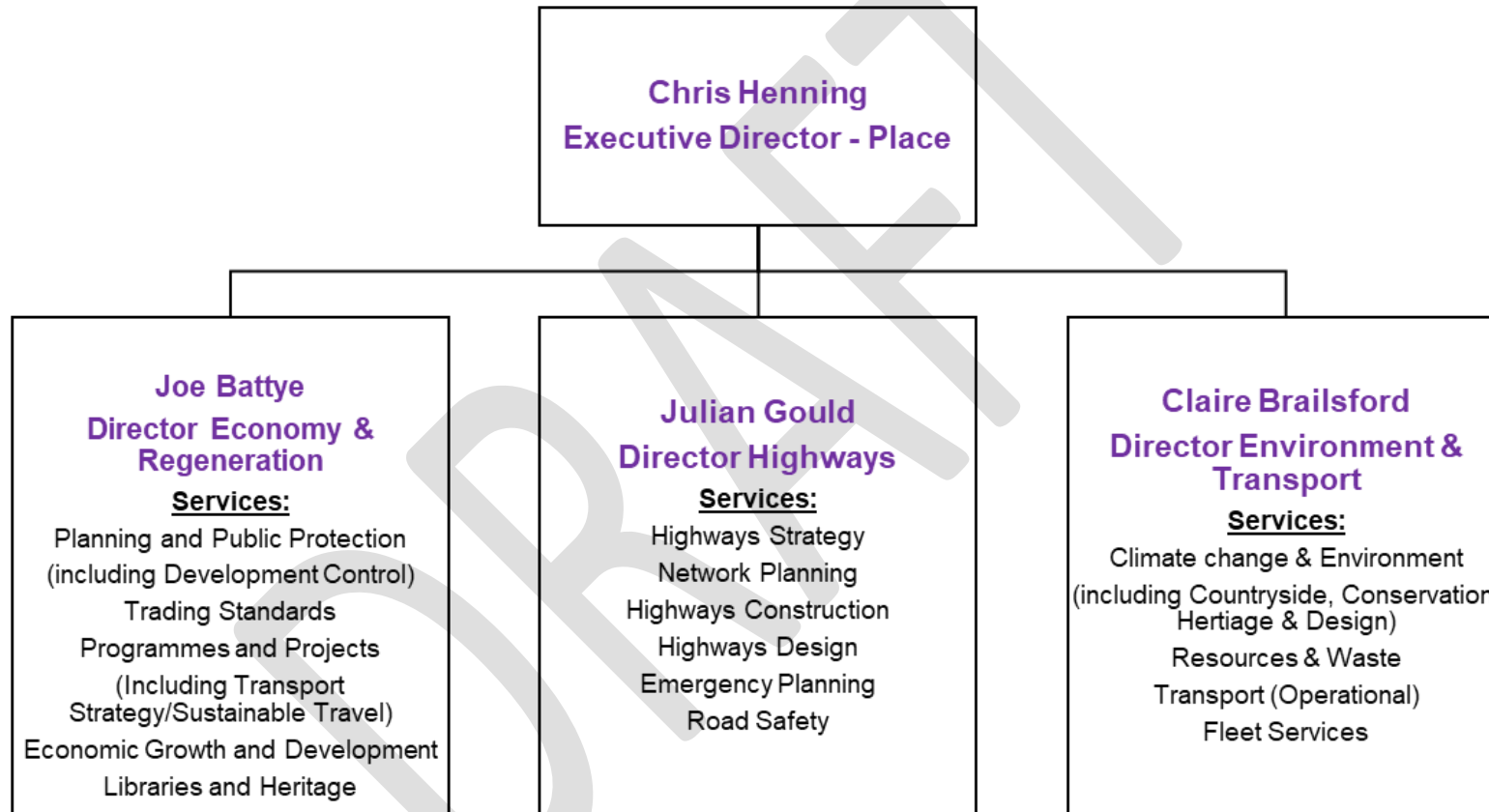
implementing a Future Highways Model, which includes conducting a detailed review of processes and establishing and embedding partnerships with external providers to drive improvements to the delivery of our Highways service.

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	<p>Interdependencies:</p> <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	<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 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

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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: 67 Individuals supported to access accredited learning opportunities 	
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

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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



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 March 2022

The Forward Plan

Report of the Managing Director

(Corporate Services & Budget)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To present the Executive's Forward Plan for the period 1 April – 31 July 2022 and provide an opportunity for Cabinet to comment on future decisions for inclusion in the forthcoming Forward Plan.

4. Information and Analysis

4.1 An independent review of the Council's Scrutiny function was undertaken in 2020 by the Centre for Governance and Scrutiny. The report commented upon several areas, including the proposal for a Forward Plan which looks to the future, for a period longer than the statutory requirement.

- 4.2 It was believed that such a Forward Plan would enable the four Improvement and Scrutiny Committees to prepare better informed work programmes. This will equally apply to the work programme of the new Improvement and Scrutiny Committee – Climate Change, Biodiversity and Carbon Reduction.
- 4.3 It has been agreed that a four-month rolling Forward Plan be considered by CMT and then by Cabinet monthly. This approach should improve planning and horizon-scanning.
- 4.4 In the interests of effective coordination and public transparency, the Forward Plan includes any item that is likely to require an Executive decision of Cabinet or a Cabinet Member whether a key decision or not. The Forward Plan covers the forthcoming 4 months and will be updated on a rolling monthly basis. All items have been discussed and approved by the Corporate Management Team.
- 4.5 The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains executive business due for decision. A copy of the Forward Plan covering the period 1 April – 31 July 2022 is attached at Appendix 2. This document will be published on 9 March to comply with the requirements to give 28 days' notice of key decisions to be considered at the 7 April 2022 Cabinet meeting.

5. Consultation

- 5.1 There is no requirement to consult in relation to the preparation of the Forward Plan.

6. Alternative Options Considered

- 6.1 Cabinet could decide not to agree with any of the items that are suggested for inclusion in the Plan. This would then be referred to the Corporate Management Team.
- 6.2 Cabinet could decide to move the date for consideration of any item provided the requirement to give at least 28 days' notice of a key decision is met.

7. Implications

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

8. Background Papers

8.1 The Scrutiny Review 2020.

9. Appendices

9.1 Appendix 1 - Implications

9.2 Appendix 2 - The Forward Plan for the period 1 April 2022 to 31 July 2022

10. Recommendation

10.1 That Cabinet notes the contents of the Forward Plan attached at Appendix 2 and comments on future decisions for inclusion in the Forward Plan, where appropriate.

11. Reasons for Recommendation

11.1 To promote the items that are due for decision by Derbyshire County Council's Executive during the forthcoming four-month period.

11.2 Whilst the Forward Plan cannot be an exhaustive list of all future decisions, to ensure as far as possible that the Forward Plan gives an indication of those decisions which it is known the executive will need to consider in the coming period and can therefore be used as a planning tool for managing the work programme of the executive and Improvement and Scrutiny Committees.

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

12.1 No

Report Author: Helen Barrington **Contact details:** helen.barrington@derbyshire.gov.uk

Implications

Financial

1.1 None directly arising from this report.

Legal

2.1 The Council is required by law to give to give 28 days' notice of key decisions that are scheduled to be taken by the Executive. A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more divisions in the County. This legal obligation is discharged by including the necessary information in the 'Forward Plan'.

2.2 There is no legal requirement to have a four-month rolling Forward Plan, however it is good practice to do so to support effective work programmes for the executive and scrutiny functions.

Human Resources

3.1 None directly arising from this report.

Information Technology

4.1 None directly arising from this report.

Equalities Impact

5.1 None directly arising from this report.

Corporate objectives and priorities for change

6.1 The Forward Plan will include future decisions which support the Council's corporate objectives and delivery of the Council Plan priorities and deliverables.

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

7.1 None directly arising from this report.



FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 APRIL TO 31 JULY 2022

This Forward Plan sets out the details of the executive decisions (key and non-key) which the Cabinet individual Cabinet Members or Officers expect to take during the next four-month period.

Please note that a key decision is a decision to be taken by the Executive which:

- (1) is likely to result in the local authority incurring expenditure or making savings of above £500,000 and/or
- (2) is significant in terms of its effects on communities living or working in an area comprising two or more divisions/county electoral areas.

The current members of the Cabinet are:

Councillor Barry Lewis	Leader of the Council and Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Councillor Simon Spencer	Deputy Leader and Cabinet Member for Corporate Services and Budget
Councillor Carol Hart	Cabinet Member for Health and Communities
Councillor Tony King	Cabinet Member for Clean Growth and Regeneration
Councillor Natalie Hoy	Cabinet Member for Adult Care
Councillor Carolyn Renwick	Cabinet Member for Infrastructure and Environment
Councillor Kewal Athwal	Cabinet Member for Highways Assets and Transport
Councillor Julie Patten	Cabinet Member for Children's Services and Safeguarding
Councillor Alex Dale	Cabinet Member for Education

The information provided for each key decision includes a list of the documents which will be submitted to the decision maker. Further documents relevant to the matter may also be submitted to the decision maker.

Subject to any restriction on their disclosure, copies of, or extracts from, any document listed will be available on the County Council's website or for inspection at County Hall, Matlock, Derbyshire DE4 3AG at least five clear days before the meeting.

If you wish to request details of documents listed or further documents as they become available please email Democratic Services at democratic.services@derbyshire.gov.uk

Subject: Ash Dieback Disease

Is this a key decision?	Yes
Date notice of key decision published	12 January 2022
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Infrastructure & Environment
Documents to be submitted to the decision maker	Report of the Executive Director – Place
Lead Officer	Rupert Casey Email: rupert.casey@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Modern Ways of Working

Is this a key decision?	Yes
Date notice of key decision published	9 February 2022
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Documents to be submitted to the decision maker	Report of the Director – Organisation, Development & Policy
Lead Officer	Emma Crapper Email: emma.crapper@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Levelling-Up

Is this a key decision?	Yes
Date notice of key decision published	5 November 2021
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Leader of the Council and Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Documents to be submitted to the decision maker	Executive Director for Children’s Services
Lead Officer	Iain Peel Email: iain.peel@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Short Break Strategy

Is this a key decision?	Yes
Date notice of key decision published	9 February 2022
Date decision to be made	7 April 2022

Decision maker	Cabinet
Relevant Cabinet portfolio	Children's Services & Safeguarding
Documents to be submitted to the decision maker	Report of the Executive Director – Children's Services
Lead Officer	Robert Hayward
	Email: robert.hayward@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Vision Derbyshire Climate Change Strategy

Is this a key decision?	Yes
Date notice of key decision published	9 March 2022
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Strategic Leadership, Culture, Tourism & Climate Change
Documents to be submitted to the decision maker	Executive Director – Adult Social Care & Health
Lead Officer	Caroline Toplis – Programme Manager – Climate Change
	e-mail caroline.toplis@derbyshire.gov.uk
Improvement and Scrutiny Committee	Climate Change, Biodiversity and Carbon Reduction

Subject: Corporate Property Joint Ventures Fees & Charges 2022

Is this a key decision?	Yes
Date notice of key decision published	12 January 2022
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Documents to be submitted to the decision maker	Report of the Director of Property
Lead Officer	Stuart Knight
	Email: stuart.knight@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Quarter 3 Council Plan Performance and budget update

Is this a key decision?	Yes
Date notice of key decision published	13 May 2021
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Strategic Leadership, Culture, Tourism & Climate Change
Documents to be submitted to the decision maker	Report of the Managing Director and Director of Finance & ICT
Lead Officer	Emma Alexander – Managing Executive Director
	e-mail emma.alexander@derbyshire.gov.uk

Improvement and Scrutiny Committee Resources

Subject: Capital Budget Monitoring and Forecast as at Quarter 3 2021-22

Is this a key decision?	Yes
Date notice of key decision published	15 December 2021
Date decision to be made	7 April 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Strategic Leadership, Culture, Tourism & Climate Change
Documents to be submitted to the decision maker	Report of the Managing Executive Director and Director of Finance & ICT
Lead Officer	Peter Handford Email: peter.handford@derbyshire.gov.uk

Improvement and Scrutiny Committee Resources

Subject: Construction and Property Maintenance Delivery

Is this a key decision?	Yes
Date notice of key decision published	15 December 2021
Date decision to be made	5 May 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Corporate Services & Budget
Documents to be submitted to the decision maker	Managing Director
Lead Officer	Stuart Knight – Interim Property Manager e-mail stuart.knight@derbyshire.gov.uk

Improvement and Scrutiny Committee Resources

Subject: The Early Help Transition Team – Future Model of delivery - EXEMPT

Is this a key decision?	Yes
Date notice of key decision published	5 November 2021
Date decision to be made	5 May 2022
Decision maker	Cabinet
Relevant Cabinet portfolio	Children's Services
Documents to be submitted to the decision maker	Report of the Executive Director – Children's Services
Lead Officer	Chris Caley Email: chris.caley@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Proposed increase in the price of school meals

Is this a key decision?	No
Date notice of key decision published	n/a

Date decision to be made	5 May 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Children's Services & Safeguarding
Documents to be submitted to the decision maker	Report of the Executive Director – Children's Services
Lead Officer	Kate Evans Email: kate.evans@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Director - Public Health

Public Health Localities Programme 2022-23 to 2023-24
(Cabinet Member for Health and Communities)

1. Divisions Affected

1.1 Countywide.

2. Key Decision

2.1 The decision to continue the funding to support the main Public Health Localities Programme and the recommissioning of the Raising Aspirations Programme part of the Localities Programme as set out in paragraphs (a) and (b) below is a Key Decision. This is because the decision is likely to result in the Council incurring expenditure which is significant having regard to the budget for the service or function concerned and is likely to be significant in terms of its effect on communities living in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 This report seeks Cabinet approval for the following:

- a) The continuation of funding to support the Public Health Localities Programme and approach across the County for two years from 01 April 2022 investing £1.780m (£0.890m per annum), funded by the

Public Health Grant and delivered through Borough and District based Health and Wellbeing Partnerships and distributed to partner organisations as set out in the financial considerations section of this paper.

- b) The recommissioning of the countywide Raising Aspirations Programme, coordinated through the Public Health Localities Team, for the 2022-23 and 2023-24 academic years investing £0.231m funded through the Public Health Grant and commissioned on Derbyshire County Council's (DCC) behalf by the Bolsover Partnership.
- c) A discretionary budget of up to £0.500m to enable the Localities Programme to support core priorities including Covid-19 recovery, place-based working with Integrated Care System partners and deeper alignment with the Thriving Communities approach. This is to be funded from a mix of core Public Health Grant and/or Covid-19 related funding as appropriate.
- d) That authority is delegated to the Director of Public Health to approve the distribution of funds via agreed local fundholders to local partners as required up to the value of £0.100m to enable the Localities Programme to be a mechanism for the delivery of Public Health priorities at a local level.
- e) A review of the Localities Programme commencing in April 2023 to inform the next phase of the programme post March 2024, with a report to Cabinet in Quarter 4 of 2023-24.

4. Information and Analysis

4.1 Background

The Public Health Localities Programme has been delivered by Derbyshire Public Health since 2007, originally through NHS Derbyshire Primary Care Trust and then by Derbyshire County Council (DCC) following the national transition of Public Health functions in 2013. The programme provides a public health presence in communities across the County, builds and maintains local partnerships around health and wellbeing and delivers a broad range of locally developed projects and programmes, aimed at addressing local health priorities and reducing health disparities.

- 4.2 Each Borough or District area has its own Health and Wellbeing Partnership (HWP) made up of local partners and supported by DCC.

Public Health. Membership of the HWP reflects local variation, but core membership includes elected members from county, district, borough, parish or town councils, representatives from Adult Social Care and Children’s Services, district or borough council staff, NHS commissioners and providers, Police, Fire and Rescue Service, voluntary sector organisations and representatives from local communities.

4.3 The HWPs work to improve the health of local communities through agreeing local health and wellbeing priorities, working with partners and allocating funds to local projects to promote health-related behaviours, and address the wider determinants of health, such as housing, employment and skills, and financial inclusion.

4.4 Each HWP goes through an annual cycle of planning and uses public health data and local insights to agree key priorities to work on. Table 1 below shows the priorities agreed and worked on by each HWP over the past two years. It gives a sense of the local variation between the plans, based on meeting local needs.

Table 1: Locality Programme HWP agreed priorities and activities 2020-2022

Health and Wellbeing Partnership	Locally agreed Health and Wellbeing Priorities 2020/22	Examples of Local Projects and activities supported against priorities 2020-22
Amber Valley	<ol style="list-style-type: none"> 1. Financial Inclusion 2. Active Amber Valley 3. Mental Health 4. Social Connectedness 5. Community Wellness 	<ul style="list-style-type: none"> • Coordination and improved access to financial advice and assistance. • Covid-19 Community messaging • Role in Heanor to reach those less active with or without a disability. • Supporting a local CIC in Ironville in a community led approach bringing community together through food and social interaction.
Bolsover	<ol style="list-style-type: none"> 1. Building Healthy Communities 2. Promoting Healthy Lifestyles 3. Supporting access to effective Health and social care 	<ul style="list-style-type: none"> • Walking and Cycling coordinator • Small grants fund focused on 5 Ways to Wellbeing • Physical activity sessions for children and young people • Childrens oral health promotion
Chesterfield	<ol style="list-style-type: none"> 1. Building Social Capital 2. Financial Inclusion 3. Mental Health and Wellbeing 4. Healthy Lifestyles 	<ul style="list-style-type: none"> • Digital Money Management programme with North East Derbyshire and Chesterfield Credit Union • Investment in ‘Year of Outdoors’ programme to encourage

	<p>5. People (Reaching seldom heard)</p>	<p>physical activity and improved mental health</p> <ul style="list-style-type: none"> • RAY Holiday activity programme for children and young people • Investment in Spireites Active for Life programme to support people with mental health issues
Derbyshire Dales	<ol style="list-style-type: none"> 1. Financial Inclusion 2. Physical Activity 3. Social Connectedness/prescribing 4. Community Food 5. Mental Health 6. Golden Opportunity Think Tank- Emotional Health of YP 7. Ageing Well- Team Up 8. End of Life Care 	<ul style="list-style-type: none"> • Citizen Advice drop-in for Farming community. • A post to support End of Life Care for the residents in the Dales. • Project manager to oversee the development of the Hurst Farm estate.
Erewash	<ol style="list-style-type: none"> 1. Community Wellness Networks 2. Active Erewash 3. Children and Young People's Mental Health 4. Social Connection 5. Financial Inclusion 6. Digital Inclusion 	<ul style="list-style-type: none"> • Financial support information sent to every household in Erewash • Funded a community activator role to support work in Kirk Hallam • Supported 5 Community Wellness networks, plus developing a 6th network
High Peak	<ol style="list-style-type: none"> 1. Financial Inclusion 2. Supporting Younger People 3. Supporting Older People 4. Mental Health & wellbeing 5. Increasing Physical Activity 6. Access to activities, volunteering and services 	<ul style="list-style-type: none"> • Digital and Financial Capability Support – CAB Buxton • Glossop Arts Project -arts therapy, arts for wellbeing • Agricultural Chaplaincy project – supporting farmers in High Peak • Junior Leadership Academy for children with additional needs
North East Derbyshire	<ol style="list-style-type: none"> 1. Older people, dementia, long term conditions and independence 2. Build Social Capital 3. Support for carers 4. Financial Inclusion, worklessness, housing 5. Social Connectedness 6. Mental wellbeing 7. Self-Harm and Alcohol 	<ul style="list-style-type: none"> • Young people personal development project • Health and Wellbeing Small Grants fund • Free digital training for age 50+ • Investment into Walking into Communities programme • Investment into Vulnerable Adults Risk Management programme
South Derbyshire	<ul style="list-style-type: none"> • Reduce Health Inequalities • Supporting people to make healthy choices • Improve quality of life for older people, people with dementia and long-term conditions • Social Connectedness • Community resilience and covid recovery • Financial Inclusion 	<ul style="list-style-type: none"> • Accessible Learning in Creative Environments (ALICE) • Community based work club • Investment in 5 Ways to Wellbeing promotion • South Derbyshire Dementia Friendly Communities • Falls Friends training package delivery

4.5 The impact of Covid-19 on the Localities Programme

The Covid-19 pandemic impacted significantly on communities across Derbyshire and on the ability of the Localities Programme to deliver business as usual. However, developing a rapid community response to the crisis was a key priority for DCC and the Localities Programme was able to pivot and play an integral role in enabling the swift mobilisation of support to some of our most vulnerable residents.

4.6 Due to the long-established partnerships within the Localities Programme, Covid-19 forums were swiftly established across the County at the beginning of the pandemic to enable the coordination of food and medicines distribution at a local level. The forums met weekly throughout the first wave to understand the local need and feed information in and out of the Local Resilience Forum. The scale of the community response to Covid-19 was significant and local coordination of activities was vital to enable support to reach those that needed it.

4.7 Later in the pandemic the Localities Programme HWPs played an integral role in the set-up of the Covid-19 Community Champions network. These local networks have enabled DCC to communicate Covid-19 and vaccination messaging directly to particular communities, for example the South Derbyshire Covid-19 Community Champions Network directly reaches 47,000 local people in the South Derbyshire district via social media and other means.

4.8 More recently the Localities Programme has been supporting and enabling the local Test and Trace and vaccine inequalities work. For example, in Bolsover the Test and Trace team has attended the bi-weekly Covid-19 Bolsover forum to provide ongoing support to workplaces. The Localities Team has also provided local intelligence to identify venues for both Mobile Testing Units and vaccination roving vans. The team has provided insight into vaccine hesitancy in local communities which has informed the vaccine inequalities work.

4.9 The pandemic has had a significant impact on communities across Derbyshire. Covid-19 recovery will be a key priority for the Localities Programme over the next two years, particularly in terms of tackling social isolation and financial exclusion, both of which have been exacerbated by the pandemic.

4.10 Future priorities for the Localities Programme

The Localities Programme will continue to work through its local HWPs to identify health and wellbeing priorities that reflect local need. The planning cycle to identify future priorities takes place annually and, in 2022-23 is likely to reflect the significant challenges caused by the

pandemic. Whilst it is not possible to say definitively what each area will focus on (as that is a matter for local determination based on data and local insights) there are some key priorities for the programme as a whole.

4.11 Financial Inclusion is about ensuring access to reasonably priced financial services, provided by sound and sustainable institutions. The International Monetary Fund (IMF) describes it as a way to improve livelihoods, reduce poverty and advance economic development. Financial Inclusion has been a focus across the County over the past two years as the pandemic placed additional strains on finances. Every HWP has established a Financial Inclusion Group (FIG) involving local partners. In Erewash the FIG involves nine partners who have leafleted 53,000 households giving advice on where support can be accessed. In Chesterfield and North East Derbyshire 20 partners are involved in the FIG with 48,154 households being leafleted in Chesterfield and 43,070 being leafleted in North East Derbyshire. In the first two quarters of 2020 more than 18,857 people were seen across Chesterfield and North East by ten of the partners in the FIG. This illustrates the demand for financial support and the intelligence that can be gathered through the FIGs about the key pressures felt by communities. With predicted inflation increases and rising energy prices into 2022-23, financial inclusion will continue to be a priority for the Localities Programme over the next two years. This work will link closely with the DCC Welfare Rights Service and the Derbyshire Discretionary Fund alongside a range of external partners.

4.12 Social isolation is defined as a lack of social contact which can lead to loneliness. It is also possible to have social contact and still feel lonely. Social isolation is a recognised risk factor for a range of poor health outcomes and the number of people experiencing social isolation and loneliness has increased significantly during the pandemic. During the first lockdown social contact calls were made to large numbers of Derbyshire residents by local partners on a regular basis. The Localities Programme has focused on improving social connectedness over the past two years and this will continue to be a priority for the programme over the next two years. Most of the focus to date has been on supporting local infrastructure that helps people to connect with each other. In High Peak six mutual aid subgroups have been supported and in Bolsover district 31 community groups have been supported through the pandemic. In Erewash nine Connect Erewash Engagement Champions have been introduced to support individuals across communities. During the pandemic the social connectedness work adapted to support people who are digitally excluded. For example, in South Derbyshire 180 people were supported to become digitally confident.

4.13 Place based working is a key priority for the new Integrated Care System (ICS) which brings together health, social care and other key partners to deliver improvements in health and care across Derbyshire. The focus on place will bring opportunities to work together with partners and communities in new and innovative ways at a local level. The Localities Programme is well placed to support and enable some of the changes that will bring health and care closer to communities and this will be a priority across the county, with a particular focus on the Glossop area as the Derbyshire ICS takes responsibility for the health budget in that area.

4.14 Thriving Communities is an approach to working with communities that has been developed by DCC and is closely aligned to the Localities Programme approach. Work is currently underway to explore how the two agendas complement each other and how closer alignment could enhance the way DCC works with communities across the County. Maximising the use of DCC resources and staff in local communities and improving effectiveness of support through co-production with communities are key goals of both approaches. Working towards closer alignment between the two is a key priority over the next two years.

4.15 Community Wellness is an approach to community engagement and co-production that has been piloted within two areas of the Localities Programme, Chesterfield and Erewash. The approach is based on supporting community-led networks in local communities to determine their own health priorities and develop plans at the community level. There are currently 9 networks being supported across the two areas. The Amber Valley Partnership is also supporting the development of the same approach in Ironville and Heanor. The learning from the pilot areas will be shared with all Health and Wellbeing Partnerships to roll this out further and ensure Derbyshire residents are actively involved in improving the health and wellbeing of their own communities.

4.16 Beyond the countywide priorities listed above, each area will set its own local priorities. This process is currently underway. An indication of likely priorities in each area can be seen in Table 2.

Table 2: Indicative local priorities for the Localities Programme 2022/23

Locality	Anticipated Priorities 2022/23
Amber Valley	<ul style="list-style-type: none"> • Older People • Community Champions • Active Amber Valley • Mental Health • Emotional Health in YP
Bolsover	<ul style="list-style-type: none"> • Fighting Poverty

	<ul style="list-style-type: none"> • Being connected • Best start in life • Active Travel
Chesterfield	<ul style="list-style-type: none"> • Mental Health and Wellbeing • Healthy Lifestyles • 4 geographical areas
Dales	<ul style="list-style-type: none"> • Physical Activity • Social prescribing • Community Food • Mental Health • Ageing Well- Team Up • Hybrid Apprentice role • End of Life Care
Erewash	<ul style="list-style-type: none"> • 6 Community Wellness Networks • Active Erewash • Children and Young People's Mental Health • Digital Inclusion • Investment in community activators
High Peak	<ul style="list-style-type: none"> • Children and Young People • Mental Health • Physical Activity/Move More • Community Messaging partnership
North East Derbyshire	<ul style="list-style-type: none"> • Building Healthy Communities • Promoting Healthy Lifestyles • Supporting Access to Preventative Health and Social Care
South Derbyshire	<ul style="list-style-type: none"> • Reduce Health Inequalities • Supporting people to make healthy choices • Improve quality of life for older people, people with dementia and long term conditions • Community resilience and covid recovery

4.17 A discretionary budget of up to £0.500m has been identified to support Covid-19 recovery in local communities. The impact of the pandemic has been significant and the Localities Programme will need to respond to emerging and changing local needs over the next two years as the full extent of the Covid-19 impact becomes clearer. The ability to respond flexibly and in a timely way will be vital. For this reason it is recommended that the Director of Public Health has delegated powers to allocate and distribute funds via existing Localities Programme partners up to the value of £0.100m to enable a swift response to emerging issues.

4.18 Raising Aspirations

The Raising Aspirations project was initially developed by the Bolsover Partnership in 2009 and has since been rolled out across Derbyshire. It is a programme of co-ordination and interventions that addresses barriers relating to aspiration and engagement amongst vulnerable groups of

young people.

- 4.19 Due to their previous experience of commissioning the Raising Aspirations project, in 2017 Bolsover Partnership re-tendered the contract on behalf of the Localities Programme on a countywide basis. The contract was funded through public health grant allocations to HWPs which were pooled together and allowed the project to be extended into schools across all districts and boroughs of Derbyshire.
- 4.20 The contract was awarded to Derbyshire Education Business Partnership (DEBP), who deliver the programme in 16 schools across Derbyshire. Delivery includes the Key Stage 3 Shine programme which is designed to support young people who have been identified as lacking in confidence or who did not have the levels of resilience needed to cope with the challenges they were facing. During 2020/21 57 young people benefited from this programme. The Social Return on Investment is calculated as £23.50 return on each pound spent. DEBP provide quarterly activity data and other monitoring information, including provision of case studies, to the Raising Aspirations Steering Group, and each HWP.
- 4.21 This paper asks for approval for funding to recommission the programme for the 2022-23 and 2023-24 academic years.
- 4.22 The Localities Programme facilitates the provision of grants to local services to promote public health with the given budget of £0.500m. In the interests of administrative efficiency, it is proposed that authority should be delegated to the Director of Public Health to agree individual grants of up to £0.100m within the allocated budget.

5. Consultation

- 5.1 No formal consultation is required. The Localities Programme is a collaborative approach that co-produces plans and activities with partners and communities throughout the year.

6. Alternative Options Considered

- 6.1 Do nothing – The Localities Programme has been established for 15 years. The do-nothing option would result in the removal of place based public health from the communities of Derbyshire. The needs of local communities are best determined at the local level and the loss of this mechanism and its associated partnerships would be detrimental to the ability of Public Health to deliver effective locally designed interventions. The Public Health Localities Team are working in a backdrop of an ICS

that is driving towards a 'place based' approach which we are well placed to influence and support.

6.2 Commission the Localities Programme – The Localities Programme is the key mechanism through which Public Health connects with and understands local communities. To deliver this programme through a third party would weaken the link between DCC Public Health, local partners and local communities. It would make the ability to flex and respond quickly to changing needs (e.g. the pandemic) much more difficult.

6.3 This decision-making for each locality spend could remain with the Cabinet however that would not be the most efficient and effective manner of delivery and would potentially delay action and delivery of a necessary service.

7. Implications

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

8. Background Papers

8.1 No papers identified.

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2- Health and Wellbeing Board Presentation

10. Recommendation(s)

10.1 This report seeks Cabinet approval for the following:

- a) The continuation of the Public Health Localities Programme and approach across the County for two years from 01 April 2022 costing £1.780m (£0.890m per annum), funded through the Public Health Grant and delivered by Borough and District based Health and Wellbeing Partnerships and distributed to organisations as set out in the financial considerations section of this paper.
- b) The recommissioning of the countywide Raising Aspirations Programme, coordinated through the Public Health Localities Team, for the 2022-23 and 2023-24 academic years costing £0.231m funded

through the Public Health Grant and commissioned on Derbyshire County Council's behalf by the Bolsover Partnership.

- c) The establishment of a discretionary budget of up to £0.500m to enable the Localities Programme to support core priorities including Covid-19 recovery, integrated place-based working with Integrated Care System partners and deeper alignment with the Thriving Communities Approach. This is to be funded from a mix of core Public Health Grant and/or Covid-19 related funding as appropriate.
- d) That authority is delegated to the Director of Public Health to approve the distribution of funds via agreed local fundholders to local partners as required up to the value of £0.100m to enable the Localities Programme to be a mechanism for the delivery of Public Health priorities at a local level.
- e) That a review of the Localities Programme commences in April 2023 to inform the next phase of the programme post March 2024, with a report to Cabinet in Quarter 4 of 2023-24.

11. Reasons for Recommendation(s)

- 11.1 To enable the Localities Programme to continue to improve the health and wellbeing of Derbyshire residents and reduce health inequalities.
- 11.2 To enable continued engagement and support with vulnerable young people across Derbyshire.
- 11.3 To support the communities of Derbyshire in the recovery from Covid, integrating with the Thriving Communities Approach and the Integrated Care System.
- 11.4 To enable a timely response to support communities to recover from the impact of the Covid pandemic as need arises with efficient and effective decision-making.
- 11.5 To commit to evaluation and continuous improvement of the Locality Approach.
- 11.6 To improve administrative efficiency and support the Enterprising Council approach by delegating decision making down to an appropriate level.

Report Sara Bains
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details:

Implications**Financial**

- 1.1 Total investment in the Public Health Locality Approach for the financial years 2022-23 and 2023-24 will be £1.780m and this covers the cost of the main programme and the Raising Aspirations Programme.
- 1.2 The annual budget for the Locality Approach is £0.890m, and this money has been identified within the Public Health Grant for both financial years.
- 1.3 £0.579m of the budget will be allocated to the eight Locality Health and Wellbeing Partnerships, this represents 65% of the overall budget. The allocations will be determined using a fair-share formula; a weighted calculation, considering population size, health outcomes, and key determinants of health, to achieve an equitable distribution of resources across the County.
- 1.4 £0.08m will be allocated equally between Locality Health and Wellbeing Partnerships to facilitate a Health & Wellbeing Community Small Grants scheme in each locality.
- 1.5 The table below shows how the Locality funds are shared across the county with a formula being used to reflect health inequalities.

District	Partnership fund	Small Grants	Overall Total
Amber Valley	£89,685.51	£10,000	£99,685.51
Bolsover	£78,097.35	£10,000	£88,097.35
Chesterfield	£104,176.25	£10,000	£114,176.25
Derbyshire Dales	£35,615.53	£10,000	£45,615.53
Erewash	£89,012.69	£10,000	£99,012.69
High Peak	£58,245.47	£10,000	£68,245.47
North East Derbyshire	£69,501.46	£10,000	£79,501.46
South Derbyshire	£54,382.18	£10,000	£64,382.18

- 1.6 £0.231m from the Locality Approach grant will be used to re-procure Raising Aspirations for a further 2 academic years.
- 1.7 The funds are devolved to our local partners; the district and borough councils for Chesterfield, High Peak, Bolsover, NED, Amber Valley and South Derbyshire. To the Council for Voluntary Service (CVS) in the Dales and Erewash areas to enable local commissioning
- 1.8 A further discretionary budget of up to £0.500m will be available to respond to urgent and changing priorities within the Localities Programme and to enable the programme to go further and faster when it would be beneficial to public health.

Governance and Accountability

- 2.1 All Health and Wellbeing Partnerships will be required to use their locality allocations to deliver the public health priorities set out in their Partnership Action Plan. Local Partnership Action Plans are agreed annually by each locality Health and Wellbeing Partnership. Governance arrangements will ensure that the investment is used to complement and not duplicate other work of the Council, including other public health programmes.
- 2.2 Governance arrangements for the Locality Approach need to be flexible enough to support the diversity of the priorities of the Health and Wellbeing Partnerships, but robust enough to ensure that Public Health maintain oversight of the budget. To further strengthen the governance arrangements, Public Health have established a Locality Approach Performance and Governance Group to provide the Public Health Senior Management Team and the wider Council with assurance around the use of locality funding. This includes representation from the Public Health Commissioning team and Derbyshire County Council Legal Team.
- 2.3 Performance of the Locality Approach is accountable to the DCC PH performance governance group and also has agreed regular reporting into the Health and Wellbeing Board
- 2.4 Currently all Locality funds except the Raising Aspirations funds are transferred to our local partners who hold the funds locally on behalf of the Health and Wellbeing Partnerships. All partnerships have Terms of reference in place and local governance arrangements to ensure that pieces of work are fairly commissioned and that monitoring and evaluation is in place.

Legal

- 3.1 The Council's Financial Regulations state that grants to external organisations up to £0.100m are to be approved by Cabinet Members.
- 3.2 The Cabinet may delegate a decision-making function to the Director of Public Health in accordance with paragraph 1.3 (a) of Appendix 4 to the Council's Constitution
- 3.3 Paragraph 1.4 of Appendix 4 to the Constitution provides (a) that the Council's Scheme of Delegation may only be amended by the Council except (b) where Cabinet is able to decide whether to delegate its functions in which case, Cabinet must give written notice to the Director of Legal Services and the person concerned setting out the extent of the proposed amendment to the scheme of delegation and whether it entails the withdrawal of delegation from any person, body, committee or the Cabinet as a whole. The Director of Legal Services is then required to present a report to the next ordinary meeting of the Council, setting out the changes that have been made by Cabinet.
- 3.4 In accordance with the delegations to the Director of Legal and Democratic Services under the Scheme of Delegation at Appendix 1 to the Constitution, the Director of Legal Services is able to make the necessary amendment, but is then required to present a report to the next ordinary meeting of the Council, setting out the changes that have been made by Cabinet.

Human Resources

- 4.1 All staffing remain the same and within the allocated staffing budget
- 4.2 The funding will enable local providers to deliver projects and services. Derbyshire County Council accepts no employment or future redundancy liability, with all employment and related matters to be managed by the providers.

Equalities Impact

- 5.1 The Locality Approach is focused on reducing inequality and therefore is considering equality impact across the board as an ongoing function.

Corporate objectives and priorities for change

- 6.1 Delivers against the Derbyshire County Council Plan Outcome of resilient, healthy and safe communities.
- 7.1 Delivers against the Public Health Outcomes Based Accountability (OBA) Population Outcomes.

The Locality Approach- Health & Wellbeing Partnerships

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30th September 2021
Sara Bains- Public Health Lead



What are the Health and Wellbeing Partnerships?

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- Locality Approach running for 15 years
- 8 Health and Wellbeing Partnerships
- Population Health at a local level
- Devolution of decision making and funding to a local level



How it works

- Strong and well developed partnership working
- Setting priorities and subgroups
- Promoting and Supporting the Community Wellness Approach

Who are the partners?



The importance of Partnerships

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“This is a great meeting place for information, updates and conversations, it enables us to share, join up, prevent unwarranted repetition and build strength in our work and communities. The meeting itself is warm, welcoming, friendly and inclusive. There is mutual respect and value of the contributors and what we bring to the table. I like the lack of hierarchy and the breadth of participants allows for a real 360 perspective to be shared. I feel that my contribution is appreciated” Leslie Sermon – Chair of Patient Neighbourhood Group

Improve the Health and Wellbeing of the local population and reduce inequalities

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Childhood experiences



Housing



Education



Social support



Family income



Employment



Our communities



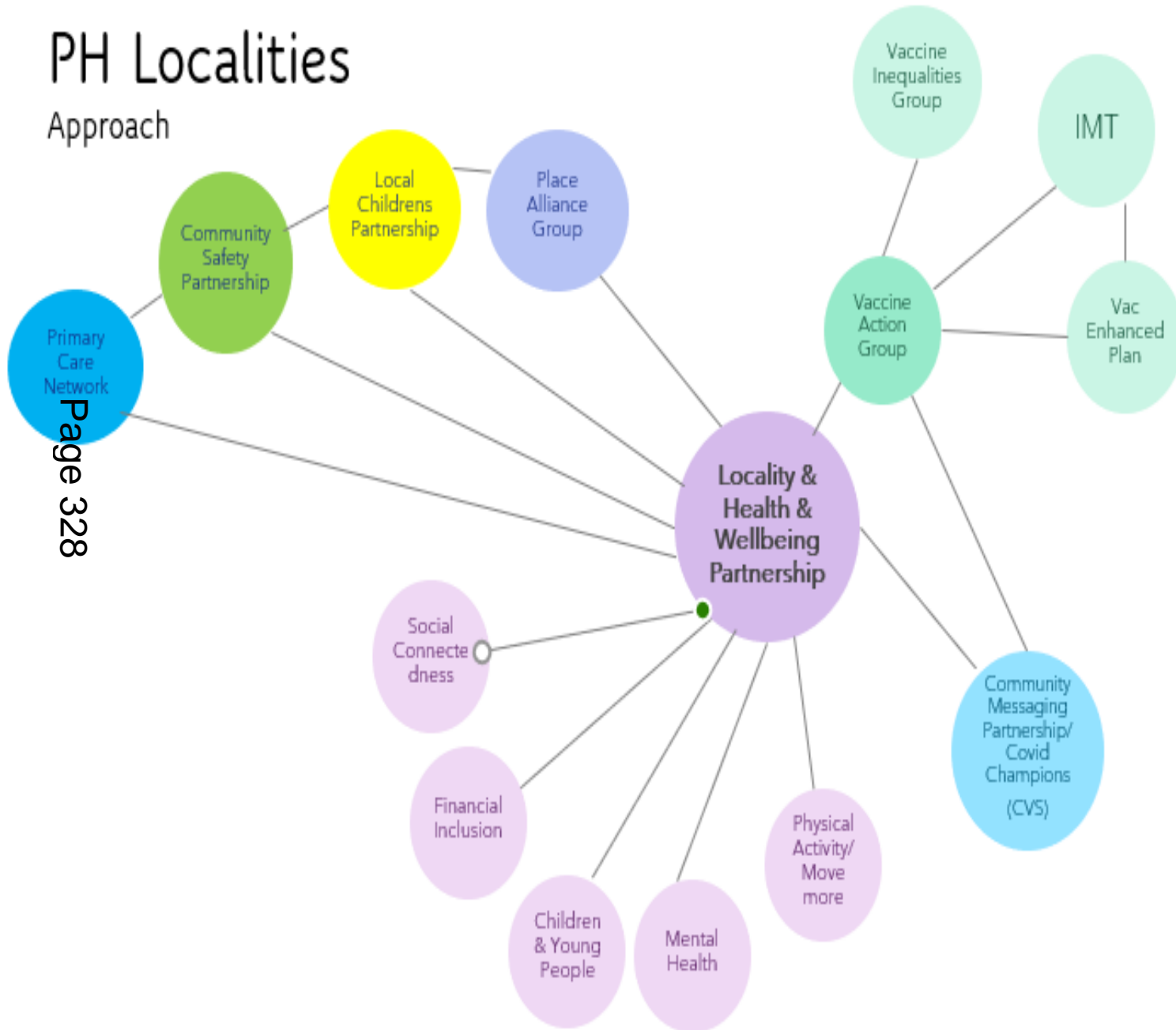
Access to health services

Source: NHS Health Scotland

PH Localities

Approach

High Peak



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- Amber Valley Borough Council (officers dealing with housing, homelessness)
- P3 Charity
- Futures Housing
- DWP
- Derbyshire Law Centre (officers dealing with evictions, homelessness)
- CAB
- DCC (including PH, Derbyshire Discretionary Fund , Welfare Rights, Local Area Co-ordinators)
- Social Prescribers (NHS and CVS)
- CVS

Case Study re Digital Inclusion from South Derbyshire



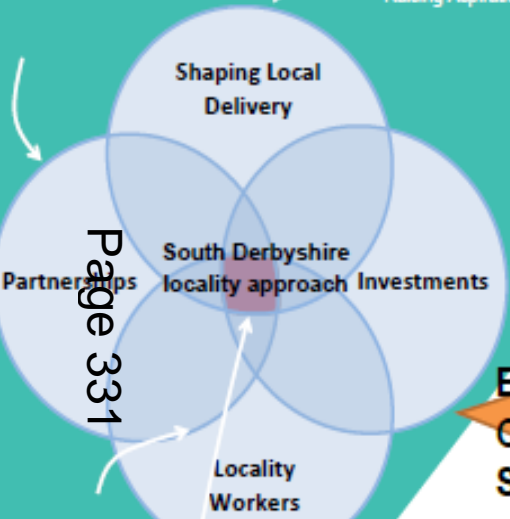
South Derbyshire Public Health

Prevention in Partnership for People and Places

Annual Report 2020/21

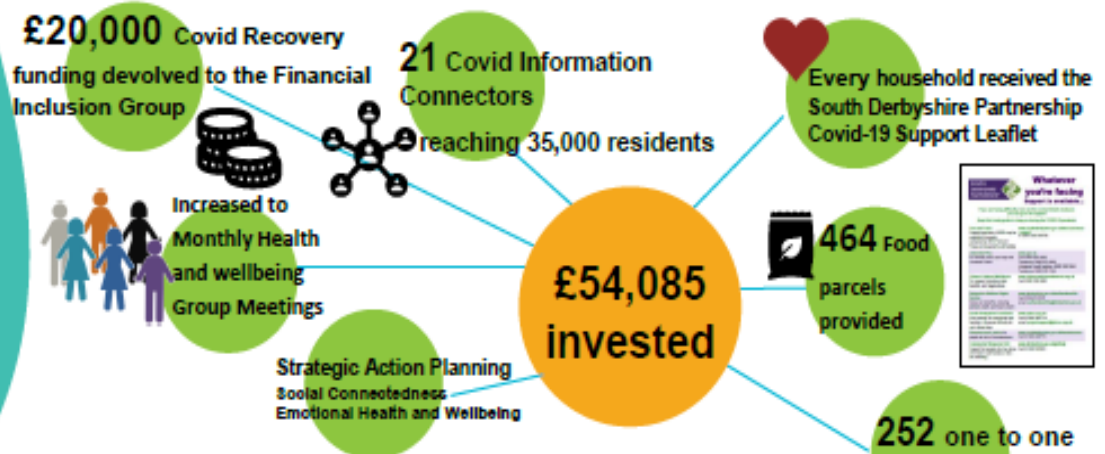
The South Derbyshire Health and Wellbeing Partnership agree local priorities and drive a joint approach to prevention and health improvement

South Derbyshire's locality partnership working also supports delivery of the Council's countywide Public Health programmes, including: -
 -Dementia Friends
 -Live Life Better Derbyshire
 -Feeding Derbyshire
 -Five ways to wellbeing
 -Derbyshire Healthy Workplaces
 -Raising Aspirations



The team: Strategic Public Health lead, Development worker/ Practitioners, joint funded Health Partnership Manager work with local partners and communities

Impact on the lives of local people



Case Study - Digital Learning Project

Mrs S had not left her home since March 2020 due to COVID-19 and was extremely nervous of not only learning how to use a computer but having to be in a situation where other people would be. Mrs S was given a weekly one-hour sessions on a 1:2:1 basis to work through a program 'Learn My Way' on a Tablet. Within a couple of sessions, not only was the client learning how to email, but she joined the ladies who regularly meet to have a coffee together before the sessions began.

'I never thought I would ever be able to use the Internet or browse on Google but I can now access my friends in the Digital World'

Project supported by the Financial Inclusion Group/Health and Wellbeing Group with financial assistance from Locality funds

Enhanced COVID-19 Support

- Established South Derbyshire Community Response meetings
- Shielding Support;
 - Joint distribution of food parcels and prescriptions
 - Befriending phone calls
- Informed enhanced contact tracing
- COVID-19 Emergency Funding promotion and advice – 9 awards approved
- Supported local Community Testing
- Incident Management Team (IMT) support
- Development of a local Covid Recovery Strategy
- Disseminating COVID-19 guidance
- Active at Home, and Well for Winter booklets distributed

Strengthening Cross Cutting Partnership Work



- ★ Reducing health inequalities between communities
- ★ Supporting people to make choices to improve both their physical and mental wellbeing
- ★ Supporting Older people and their carers to have improved quality of life and retain their independence
- ★ Improving emotional health, mental wellbeing and social connectedness
- ★ Supporting Covid related recovery and resilience
- ★ Support the prevention agenda through Place based and partnership working

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What next
 2021/2022 Priorities

Community Wellness

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Value of community wellness

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Erewash Community Networks

A Community Wellness Approach for Erewash Health Partnership

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Active Lives in Kirk Hallam

Year 1 Highlights

1200 Activity Boxes

(from summer 2020 - April 2021)

Linked with local partners to support the funding of these boxes and provision of food during the holidays

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Supported **10** volunteers to actively engage with community initiatives.



Conducted community wide consultation leading to insight around physical activity behaviour (Summer 2020 - Nov 2020)

Supported the youth mentoring programme in conjunction with Park Side (8 week programme)



Created a healthy eating working group for Kirk Hallam with other partners (created resources and developed upcoming plans)

Worked with a local leader to ascertain funding for a Forest School Practitioner Qualification (£900), set up as a CIC and deliver opportunities to the community to be involved in.



Partnership working with Wild Bears Forest School for Elf on the Shelf trail that engaged with **106** families (total of **181** children) over 3 week Christmas period.



£2,000
Secured funding to assist the development of a building facility for Kirk Hallam's community pantry

Continued to support the community pantry at Kirk Hallam Community Centre, consulting and signposting locals to relevant services such as for mental health, housing, wardens and finances



Halloween Event which over **15 families** engaged with over the day



Supported the development and promotion of **2** walking initiatives of a local organisation (**Let's Walk and Talk** and **The Big Kirk Hallam Number Hunt**)

Facilitated a working group to plan and set up a new local Youth Voice for 11-16 year olds



Promoted COVID messages and updates to local people during the pandemic



Kirk Hallam half term MultiSports programme and weekly sessions, led by **Derby County Community Trust**

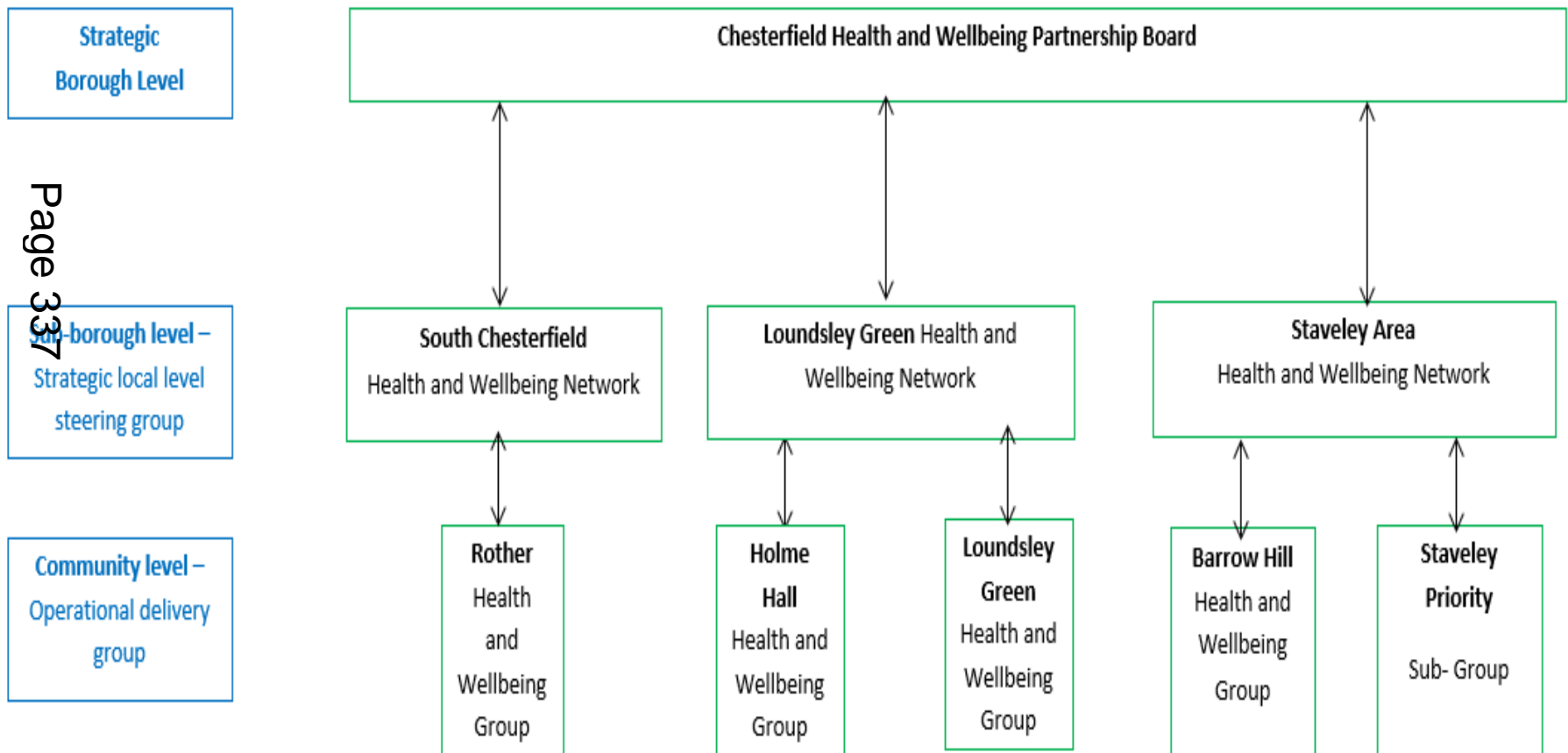


“I wouldn’t normally use this support but it has been a god-send”

“I’m a single mum working part-time and now on furlough so this helps massively”

Chesterfield Community Networks

Chesterfield Community Engagement Model and Structure



“Being part of the LG / HH network has meant that we have always had a finger on the pulse of what's happening and fostered working together with other sectors, for the benefit of locals.

It's doubtful that the Holme Hall Hub - which is now considered essential by regular users - would exist were it not for the continued help and support from your team”

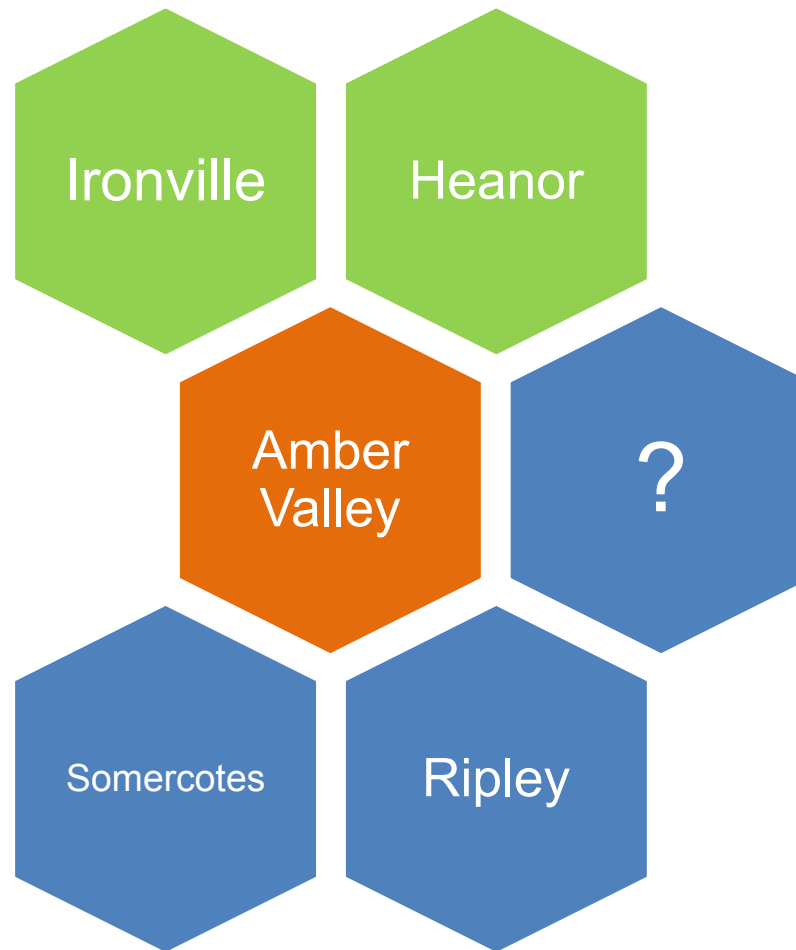
Tony Hedley from Holme Hall Unite

“People said to us that they had things done to them! Now they are asked and we try to deliver things they want together. The structure helped us to feed people, providing support through financial help”

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Jenny Flood Resident and CBC Councillor,
Rother, Chesterfield

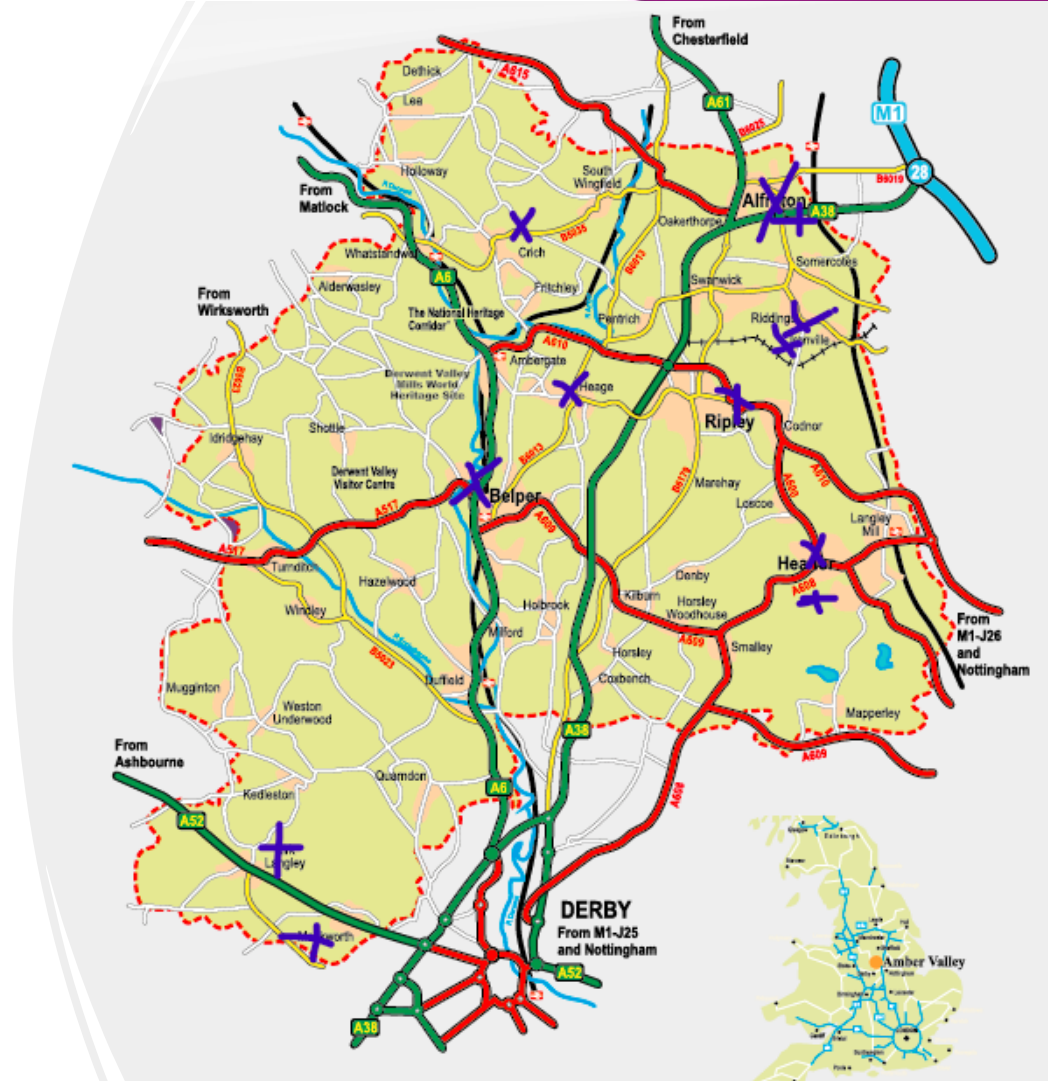
Amber Valley Community Networks



COVID Community Networks in Amber Valley

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- Ripley
- Belper Mutual Aid
- Shipley Community Garden
- Ironville 1538 CIC
- Friends of Codnor Reservoir
- Crich Mutual Aid
-
-
- Heanor Vision
-
- Spirit of Alfreton
-
- Jog Alfreton
-
- Heage (Mutual Aid)
-
- Love Mackworth
-
- Kirk Langley
-



Thriving Communities Derbyshire





Prevention:

Ensuring that illness is prevented wherever possible. People are helped to stay well, manage their own health, and recognise the importance of identifying symptoms early on, so they can lead happier and healthier lives.



Community:

Ensuring where illness cannot be prevented it is treated in the community and primary care (for example, at your local GP surgery). This will ensure that people are increasingly cared for in their own home, and remain independent for as long as possible.



Secondary care treatment:

If care is required in hospital, it is important that treatment is provided without having to stay in hospital as an inpatient wherever possible.

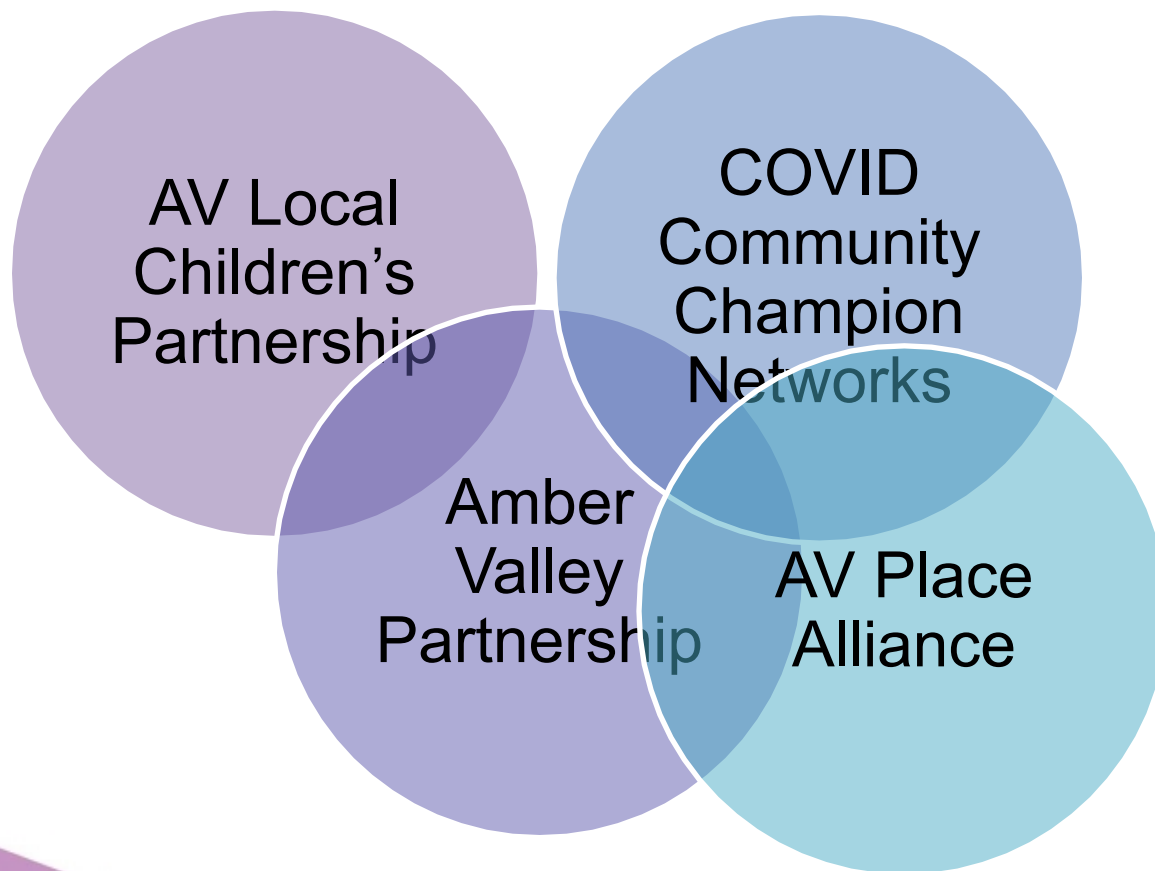


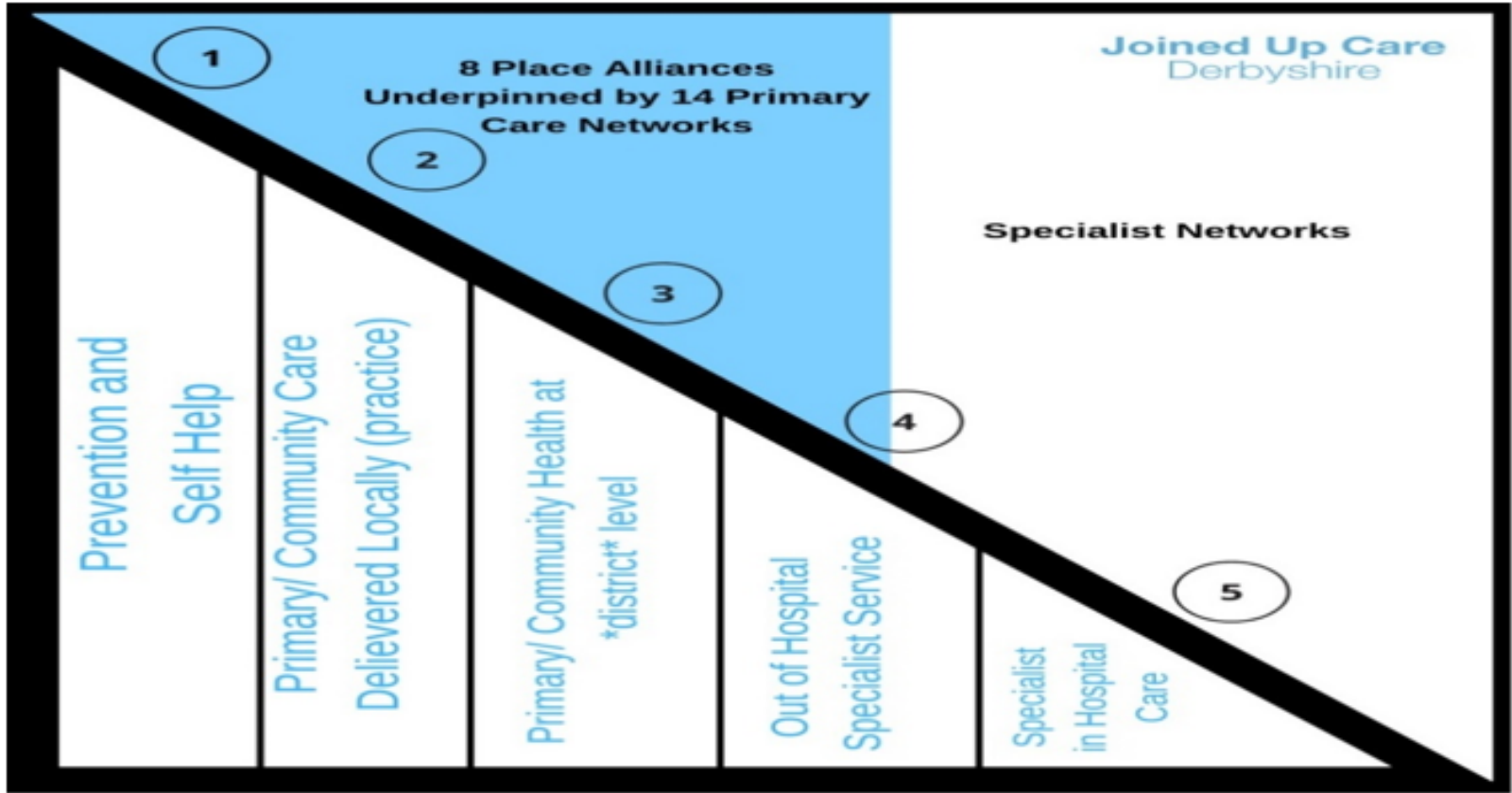
Support to go home:

If an inpatient stay is needed, when people no longer need a hospital bed it is important they are supported to return home as soon as possible.

Relationships in AV

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Direction of travel: The "left shift" in care

80% of health is about *how* and *why* we live. What drives us, what motivates us, what we feel passionate about and connected to. There are many conditions and problems that we can't solve with modern medicine alone. Holistic management needs to consider how we see ourselves, how we move, eat, sleep and relax. How we are creative and how we connect with others. How we respond to our body and minds in wellness and in ill health. This is where health and wellbeing intertwine and our partnerships are utterly dependent on one another.

Dr Penny Blackwell

Governance

- We are happy to be accountable to the Health and Wellbeing Board
- We believe that the Health and Wellbeing Partnerships are sub-groups to the Health and Wellbeing Board

Questions and discussion





FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 MARCH 2022

Report of the Managing Director

Equality, Diversity and Inclusion Strategy 2022 - 2025

1. Purpose

- 1.1 To seek approval to adopt the final draft Equality, Diversity and Inclusion Strategy 2022-2025.

2. Information and Analysis

2.1 Background

The Public Sector Equality Duty requires all councils to develop and publish their equality and diversity objectives and regularly report on progress. The Council's existing Equality and Diversity Strategy was put in place in 2018 and sets out the Council's key priorities for 2018-2021.

The Council Plan 2021-25 sets out the Council's ambitions in relation to equality, diversity and inclusion with the development of a new strategy to reduce discrimination and tackle inequalities being highlighted as a key deliverable to be in place by March 2022.

2.2 Draft Equality, Diversity and Inclusion Strategy 2022-2025

Over recent months work has been taking place to develop the Council's new Equality, Diversity and Inclusion Strategy. A wide range of engagement has taken place with internal stakeholders which has involved reviewing the Council's approach and identifying the key

challenges and opportunities for the Council and Derbyshire moving forward. The engagement has shown a real appetite for the Council to become more ambitious and to put equality, diversity and inclusion at the heart of everything it does.

The draft Strategy recognises that the Council has worked hard on equality and diversity issues and that this work has resulted in significant changes to services, employment practices and approach. However, there is a recognition that more work needs to take place, particularly in the context of key demographic and economic challenges and wider societal events and issues including the coronavirus pandemic, increased focus on race equality, the increasing violence against women and girls and social mobility amongst many other issues.

The draft Strategy sets out the Council's vision and values for equality, diversity and inclusion and five key priorities to direct activity over the forthcoming three-year period as follows:

- Create a diverse and confident workforce
- Ensure fair access to employment, skills and business support
- Engaged communities able to influence decisions
- Healthy and supported people
- Safe and inclusive places for everyone

Work has also been taking place to develop action plans to support delivery of the Strategy through the five equality, diversity and inclusion workstreams. This has resulted in the development of one, two and three-year deliverables and a number of success measures that will be put in place to monitor progress.

It is recognised that the five workstream action plans will develop and evolve over the forthcoming year as the new approach is embedded across the organisation. As a result, the Delivery Plan supporting the implementation of the Strategy is separate document to the main Strategy. This will enable actions and progress against the Delivery Plan to be updated on a regular basis separate to the annual refresh and review of the Strategy document itself.

2.3 Implementation and Monitoring Progress

Implementation will be overseen by the Equality, Diversity and Inclusion Board and reporting will align with the Council's business monitoring processes. An Equalities Report will be published annually which will

outline the activities the Council has undertaken each year and the progress made.

3. Consultation

- 3.1 A six-week period of consultation was undertaken between 13 December 2021 and 21 January 2022. The consultation enabled communities, employees and organisations to comment on the draft Strategy. The consultation was promoted using a range of methods including the “Have Your Say” webpages and social media. In addition, a range of groups, representing the wide range of protected characteristic groups in Derbyshire, were invited to take part in the consultation.

Consultation on the draft Strategy elicited 50 responses. The majority of respondents agreed with the identified challenges and the priorities that have been highlighted as the areas the Council will focus its attention over the coming period. No major gaps in coverage were identified or highlighted and as such no significant changes are required.

The main issue emerging from the comments received as part of the consultation process is the importance of the Council taking action and implementing the Strategy and ensuring that there are clear measures in place for monitoring progress.

4. Alternative Options Considered

- 4.1 Alternative Option 1 – Retain the existing Equality and Diversity Strategy - this option is not recommended due to the significant changes and challenges emerging in society over the last four years.
- 4.2 Alternative Option 2 - Do not have a separate equality strategy and incorporate equality, diversity and inclusion activity in other Council strategies - this option is not recommended as it is not best practice and could lead to legal challenge.

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 – Draft Equality, Diversity and Inclusion Strategy 2022-2025

8. Recommendation

It is recommended that Cabinet:

- a) Approve the final draft Equality and Diversity Strategy 2022 – 2025.

9. Reasons for Recommendation(s)

9.1 The Council's approach to equality, diversity and inclusion underpins all of its decision-making including key plans and policies. Approval of the Equality, Diversity and inclusion Strategy 2022 – 2025 will support the Council to demonstrate compliance with the Public Sector Equality Duty (PSED) set out in the Equality Act 2010 and reflects the context within which the Council is operating.

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Implications

Financial

- 1.1 There are no direct financial implications arising from the draft Equality, Diversity and Inclusion Strategy 2022- 2025. Key to delivering this strategy will be aligning resources to deliver positive outcomes, as far as is practicable to ensure equality, diversity and inclusion is at the heart of everything the Council does.

Legal

- 2.1 The Equality, Diversity and Inclusion Strategy 2022-2025 supports the Council to demonstrate compliance with the Public Sector Equality Duty (PSED) set out in the Equality Act 2010. The PSED is made up of a general equality duty which is supported by specific duties. The specific duty requires the Council to:
- Publish annual information to demonstrate how it is complying with the Public Sector Equality Duty. This information must relate to people who are affected by the Council's policies and practices such as service users and employees
 - Prepare and publish equality objectives at least every four years.

Human Resources

- 3.1 Equality, diversity and inclusion is integral to our workforce processes, policies and practices, and is at the heart of the Council's People Strategy approved in July 2021 with our people ambition of becoming an employer of choice. The Council continues to make positive progress towards having a workforce that reflects its community and where inclusivity is embedded in our practice, with plans being developed aligned to the People Strategy to further strengthen our approaches.

Information Technology

- 4.1 None identified

Equalities Impact

- 5.1 The Equality, Diversity and Inclusion Strategy 2022- 2025 seeks to understand the issues and challenges faced by the people of Derbyshire in order to create a place of opportunity where everyone can

belong, addressing the needs and aspirations of all those who live and work in the county.

- 5.2 The strategy has been developed by gathering information from a range of impact and needs assessments and involving a range of internal and external stakeholders to identify key challenges and priorities and to confirm these.
- 5.3 Once the Strategy and Delivery Plan have been fully developed, an Equality Impact Analysis will be undertaken to ascertain the potential impact the Strategy and associated Delivery Plan will have on groups that share protected characteristics.

Corporate objectives and priorities for change

- 6.1 The development of the Council's new Equality, Diversity and Inclusion strategy is a key deliverable set out in the Council Plan 2021-2025 to be completed by March 2022.

Equality, Diversity and Inclusion Strategy 2022 – 2025



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Foreword

Our vision for Derbyshire is a place where everyone reaches their full potential. To achieve this ambition, every aspect of our work must reflect the society we live in.

This document is our public commitment to equality, diversity and inclusion. It sets out our strategy for the next three years, ensuring we are accountable for what we say, what we do and how we do it.

Derbyshire has a history of championing equality for all. Yet, it is also a county of contrasts, where the gap between the most deprived and least deprived has widened, and where too many people are living in poverty. There is still too big a gap between those with the confidence, networks and qualifications to seize opportunities and those who feel such opportunities are out of reach.

As a provider of services and a major employer we know there is always more work to be done to make our county a fairer place to live and work.

We must also continue to adapt to the needs of our residents, communities, colleagues and partners in a rapidly changing and unpredictable world.

The pandemic highlighted and deepened existing inequalities in Derbyshire. Working alongside our partner organisations, supporting our county to recover and thrive, we need to tackle the issues that led to the pandemic having a greater

effect on some communities.

Embedding equality, diversity and inclusion across the Council helps us to deliver better services to all our residents and to attract and retain a diverse team of employees who reflect the people of our county.

We are fully committed to putting equality, diversity, and inclusion at the heart of everything we do. This strategy is the next stage of our journey.

Cllr Carol Hart
Cabinet Member – Health
and Communities

Emma Alexander
Managing Director

Key challenges and opportunities

Our strategy has been developed in the context of key demographic and economic challenges and wider societal events and issues across the globe. The coronavirus pandemic, increasing awareness of issues around racism, and increasing violence against women and girls amongst many other issues, has created a significant shift and a growing awareness that whilst our work to tackle inequality, discrimination and exclusion has progressed, there is much more we all need to do.

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Derbyshire itself is changing, increasingly reflecting national and regional trends. The county's population continues to become more diverse and local economies continue to diversify and adapt to everchanging economic circumstances.





















Challenges are becoming increasingly more complex. Our review of our existing approach has highlighted those areas which we will need to consider as we take forward our strategy over the next three years. These include:

- Deepening inequalities across a greater number of communities of both interest and place as a result of the COVID pandemic.
- Issues raised by local Black and Ethnic Minority communities and our employees suggesting we need to review our approach towards race equality.
- Increases in domestic abuse and hate crime, and an increased awareness of the levels of violence towards women and girls which is a cause for concern.

- The pressure and ongoing challenges of recent events including the impact of the COVID pandemic on our children and young people.
- An increased focus on hidden disability – for example autism and Attention Deficit Hyperactivity Disorder (ADHD) which requires improved access and quality support.
- The lack of social mobility in areas of the county and the need to ensure that our plans for growth do not leave any community behind.
- Increasing divides and reduced cohesion between some protected characteristic communities over new and emerging diversity issues.
- A widening of health inequalities particularly in relation to mental health and wellbeing.
- Ensuring that our people and our policies reflect the increasingly diverse communities that we serve.
- Addressing the challenges raised by an ageing workforce and making sure we are an employer of choice to all.

Addressing challenges and developing a bold and ambitious response will be critical in tackling inequality, promoting opportunities for local people and celebrating and acknowledging the richness which diversity can add to our lives.

Context

 <p>Derbyshire has a growing population of over 807,000 people.</p>	 <p>The average age of a Derbyshire resident is 46 years, well above the England average of 40 years.</p>	 <p>Around one in five adults has a disability or long-term limiting illness.</p>	 <p>Derbyshire has an increasingly ageing population with the 85+ population set to double by 2043.</p>	 <p>Around 500,000 Derbyshire residents (65.0%) hold religious beliefs.</p>
 <p>There are around 33,700 (4.2%) Black Minority and Ethnic residents in Derbyshire.</p>	 <p>More people in Derbyshire use BSL than on average than in England</p>	 <p>Around 2.7% (18,000) people locally identify as lesbian, gay or bisexual (LGB).</p>	 <p>7,828 victims of Violence against women and girls in Derbyshire in 2020-21.</p>	 <p>Higher than national average incidence of depression amongst adults in Derbyshire (13.4%).</p>
 <p>Reported COVID-19 cases have been higher amongst the County's Black and Ethnic Minority communities.</p>	 <p>Around 33,600 (4.3%) people across Derbyshire live within the most deprived 10% of areas in England.</p>	 <p>The gap between the most and least deprived areas in the county has widened considerably over the last 15 years.</p>	 <p>Fewer adults are qualified to degree level within Derbyshire compared to England.</p>	 <p>Five of the county's eight local authorities rank amongst the worst 20% of areas nationally for social mobility.</p>
 <p>There are 14.7% of children, around 25,000, living in poverty in Derbyshire.</p>	 <p>Across the Council the majority of employees, 79%, are female and 52% are aged 50 or older.</p>	 <p>3.2% of the Council's employees are from Black and Minority and Ethnic backgrounds.</p>	 <p>4.9% of the Council's employees have a declared disability.</p>	 <p>Lesbian, Gay and Bisexual Employees make up 2.78% of our workforce.</p>

About Derbyshire

Derbyshire is a place of both geographical and social-economic contrasts.

The county has an older population than England, although the age profile of Derbyshire's population varies enormously. In rural Derbyshire Dales over a quarter of the population are aged 65 or over compared to only one in five of those in South Derbyshire.

Page 360 The county is set to experience above average population growth over the coming years, with the oldest age groups seeing the greatest increases. There will be marked differences in population growth by locality further changing this dynamic with Amber Valley, Bolsover and South Derbyshire seeing growth above the England average over the next 25 years.

Derbyshire's Black and Ethnic Minority population as a proportion of the population is lower than England. It is anticipated to have grown since the 2011 Census and is now mainly concentrated in Chesterfield, Erewash and South Derbyshire. The largest ethnic minority group is 'Other White' and includes Eastern European communities, followed by Asian communities.

Over 34,000 people across Derbyshire live within the most deprived 10% of areas in England. Cotmanhay in Erewash has been the most deprived area in Derbyshire since 2004 and has worsened over this time. The gap between the most and least deprived areas continues to widen locally, with inequality expected to have worsened as a result of the pandemic.

Life chances remain unequal across the area. Life expectancy at birth varies by more than 15 years between the least and most deprived areas. Around one in five adults of working age have a disability or long-term limiting illness.

There are fewer adults in Derbyshire who are qualified to degree level or above. This differs significantly across the county, from around half of adults having a level four qualification in Derbyshire Dales down to one in five in Bolsover.

Educational attainment varies - the attainment score of girls in the county is higher than for boys, as well as for those with a special education need (SEN). Social mobility, repeatedly highlighted as an issue for the East Midlands as well as Derbyshire where the districts of South Derbyshire, Amber Valley, Bolsover, Chesterfield and Erewash are ranked as social mobility cold spots, continues to be a problem.

Progress so far...

Over recent years the Council has worked hard to advance equality of opportunity, to eradicate discrimination and harassment and to promote good relations between different communities across the county. This has resulted in significant changes to our services, employment practices and our approach. Key achievements include:

Our people

- Improved the proportion of senior managers in the Council who are female from 49.5% in 2017 to 52.6% in 2021.
- Increased the proportion of employees who declare that they have a disability from 2.2% in 2017 to 4.9% in 2021.
- Actively engaged with and supported our BME, Disabled and LGBTQ+ employee networks to participate and help influence our approach to equality, diversity, and inclusion, as a part of our work to improve employee engagement.
- Being recognised as a supportive and inclusive employer through the Disability Confident Scheme, Times Best Employers and the PPMA Excellence in People Management 2021.

- Achieved Disability Confident Employer Level 2 Award and continued working towards Disability Confident Leader Level 3 Award to improve how we recruit, retain and develop disabled people.
- Delivered targeted training to employees on mental health, autism awareness and LGBTQ+ awareness.
- Tackled the stigma towards mental health through programmes such as Time to Change.
- Increased the proportion of Elected Members from diverse backgrounds.
- Reduced Gender Pay Mean Gap from 13.7% in 2017 to 10.4% in 2020 and Gender Pay Median Gap from 25.4% in 2017 to 15.2% in 2020.
- Improved many of our buildings to make them more accessible to our employees and customers.
- Significantly increased the number of apprenticeships offered by the Council, helping many people enter employment for the first time.

Our services

- Significantly improved the accessibility of Council services for members of the public for example improving and making it easier for people to access our services online.
- Mainstreamed Equality Impact Assessments across the Council to ensure the impact of all major policy and service changes on our communities are understood and considered when we make decisions.
- Broadened and expanded our engagement activities to ensure that Black and Ethnic Minority communities, older people, younger people, and disabled people can more easily influence decisions.
- Improved access to services and information for Deaf and hard of hearing people through our commitment to the Charter for British Sign Language
- Developed new services and facilities for older people, including people with dementia.
- Offered a wide range of support before and following an autism or ADHD diagnosis.
- Launched the Derbyshire Autism Information and Advice Service and the Living Well with Autism Service.
- Provided direct support to refugees from Syria to settle in Derbyshire.
- Improved the reporting of hate crime and domestic abuse and the range of support available for supporting victims.
- Undertaken significant work to protect older and vulnerable people from scams and other abuses.
- Put our Thriving Communities approach at the heart of our work with communities.
- Signed up to the Armed Forces Covenant to help support ex-forces personnel living in Derbyshire and achieved Silver Award under the Ministry of Defence Employer Recognition Scheme.

Equality, Diversity and Inclusion 2022-2025

The Council Plan sets out our key priorities:

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

Equality, diversity, and inclusion cuts across all of these.

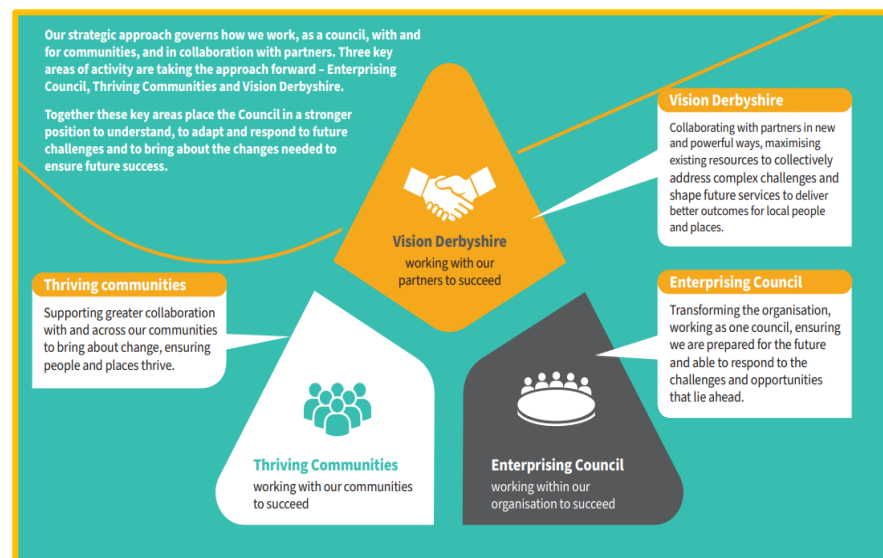
We understand that delivering high quality, effective and inclusive services to local people, having a workforce which reflects the increasingly diverse population of Derbyshire and ensuring that residents and employees are able to achieve their potential and make a positive contribution to the county, region and beyond, will require an ambitious and dynamic response.

Our strategic approach, focusing on three key pillars of activity will support us in achieving our ambitions and will be critical in driving forward our approach which will be delivered by:

- Working with our partners to tackle disadvantage across all our communities and deliver a collective response to

our most complex equalities, diversity, and inclusion challenges.

- Ensuring equalities, diversity and inclusion is embedded and forms a key part of our transformation journey and one Council approach.
- Working with local communities to celebrate diversity in all its forms, developing local solutions which address the needs of our communities, ensuring no one is left behind.



Our vision

Derbyshire is a place where equality, diversity and inclusion is recognised, valued and celebrated, a place where our residents and communities can achieve their potential and make a positive contribution to their local communities, Derbyshire and beyond.

Our values

The Council Plan sets out our values which we apply across all our equality, diversity, and inclusion activity:

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

Equality, diversity and inclusion at the heart of all we do

We will apply our values across our equality, diversity and inclusion activity by proactively ensuring that:

- Equality, diversity and inclusion becomes everyone's business in the Council.
- Equality, diversity and inclusion is embedded across all our work, all our plans and strategies, and is a key consideration in assessing our progress against our priorities.
- We create a positive environment so our employees can be themselves at work and we can benefit from the talents and skills which a diverse workforce provides.
- When we listen, engage, and involve local people, we will seek a wide range of views and opinions as possible and ensure that communities feel they can influence what we do and help co-design services if possible.
- We are agile and confident in our approach to equality, diversity, and inclusion, learning and improving all the time.
- We lead by example, and champion the values associated with equality, diversity, and inclusion with our partners, and within communities.

Our priorities

During 2022-2025 we will rapidly accelerate our approach, being more ambitious and challenging. We will focus our attention on the following five priorities:

- A diverse and confident workforce
- Employment, skills and business support for people experiencing inequality and exclusion
- Engaged communities able to influence decisions
- Healthy and supported people
- Safe and inclusive places for everyone

A diverse and confident workforce	Employment, skills and business support	Engaged communities able to influence decisions	Healthy and supported people	Safe and inclusive places for everyone
<p>Aim Improve the diversity of our workforce and develop the skills and confidence of our employees to deliver our equality, diversity and inclusion ambitions aligned to the Council's People Strategy</p>	<p>Aim Increase the range and number of employment and skills opportunities, to support businesses and improve qualifications across diverse and disadvantaged communities</p>	<p>Aim Engage with different and diverse communities and increase the range and age of people and those from different backgrounds participating in public life</p>	<p>Aim Address and where possible reduce inequalities in health and the provision of social care and other support</p>	<p>Aim Work with partners and communities to respond effectively to discrimination-based hate and abuse ensuring communities are inclusive places where everyone's contribution is recognised and celebrated</p>
<p>Outcome The Council has a diverse and skilled workforce which is representative of the communities it serves</p>	<p>Outcome A thriving local economy that all our communities can access</p>	<p>Outcome People from all backgrounds can influence decisions and participate in their local community and across Derbyshire</p>	<p>Outcome People in Derbyshire are healthy and feel they have the support they need</p>	<p>Outcome People feel their communities are safe and inclusive for everyone</p>
<p>Key areas of focus</p> <ul style="list-style-type: none"> • Workforce diversity • Fair and inclusive employment policies and practice • Training and behaviours • Personal development and progression • Employee engagement and communication 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Ensuring diversity within economic and business support programmes and strategies • Improving access to skills and employment • Increasing opportunities for apprenticeships • Increasing social mobility • Supporting disabled people into employment 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Developing community engagement and co-design • Increasing people from different backgrounds participating in public life • Robust decision making informed by evidence including Equality Impact Assessments and community engagement • Supporting Elected Members to feel confident engaging with all their communities 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Inequalities in health including mental health and well-being • Impact of COVID-19 on vulnerable groups • Social care and support which meets the needs of increasingly diverse communities • Inequality based on neurodiversity • Educational attainment and aspiration • Helping young people to catch up on missed education 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Tackling abuse and supporting victims of hate crime and domestic abuse • Violence against women and girls • Tackling ignorance and promoting diversity as a positive aspect of society • Supporting ex-armed forces personal and others in resettling in Derbyshire • Ensure Derbyshire's communities are safe and accessible

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Our approach

The Council will continue to take a proactive approach to equality, diversity and inclusion and meet the statutory duties under the Equality Act 2010 which sets out the different ways in which it is unlawful to treat individuals - for example through:

- Direct and indirect discrimination
- Harassment
- Victimisation
- Failing to make a reasonable adjustment for a disabled person.

Page 367 We will have due regard to the Public Sector Equality Duty which sets both general and specific duties to which public bodies are legally bound. In relation to the general duty this means having 'due regard' to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between all people
- Foster good relations between people, tackling prejudice and promoting understanding

Specific duties set out in the Public Sector Equality Duty require the Council to:

- Publish relevant information demonstrating its compliance with the Equality Duty
- Set specific, measurable equality objectives

Delivering our equality, diversity and inclusion ambitions will require ongoing commitment and focus beyond legal compliance so that we continue to build a diverse and inclusive organisation which is reflective of the people we support and the communities we serve.

We want, and need to do more to ensure that equality, diversity and inclusion is at the heart of everything we do, is built into all aspects of our activity and business and drives the Council further along towards its ambitions.

Lead Cabinet Member and Managing Director

Our equality, diversity, and inclusion Lead Cabinet Member and Managing Director lead will work together to champion and drive forward the Council's approach. Together with our recently formed Equality, Diversity and Inclusion Board, which brings together representatives from across the Council, we will rapidly accelerate and broaden our equality, diversity and inclusion efforts.

Equality, Diversity and Inclusion Workstreams

Our Equality, Diversity and Inclusion Board will be supported by a number of workstreams that will be accountable for delivering actions to address the issues identified. In taking forward our approach, we will:

- Ensure robust governance structures and arrangements are in place to help shape and manage our work and progress.
- Ensure that our actions are informed by evidence and we have a detailed and well researched understanding of the barriers which exist for different communities.
- Involve as wide a variety of stakeholders as possible in assessing whether our work is successful.
- Have detailed delivery plans in place which are reviewed and updated on a regular basis.
- Agree clear priorities and targets to measure performance.
- Ensure that equality, diversity, and inclusion issues are reflected in, and shape the Council's strategies and plans.
- Harness the skills, knowledge and commitment of Elected Members, employees, and partners who will play a vital role in delivering the strategy.
- Provide training and support to our Elected Members, employees, and stakeholders to enhance their understanding and commitment to this strategy.

- Develop a workforce and workplace culture which supports the delivery of our equality, diversity, and inclusion ambitions.
- Ensure that celebrating the contribution of all communities is a central part of our approach, creating a positive view of diversity which is clearly communicated to the people of Derbyshire and our employees.

Delivering the Strategy and measuring progress

Delivery Plan

The Delivery Plan attached at Appendix A sets out how equality workstreams, service areas and corporate related activity will work to deliver against the key priorities contained within this Strategy. The Delivery Plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.

All services across the Council contribute to the overall delivery of the Equality, Diversity and Inclusion Strategy 2022- 2025 in a variety of ways. Promoting and embedding equality and diversity both internally within the organisation, and externally across Derbyshire, requires continuous activity in order to create cultural change with a view to attaining the Council's vision where equality, diversity and inclusion is recognised, valued and celebrated.

The Delivery Plan will be reviewed and refreshed throughout the year to ensure that individual workstream action plans are dynamic, respond to emerging issues and reflect progress made. Revised Delivery Plans will be published on the Council's website.

Measuring progress

It is important that we monitor, analyse, and report our progress in achieving the aims set out in this Strategy. This will allow the Council to adapt our approach to ensure we are achieving agreed outcomes. We will publish an Annual Equalities Report which will outline the activities we have undertaken each year and progress made.

Progress against the actions in the Delivery Plan will be tracked and scrutinised by the Council's Equality, Diversity and Inclusion Board and reported to the Council's Corporate Management Team. In order to help assess overall progress we will monitor and report against the following success measures:

- Annual information about the Council's performance on equality, diversity and inclusion is published in forms that are accessible and engaging to citizens.
- Production of timely and relevant Equality Impact Assessments which are used to inform decisions with regular reviews and tracking.
- A workforce that better reflects the demographics of the working age population in Derbyshire.

- Number of successful applicants for employment with the Council from protected groups.
- Proportion of employees who self-declare their diversity characteristics.
- Number of disabled people across Derbyshire assisted to gain employment and training, and to sustain existing employment.
- The proportion of young people who are not in education, employment or training.
- Proportion of residents agreeing that by working together people in a local area can influence decisions that affect the local area.
- Levels of participation in public life that reflect Derbyshire's diverse communities
- Number of people from disadvantaged communities who are able to access health services, support and the screening that they need.
- The gap in life expectancy for men and women between the most deprived and least deprived areas.
- Proportion of people who agree that Derbyshire is a safe place to live.

Appendix A

Delivery Plan April 2022

A diverse and confident workforce

By the end of March 2023, we will have:

- Analysed recruitment data to identify trends within recruitment and selection, progression, retention and understand why people leave the Council.
- Introduced guidance on neurodiversity, sexual orientation, and gender re-assignment in the workplace to help raise awareness amongst managers and employees.
- Engaged with our employee network groups to further develop their role and profile within the Council, review their terms of reference and work collaboratively to organise initiatives and support awareness around EDI.
- Developed a communications plan to celebrate diversity within the workforce and our communities in collaboration with colleagues and community groups and organisations.
- Reviewed current EDI Learning & Development opportunities

By the end of March 2024, we will have:

- Developed a better understanding of our workforce equality data, with regular analysis and reporting taking place.

- Designed and implemented a programme of EDI training and developmental opportunities.
- Identified areas where targeted recruitment campaigns may help improve diversity and considered relevant programmes of positive action such as linking to the Disability Employment Strategy.
- Ensured that recruitment practices and policy development reflect the needs of employees with disabilities and the requirements of the Disability Confident Scheme accreditation.
- Collaborated with other EDI workstreams to develop our workforce policy to achieve the aims of this strategy.
- Embedded EDI within our arrangements for reviewing employment and other policies and procedures.
- Ensured our new ways of working are supporting the needs of a modern workforce and promote a culture of mutual trust, fairness and inclusion.

By the end of March 2025, we will have:

- Promoted an inclusive culture and improved our attractiveness to underrepresented groups and the diversity of our workforce through an embedded annual EDI Workforce Workstream action plan improving our attractiveness to.

Employment, skills and business support for people experiencing inequality and exclusion

By end of March 2023 we will have:

- Launched the Disability Specific Employer Engagement Project.
- Reviewed the Trusted Trader Code of Conduct and opportunities for businesses in the scheme to promote their services to our diverse communities.
- Worked with BME communities, their organisations and partners to help identify how we can improve access to job and training opportunities within Derbyshire.
- Reviewed the effectiveness of programmes aimed at supporting young people and others into work or to improve their skills

By the end of March 2024, we will have:

- Reviewed the Disability Employment Strategy to better respond to supported employment needs and gaps in provision.
- Continued to deliver the YES Derbyshire Youth Hub project to support young unemployed people.
- Carried out work to improve awareness across the Council and other stakeholders/partners of the Attachment Aware programme (Children in care and children in need).
- Supported an increased number of children and young people into employment, education or training, including children in care and children in need.

- Provided creative industries business start-up support targeted at creatives from under-represented groups.
- Carried out work to improve digital skills to help people to access employment, financial support and services.

By the end of March 2025, we will have:

- Worked with partners across the culture, heritage and tourism sectors to build inclusive audience development strategies to help grow more diverse audiences.
- Improved the effectiveness of our offer and range of programmes to people in diverse and disadvantaged communities in relation to employment and skills.
- Improved the diversity of those individuals and groups participating in our arts and culture programmes to ensure they are accessible to all communities.

Engaged communities influencing decisions

By the end of March 2023, we will have:

- Deployed additional resources to increase the pace of our work on Equality Diversity & Inclusion.
- Carried out analysis of the 2021 Census results and produced an equality, diversity and inclusion report based on key findings
- Encouraged more people to understand how local democracy works through a range of activity during Local Democracy Week.
- Drafted a new corporate strategy and action plan for consultation and engagement which will proactively seek to address gaps in community involvement and engagement.
- Developed an online portal for completing and recording Equality Impact Analysis.

By the end of March 2024, we will have:

- Developed an action plan for improving participation in public life as this relates to the functions of the Council.
- Developed and actively promoted corporate guidance on equality monitoring to reflect the Census 2021 and other developments in EDI practice.
- Increased opportunities for the involvement of diverse communities within Derbyshire to participate in consultation and engagement activity and produced guidance on how they may be involved in the democratic processes of the Council.

- Updated community profiles and equality profiles to support policy and service development across the Council.
- Developed guidance on web accessibility for colleagues.
- Further engaged diverse communities in the development and delivery of library services through volunteering, Friends Groups and Community Managed Libraries.
- Introduced a new Customer Management System that will be capable of holding better information about the diversity of our customers and their needs.

By the end of March 2025, we will have:

- Reviewed our processes and systems for interpreting and translation, including BSL to ensure they are fit for purpose and good value for money.
- Increased opportunities for people from our diverse communities to participate in public life and significantly improved levels of participation in our consultations.
- Embedded the use of Census 2021 data to inform policy and service decisions and as a basis for comparative research and analysis.
- Developed detailed community and equality profiles covering Derbyshire.

Healthy and supported people

By the end of March 2023, we will have:

- A better understanding of the diverse communities of Derbyshire and specifically, the health inequalities that have been compounded and created by COVID.
- Embedded learning about strategies to reduce inequalities during COVID to help rebuild communities, promote community wellbeing, and ensure services are tailored to meet the diverse needs of Derbyshire residents.
- Developed links with the Disability Employment and Autism strategies and the EDI strategy recognising that meaningful employment contributes to health and wellbeing.
- Have a deeper and richer understanding of the needs of specific communities such as Derbyshire's Deaf and hard of hearing communities.
- Launched the 'We are Derbyshire' strategy and plan, a key aim of which is to improve social mobility in Derbyshire
- Introduced programmes of support which are intended to improve phonics and reading across all key stages and provide outdoor learning opportunities to the most vulnerable students

By the end of March 2024, we will have:

- Collaborated with other EDI workstreams to develop a shared understanding of the needs of Derbyshire communities, geographical and of identity, and the structures and processes that drive and deepen health inequalities.

- Used tools such as health equity audits to identify the barriers some communities have in accessing services and achieving positive outcomes from services and put action plans in place to respond to identified health inequities.
- Further engaged communities to help inform strategies for addressing health inequalities.
- Continued to work with partners across health and social care to embed coproduction into the way we work.
- Promoted access to health advice and support through Council services such as libraries and other information access points.

By the end of March 2025, we will have:

- Identified and worked to remove the barriers that prevent all our communities feeling healthy and supported using a coproduction approach alongside our partners.
- Implemented plans as part of Derbyshire Education Investment Area that target investment, support and action to help children from all backgrounds and areas to succeed at the very highest levels.

Safe and inclusive places for everyone

By the end of March 2023, we will have:

- Commissioned joint domestic abuse support services for male and female victims and their children.
- Jointly commissioned Pre National Referral Mechanism support provision for victims of Modern Slavery.
- Identified how the Council can meet the duties in respect of armed forces personnel and their families arising out of the new public duty through our policies, services and functions.

By the end of March 2024, we will have:

- Supported people identified as at risk to develop their understanding of hate crime and how it can be reported in ways that are appropriate to their needs.
- Taken action to respond to national and local spikes and trends to support at risk communities to understand hate crime and how to report and access support.
- Continued to develop third party reporting centres / processes within the monitored Hate Crime strands and organisations that represent all Hate Crime strands.
- Undertaken work with marginalised communities to raise awareness of Domestic Abuse and increased the uptake of available services.
- Worked with criminal justice partners to develop a whole systems approach (the Blueprint) to address the complexities of women and girls in the criminal justice system.

- Provided more victims of modern slavery with a greater understanding of the National Referral Mechanism.
- Managed and continued to deliver a refugee resettlement programme in Derbyshire.
- Provided ongoing awareness raising for staff, partner agencies and the voluntary sector on subjects such as hate crime, modern slavery, cybercrime, substance misuse, domestic abuse and sexual violence etc.
- Developed designated libraries as Libraries of Sanctuary welcoming refugees and asylum seekers through inclusive events, library stock and resources and advice and support.

By the end of March 2025, we will have:

- Through an embedded annual EDI Workstream action plan we will ensure that people feel their communities are safe and inclusive for everyone.
- Put in place policies and systems to help us meet the duties to armed forces personnel.

- The proportion of young people who are not in education, employment or training.
- Proportion of residents agreeing that by working together people in a local area can influence decisions that affect the local area.
- Levels of participation in public life that reflect Derbyshire's diverse communities
- Number of people from disadvantaged communities who are able to access health services, support and the screening that they need.
- The gap in life expectancy for men and women between the most deprived and least deprived areas.
- Proportion of people who agree that Derbyshire is a safe place to live.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Director - Public Health

Mental Health and Wellbeing Partnership Projects
(Health and Communities)

1. Divisions Affected

1.1 Countywide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 This report seeks Cabinet approval to:

- (a) Award Derbyshire Mind funding of £203,500 for delivery of a physical activity *and* wellbeing project
- (b) Award Arts Derbyshire funding of £203,500 for delivery of an arts and wellbeing project
- (c) Note that funding for both projects is from the Public Health Grant and Covid related grant funding from central Government

4. Information and Analysis

4.1 Covid-19 has had a significant impact on the mental health and wellbeing of the whole population, but more so in the case of people who experience mental ill health. Poor mental health impacts negatively on individuals, families, communities and the economy, whilst good mental health is associated with a range of both health and non-health

benefits. There has been an increase in people with presentation of anxiety and low mood from an estimated 1 in 10 people prior to the pandemic to an estimated 1 in 5 people since March 2020. The Royal College of Psychiatrists report an increase in crisis presentations of 2.2% for the period April to December 2020, as compared to the same period in 2019. Nationally, it is estimated that 1.6 million people are waiting for treatment with new referrals up 24% in June 2021, as compared to the same point a year earlier. According to local NHS modelling in Derbyshire it is estimated that an additional 60-70,000 people will require some support for mental wellbeing.

4.2 Due to the impact of Covid-19 there has been a reduction and/or disruption to the informal, community and non-mental health specific support that local groups and organisations provide through physical activity, arts, social connectedness, and other common interests. These are important mechanisms and tools to keep people well, to prevent ill health developing or worsening, to help reduce the need for social or clinical support and to decrease crisis presentations.

4.3 It is proposed that extra investment is made to deliver programmes to support the reduction of risk factors, to improve protective factors for mental wellbeing and to help people maintain stability and independence.

Recognised as system leaders and specialists, Mind nationally, and Derbyshire Mind locally, have a high-profile association with mental health and wellbeing and are a trusted organisation with excellent standing.

Arts Derbyshire are the lead infrastructure organisation in Derbyshire who support the delivery and access to cultural prescriptions and arts related activities and sessions.

4.4 It is proposed that both of the above organisations will lead coordination of mental health and wellbeing specific engagement and promotion with people, groups and organisations; will identify needs and gaps in the provision of activity sessions; will administer a small grant fund to enable local groups and organisations to deliver sessions; will identify barriers and support people to access sessions; and will link and liaise with key strategies, mechanisms and organisations within the County.

4.5 There will be a specific requirement for Derbyshire Mind to link and liaise with the Derbyshire Green Social Prescribing Programme and Active Derbyshire. Similarly, there will be a requirement for Arts Derbyshire to link and liaise with the countywide social prescribing programme. In

addition, it will be a specific requirement for both organisations to link with Public Health Locality Health and Wellbeing Partnerships.

- 4.6 There is a strong evidence base which demonstrates that physical activity can improve mental health and similarly many studies which have shown arts related activities are beneficial for mental health. Relevant and appropriate monitoring, reporting and evaluation will be agreed with Derbyshire Mind and Arts Derbyshire.
- 4.7 These programmes will contribute to the Social Prescribing Plan for Derbyshire, complementing the existing work by providing social prescribing infrastructure appropriate activities and opportunities for people to be prescribed towards.
- 4.8 Funding will be met by the Public Health Grant. The value of funding reflects equal investment in both physical activity and arts related activities to enable a range of sessions to engage and interest local people who could benefit. The value reflects the requirement to deliver an equitable spread of sessions across the County.
- 4.9 Funding will cover administrative and coordination costs for Derbyshire Mind and Arts Derbyshire, small grants to local groups and organisations and costs associated with findings to overcome identified barriers to access.

5. Consultation

- 5.1 Formal consultation is not required. Engagement has taken place with key partners, such as Derbyshire Mental Health Forum, and within key partnerships, such as Public Health Locality Partnerships and Green Social Prescribing Programme Groups. Discussions identified that emerging need from the impact of Covid-19, is the reduction in provision of sessions and activities to be prescribed and the increased need for supported access to sessions.

6. Alternative Options Considered

- 6.1 Do nothing. This would result in a missed opportunity to work with key partners to enable proactive delivery of and access to sessions that would benefit mental health and wellbeing and would help mitigate the impact of the Covid-19 pandemic.
- 6.2 Conduct a market procurement exercise. This would significantly delay delivery timescales and increase demands on support services to undertake a tender process, would delay the need to invest the funding

urgently and would be a missed opportunity to maximise social value by working with key local stakeholders, credible market leaders and experts who are ideally placed to deliver.

7. Implications

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

8. Appendices

8.1 Appendix 1 – Implications

9. Recommendation(s)

That Cabinet:

- a) Award of funding of £203,500 to Derbyshire Mind for delivery of a physical activity and wellbeing project
- b) Award of funding of £203,500 to Arts Derbyshire for delivery of an arts and wellbeing project
- c) Note that funding for both projects will be met from the Public Health Grant and Covid related grant funding from Government.

10. Reasons for Recommendation(s)

10.1 To enable urgent delivery of additional activity which will support the reduction of risk factors, improve protective factors for mental wellbeing as well as to support wellbeing and independence at a time when the Covid-19 pandemic has had a major damaging impact on mental health. This work also supports the social prescribing work underway in Derbyshire.

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

11.1 *No*

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Appendix 1

Implications

Financial

- 1.1 Funding will be met by the Public Health Grant and Covid monies.

Legal

- 2.1 The Council has power to provide grants under the general power of competence set out in section 1 of the Localism Act 2011.
- 2.2 The Council's Financial Regulations state that grants in excess of £100,000 require Cabinet authorisation.
- 2.3 The Council's standard grant agreement shall be used to set out the terms and conditions for which the grant is made. This includes conditions for clawback of funding in certain circumstances and states that the Council is not liable for any employment liabilities.

Corporate objectives and priorities for change

- 3.1 These programmes will support delivery of the Derbyshire County Council Plan Outcome of resilient, healthy and safe communities; will support delivery of the Derbyshire County Council Service Plan Outcome PH7 - Work with partners to promote positive mental wellbeing and improve support for local people, including the prevention of suicide; and will support delivery of the Outcomes Based Accountability (OBA) indicators and measures for mental health and wellbeing, as well as impacting several of the OBA priorities.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Executive Director - Place

Approval to Make the Enhanced Partnership for Bus Services in Derbyshire and to Accept Bus Service Improvement Plan Funding
(Cabinet Member for Highways, Assets and Transport)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is significant, having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To update Cabinet on the development of the Enhanced Partnership arrangements for bus services in Derbyshire and to seek approval to formally "Make" the Enhanced Partnership and to accept Bus Service Improvement Plan funding from the Department for Transport (DfT).

4. Information and Analysis

Background

4.1 On 15 March 2021, Government published the first National Bus Strategy for England. The core aim of the Strategy is to reverse the

long-term decline in bus use nationally, a problem which has been exacerbated by the impact of the COVID-19 pandemic. The Strategy aims to achieve this by making bus services more frequent, reliable, better co-ordinated and easier to use. To enable this to happen, Government wants 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.

- 4.2 In response to the National Bus Strategy, Local Transport Authorities (LTAs) in England are expected to implement one of two options for bus services, Franchising or an Enhanced Partnership. All LTAs are currently progressing an Enhanced Partnership approach, although a small number of LTAs in metropolitan areas are also exploring Franchising options.

Progress to Date

- 4.3 At the meeting of the 17 June 2021, Cabinet agreed to enter into an Enhanced Partnership arrangement with all of the bus operators who provide local bus services in Derbyshire and with other relevant stakeholders (Minute No. 99/21 refers). Subsequent to this, at the meeting of the 14 October 2021, Cabinet was updated on development of the Enhanced Partnership arrangements and the various measures contained in the Council's Bus Service Improvement Plan (BSIP) to support the delivery of the Partnership (Minute No.158/21 refers). Approval was granted for delegated powers to the Executive Director – Place, in consultation with the Cabinet Member - Highways Assets and Transport, to agree the final wording of the BSIP, which was submitted in time to meet the DfT's 31 October 2021 deadline.

The Enhanced Partnership

- 4.4 The Enhanced Partnership for Derbyshire has been prepared in accordance with Section 138 of the Transport Act 2000, and guidance issued by the DfT. At an advanced stage of its development, the DfT issued revised guidance, which has extended the timescale allowed for Enhanced Partnership's to be established (originally 31 March 2022). Documents are now required by the DfT, in draft form only, by the end of April 2022, with a new date, still to be advised, for the Enhanced Partnership to be subsequently made. Given the excellent progress already made to establish the Enhanced Partnership for Derbyshire, the additional time now afforded is not required and there are no other advantages in delaying its commencement date. It also remains the case that it is essential to have an Enhanced Partnership in place to be eligible for future DfT bus funding streams and having the Enhanced Partnership already established will enable an early start to be made on

scheme delivery once funding has been awarded. The Enhanced Partnership commencement date has therefore been maintained unchanged as 31 March 2022.

- 4.5 The Enhanced Partnership comprises two documents which in turn set out commitments made by the Council and those required of Qualifying Bus Operators. These documents are:

Enhanced Partnership Plan (EPP) – this is, in effect, a summary of the Derbyshire BSIP. It defines the Enhanced Partnership area, the timescales and duration of the Partnership. It covers, at a high level, the activities proposed to be delivered within the next five years.

Importantly, it also considers three specific impacts:

- i. Impact on neighbouring authority areas – Cross boundary authorities and operators have been consulted on the Enhanced Partnership for Derbyshire and have raised no concerns. The plans have therefore been assessed as having no adverse impacts on neighbouring authority areas. The Enhanced Partnership has exemptions in place for services operating under contract to an adjoining authority for much of the day. This is because it would be for the adjoining authority to specify these services.
- ii. Impact on small/medium operators – the impact on these operators has been considered and they have been consulted twice on the proposed plans. The Enhanced Partnership seeks to improve all aspects of bus operations and benefit operators of all sizes.
- iii. Competition – the Enhanced Partnership does not remove the right of operators to set their own fares or their own services and does not limit services along any corridors or in town centres. As such, it is assessed as having no impact on competition or imposing barriers to market entry.

Enhanced Partnership Scheme (EPS) – this is a more detailed document than the EPP which:

- i. Defines the boundary of the Enhanced Partnership as being the County Council authority boundary.
- ii. Sets the commencement date as 31 March 2022, with a minimum duration of five years, but offering the opportunity to extend the Partnership by up to a further five years.
- iii. Exempts certain bus services from the Partnership obligations – these are essentially community transport, temporary or infrequent services, services that only marginally encroach into Derbyshire, and services specifically provided as transport to school or work. The focus of the Partnership is on the core conventional timetabled bus services and a Demand Responsive bus network serving Derbyshire.

- iv. It commits the Council to retaining its current bus facilities, such as bus only access points/real time information/bus lanes and supported bus services budgets, as well as delivering approved capital schemes, or those funded through the BSIP funding (conditional upon funding being forthcoming). The full details of these are set out in Appendix 2.
- v. Requirements of Operators – it locks in the existing bus standards and moves to improve the bus fleet from 35% Euro VI (which are the highest emission standards for conventionally fuelled vehicles) to 95% by 2029/30, with smaller operators allowed an additional year to meet this standard. It also requires:
 - a. All buses above 22 seats to be fitted with digital recording CCTV for safety and security.
 - b. All buses to be fitted with Automatic Vehicle Location equipment.
 - c. By April 2026, the first hydrogen buses will be introduced onto agreed route(s) between the Council and the Operator(s) introducing the vehicles. This is subject to BSIP funding.
 - d. Improvement to Ticketing Schemes – including the availability of contactless payments on all services.
- vi. Improved and more consistent information provision, including provision of other bus services in the area.
- vii. A Customer Charter that sets out what passengers should expect from all bus operators, including a compensation scheme for failure to deliver to the standards set out, and reimbursement of the cost of taxi journeys in the event that the last bus home failed to run, or departed early, due to operator failures.

Governance

4.6 The National Bus Strategy requires each Enhanced Partnership to be jointly run by a board that represents the LTA, local bus operators, and other stakeholders led by an independent chairperson. Building on the BSIP structure already in place, the Derbyshire Enhanced Partnership Board has been developed and consists of:

- Six representatives from the County Council including the Cabinet Member and Cabinet Support Member for Highways Assets and Transport and the Executive Director – Place.
- Six representatives from the bus operators which provide services across Derbyshire. Currently, these are Stagecoach Yorkshire and Trent Barton as the two largest bus operators in Derbyshire, Hulleys of Baslow and Midland Classic who are medium size companies and Ashbourne Community Transport and Derbyshire Community Transport representing third sector providers.
- An Independent Chair. Professor Margaret Bell, from Newcastle University, has agreed to take on this role. Professor Bell has

significant academic and practical understanding of the transport sector in the UK and overseas. As a former resident of Long Eaton, she also has a good knowledge of Derbyshire and has been working with the Council and partners in the Transport and Infrastructure Covid Recovery Group for the last 16 months.

4.7 The Board is supported by a Wider Stakeholder Group which, held its first meeting on 14 January 2022 with invited representation including:

- All local bus operators
- Peak District National Park Authority
- Derbyshire Borough and District Councils
- Adjacent transport authorities
- Bus user group and employer representatives
- University and Further Education representatives
- Train operators
- Representatives of disabled people and ethnic communities.

Acceptance of the BSIP funding from the Department of Transport

4.8 In support of the Enhanced Partnership and in line with the Council's BSIP, the Council submitted a bid to Government for almost £105m across five years from 2022-23 to advance the roll out of the Enhanced Partnership. Without this funding, the local ambition for buses as set out in the BSIP will not be realised.

4.9 At the time of preparing this report, the Council has been advised by the DfT that it will be one of the authorities that will receive BSIP funding, although the amount of funding awarded is not yet known. In accordance with Standing Orders, approval to accept the funding is required. If a funding decision is known by the time of the meeting, Cabinet will be updated verbally, but at this time it is recommended that the formal decision to accept the funding be delegated to the Executive Director - Place in consultation with the Cabinet Member - Highways Assets and Transport.

5. Consultation

5.1 Through the development of the BSIP, discussions have taken place with a number of other key stakeholders, including representatives from bus user groups, the borough and district councils, disability groups, the Peak District National Park Authority, neighbouring LTAs and special interest organisations. There has also been wider consultation with members of the public via a survey which ran for five weeks up until 23

August 2021 and generated 2,038 responses, which were reported to the 14 October 2021 Cabinet Meeting.

- 5.2 The development of the Enhanced Partnership has built on and been informed by this earlier work, and been subject to its own consultation, firstly with all local bus operators and then wider stakeholders, including statutory consultees (including Transport Focus, Chief of Police and the Competition and Markets Authority), as well as non-statutory consultees, including user groups and employer representatives. The wider stakeholder consultation took place in the four weeks to 25 February 2022 and whilst a verbal update will be provided at the meeting on the main findings of the consultation, these will require a fuller assessment, which is the reason for the delegated decision on the Enhanced Partnership.

6. Alternative Options Considered

- 6.1 The following alternative options have been considered:

- 6.2 **Do nothing and continue with current arrangement** – The National Strategy makes it clear that unless an LTA agrees to “Make” an Enhanced Partnership, it will not be eligible to receive future discretionary funding from the DfT, for either bus related activities or for wider transport projects more generally. For this reason, Cabinet agreed on 17 June 2021 to introduce an EP arrangement. Doing nothing is therefore not considered a viable option.

- 6.3 **Bus Franchising** - This option was considered and discounted by Cabinet at its meeting of 17 June 2021.

7. Implications

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

8. Background Papers

- 8.1 Cabinet Report - [Impact of the National Bus Strategy on the Future Development of Bus Services in Derbyshire](#), dated 17 June 2021.
- 8.2 Cabinet Report - [Enhanced Partnership Arrangements for Bus Services in Derbyshire and the Bus Service Improvement Plan](#), dated 14 October 2021.

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2 – Obligations on the Council.

10. Recommendations

That Cabinet:

- a) Approves the “Making” of the Enhanced Partnership, under Section 138G of the Transport Act 2000 (as amended).
- b) Confirms that the Enhanced Partnership shall come into effect from 31 March 2022, and authorises the Notice required under Section 138G(5) be issued within 14 days of this meeting.
- c) Grants the Executive Director – Place, in consultation with the Cabinet Member - Highways Assets and Transport, delegated powers to:
 - Agree the final wording of the Enhanced Partnership Plan and Scheme, having considered any comments made through the Stakeholder Consultation.
 - Accept any Bus Service Improvement Plan funding awarded by the Department for Transport in pursuant of the Enhanced Partnership objectives.

11. Reasons for Recommendations

11.1 At the meeting on 17 June 2021, Cabinet agreed to enter into an Enhanced Partnership arrangement, as required by the National Bus Strategy. This includes the establishment of a board to manage the Partnership.

11.2 The BSIP is central to the development of the Enhanced Partnership as it sets out the various measures necessary to bring about the improvement in bus services required by the National Bus Strategy. It also provides the DfT with details of the level of funding they will need to provide to the Council to allow these measures to be introduced.

11.3 To maintain the momentum needed to establish the Enhanced Partnership by 31 March 2022, the final version of the Enhanced Partnership Plan and Scheme are not yet available for Cabinet to approve.

11.4 Enhanced Partnership arrangements depend on securing funding from Government to fund enhancements to the bus offer and operation.

11.5 Acceptance of the BSIP funding from the DfT is a key part of delivering the above.

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

12.1 No.

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Implications

Financial

- 1.1 The Council has a total of around £35m committed revenue expenditure per annum across all transport services, including statutory Home to School (HTS), Special Educational Needs or Disabilities (SEND), and Adult Social Care Transport. This includes around £10m of concessionary fare payments which is a statutory duty. In 2021-22, the Council is also committing £1.2m from its capital programme on public transport infrastructure schemes. To implement the measures set out in the BSIP, the Council anticipates that the funding requirement from the Department for Transport (DfT) will be £105m over the initial five years of the programme starting from 2022-23.
- 1.2 Presently, it is difficult to estimate what changes will be needed to Council funding arising from the creation of the Enhanced Partnership (EP) as this will depend on how much funding the DfT decides to award following its consideration of the Council's Bus Service Improvement Plan (BSIP) and what investments the local bus operators make. However, the DfT has made it clear that it expects Local Transport Authorities (LTAs) to commit the level of funding they already provide locally to support bus services as part of their commitments within the Enhanced Partnership. In the event that any changes in Council funding are required, then these will be subject to a further report(s) to members.

Legal

- 2.1 Section 63(1) of the Transport Act 1985 places a duty on Derbyshire County Council to secure the provision of '*such passenger transport services as the Council considers appropriate to meet any public transport requirement within Derbyshire which would not, in its view, be met, apart from any action taken by them for that purpose*'.
- 2.2 A formal notice of intent to prepare an Enhanced Partnership Plan, which is a legal requirement of the Transport Act 2000, was published in June 2021. The Operator and Stakeholder Consultations were each subject to their own notices issued in December and February 2022 respectively under Sections 138 F(1)(c) and (d) of the Transport Act 2000.
- 2.3 Approval to "Make" the Enhanced Partnership falls under Section 138 G of the Transport Act 2000. This binds both the Council and Bus

Operators of “Qualifying Local Services” to the standards set out in the Enhanced Partnership.

Human Resources

- 3.1 The work to prepare the Enhanced Partnership has been undertaken by existing staff from the Passenger Transport Unit and their consultants. Once implemented each element of improvements to deliver will require their own delivery resources, which are capitalised against the project budget. The BSIP identifies 12 new posts needed to fully deliver the measures identified, including one new post to monitor, administer and report on the various performance measures in the BSIP and to support the Enhanced Partnership Board. Funding for these posts has been included in the BSIP funding request. The exact number of new posts required will depend on the BSIP funding awarded and how many of the BSIP measures identified can be progressed with this funding.

Information Technology

- 4.1 The BSIP proposals include provision for a significant expansion in the number of bus stops with Real Time Information displays and the wider availability of integrated tickets, valid for use on any operator, or service. These would be progressed through existing agreements.

Equalities Impact

- 5.1 Bus services are particularly important to a range of disadvantaged groups such as young people, older people, women and those from economically deprived communities, all of which make a higher proportion of their journeys by bus than the population as a whole. The introduction of an EP and the measures associated with the BSIP will protect and where funding allows enhance the quality of bus services available and will contribute towards the wider levelling up agenda across all communities and ambitions for driving ‘good growth’. Particularly, it will improve the opportunity for these people to access a variety of key opportunities such as education, employment and health care provision.

Corporate objectives and priorities for change

- 6.1 This proposal will help deliver the following Council Plan priorities: Resilient, Healthy and Safe Communities; High Performing, Value for Money and Resident-Focused Services; A Prosperous and Green Derbyshire. Specifically, creation of an Enhanced Partnership will also

enable the delivery of Place Directorate priorities around sustainable transport and travel.

- 6.2 The main aim of the BSIP and EP is to generate additional use of bus services and in turn encourage modal shift away from the private car. If this happens it will have a positive impact on the Council's wider environmental sustainability objectives and support the targets set in the Climate Change Strategy: Achieving Net Zero. Specific measures such as introducing low emissions buses is a key element of the BSIP proposals with the number of vehicles with Euro 6 or better emissions standards forming one of the targets progresses is monitored against.

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

- 7.1 N/A.

Appendix 2

Summary of obligations on Derbyshire County Council

Through this Enhanced Partnership Scheme the Council will continue to provide and maintain the facilities and undertake the measures as outlined in the following Table, for the duration of the Enhanced Partnership Scheme, subject to any enhancement detailed in the second Table:

Existing facilities and measures

Facility/location	Measures
<p>'Contraflow' Bus Lanes:</p> <ul style="list-style-type: none"> • Chesterfield, Beetwell Street from Hipper Street eastbound. Enables access to St May's Gate. • Chesterfield, Knifsmithgate. Full length westbound. Continues in to Rose Hill Bus Lane, q.v. • Chesterfield, Rose Hill from Glumangate to Rose Hill East. Continuation of Knifsmithgate Bus Lane, q.v. • St Augustines, St Augustines Avenue from Bacons Lane to St Augustines Road northbound. Not currently used by any local bus service. • Ilkeston, South Street from Coronation Street northbound. Enables access to Wharncliffe Road (Market Place) northbound bus stops. • Ilkeston, Albert Street. Full length northbound, Enables access to Wharncliffe Road (Market Place) eastbound and southbound bus stops. 	Retention of the contraflow bus lanes, maintenance and vehicle enforcement.
<p>Bus Gates:</p> <ul style="list-style-type: none"> • Chesterfield, Holywell Street at Saltergate / Cavendish Street junction. Enables access to Cavendish Street. • Chesterfield, Church Way from Church Lane northbound to Burlington Street. Enables access to Stephenson Place / Cavendish Street / Knifsmithgate. • Tupton, Brimington Road at Rother Way junction. Enables eastbound buses to right turn on to Chesterfield Road (A619) – all other traffic compulsory left turn here. • Loundsley Green, Bus Link Road. Allows buses through from Cheedale Close to Green Farm Close (across Loundsley Green Road). Operates both ways. • Chesterfield, Park Road at Markham Road (A619) junction, northside. Allows access for buses to / from New Beetwell Street. Operates both ways. 	Retention of the bus gates, maintenance and vehicle enforcement.
214 Realtime Information displays	Maintain at-stop Realtime information displays
Bus Service financial support	Continue to support services at the current levels, nett of Parish Council and S106 support, and reimburse concessionary travel in line

Facility/location	Measures
	with DfT Guidance and related legislation. Funding £14m pa
Street lighting	Maintain street lighting at current levels in the vicinity of bus stops
19 Bus shelter clusters, hubs and stations - provision and upkeep	Maintain and repair
Parking and traffic offence enforcement	The Council will use its powers and resources to enforce Traffic Regulation Orders, to improve compliance and make journey times for bus reliable.
Bus timetable information	Website– timetable information for all registered local bus services will continue to be provided.
Bus Service Mapping	Website - maps will continue to be made available, showing all bus services in Derbyshire, including summary information on service frequencies.
Roadwork management	To report roadworks in line with agreed protocols

Additionally Proposed Facilities and Measures

Facility/ location	Measures/interventions	Responsibility and delivery date
Enhanced service provision	<p>1. Deliver corridor shelter, real-time and wider improvements. On the following corridors:</p> <ul style="list-style-type: none"> • £2m in 2022/23 provisionally allocated to A632 and A619 from Chesterfield, but this may vary. • Bus stop accessibility improvements £110,000 • Countywide bus stop infrastructure improvements – including timetable display cases, signage and bus shelter lighting £58,500 • Belper bus station £35,000 • Buxton Market Place bus hub upgrade £121,000 	<p>Derbyshire County Council in consultation with Bus Operators</p> <p>Subject to BSIP funding from DfT</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p>
	<p>2. Introduce new DRT services to better connect rural communities into Transport Hubs</p>	<p>Derbyshire County Council in consultation with Bus Operators</p> <p>Subject to BSIP funding from DfT</p>
	<p>3. The County will consult with and seek to agree 4 timetable change dates, being the only dates on which qualifying local services may change, subject to consideration of adjacent authority change dates</p>	<p>Derbyshire County Council in consultation with Bus Operators</p> <p>To come into effect from the first service change date 70 days after January 2023</p>
	<p>4. Supporting Service Levels</p>	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>
	<p>5. Serving Key Attractors – review improvement needed and implement with Bus Operator agreement.</p>	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>

Facility/ location	Measures/interventions	Responsibility and delivery date
Bus Priority	<p>4. Fully role out UTC SCOOT priority for buses across Derbyshire</p> <ul style="list-style-type: none"> • 6 Junctions by April 2022, these are: Hornsbridge St Augustines/A61 Storforth Lane/A61 Park Road/Markham Road West Bars Gyratory Saltergate/Clarence Road • Up to 35 junctions to have bus priority detection added (junctions to be determined). <p>13. Once UTC is fully rolled out at bus gate approaches, late running buses fitted with working AVL will be given immediate priority.</p> <ul style="list-style-type: none"> • 2 bus gates for April 2022, these are: Brimington Road Holywell Cross 	<p>Derbyshire County Council</p> <p>By April 2023</p> <p>£214,000 subject to Council LTP funding approval</p>
	<p>5. Undertake a corridor by corridor review of bus routes, as prioritised with Bus Operators, and undertake agreed actions by dates to yet to be agreed.</p> <ul style="list-style-type: none"> • Service 77 - Upgrades to key stops along the route including new shelters and electronic Real Time Information displays £379,500 • Service 43 - Accessibility improvements around bus stops new shelters and Real Time Information displays at key stops £221,000 • Service 1 - Upgrades to key stops along the route including new shelters, Real Time Information displays and pedestrian accessibility improvements £302,000 	<p>Derbyshire County Council in consultation with Bus Operators</p> <ul style="list-style-type: none"> • Agree corridor prioritisation – June 2022 • Undertake and report on 1 corridor review every 6 months. • Implementation depends on BSIP funding <p>Subject to Council LTP funding approval</p> <ul style="list-style-type: none"> • By April 2023 <p>Subject to Council LTP funding approval</p> <ul style="list-style-type: none"> • By April 2023 <p>Subject to Council LTP funding approval</p>

Facility/ location	Measures/interventions	Responsibility and delivery date
		<ul style="list-style-type: none"> By April 2023
	<p>11. Roadwork management modify the Permit system to better manage non-emergency works on major bus routes to reduce impact on buses and allow better planning and passenger communications via Operators</p> <p>Where emergency works occur the Council will notify Operators as soon as practicable after the Council has been made aware of the works.</p>	Derbyshire County Council
	12. Increased parking enforcement	Derbyshire County Council Subject to BSIP funding from DfT
Simplified and increased value ticketing	15. Lower Fares for Key Groups – negotiate common discount with Bus Operators for targeted users with concessionary support via BSIP if necessary	Derbyshire County Council Subject to BSIP funding from DfT
	16. Promotional Ticketing Offers – jointly agreed and promoted	Derbyshire County Council Subject to BSIP funding from DfT
	17. Contactless Payment and Fare Capping – put in place fully contactless Electronic Ticket Machines (ETMs) subject to BSIP support for smaller Bus Operators in line with the BSIP bid, then agree how and when to roll out fare capping.	Derbyshire County Council Subject to BSIP funding from DfT for smaller Bus Operators
	19. Qualifying Agreements Introduced – agree operator acceptance of others' products in key areas and prepare associated Qualifying Agreement(s)	Derbyshire County Council working with Bus Operators January 2023
Integration with other modes, specifically Rail	20. Improving Connections – develop plans for Transport Hubs, especially to improve rural community connectivity. Derbyshire County Council are currently undertaking a study to inform this work.	Derbyshire County Council Subject to BSIP funding from DfT

Facility/ location	Measures/interventions	Responsibility and delivery date
	21. Park and Ride – develop out of town hubs the location and details to be agreed but including serving the Peak District National Park.	Derbyshire County Council Subject to BSIP funding from DfT
Common identity and provision of infrastructure such as upgraded shelters	6. Bus Shelter Provision – evaluate with Borough and District Councils future options to improve provision and better manage maintenance <ul style="list-style-type: none"> • Council contribution to support Borough and District partners fund and maintain shelters £150,000 	Derbyshire County Council in consultation with Borough and District Councils 31 March 2027 Subject to Council LTP funding approval By April 2023
	7. Marketing Campaign – develop and implement a joint marketing plan with Bus Operators	Derbyshire County Council working with Bus Operators The scale of the campaign will be subject to BSIP funding
	22. Brand for buses in Derbyshire – agree and roll out “One Derbyshire” with Bus Operators, a bus network brand that supports bus route branding.	Derbyshire County Council working with Bus Operators Subject to BSIP funding
	23. One stop website – Implement under “One Derbyshire” brand	Derbyshire County Council working with Bus Operators Subject to BSIP funding
	24. All operator APP - Implement under “One Derbyshire” brand	Derbyshire County Council working with Bus Operators Subject to BSIP funding
Upgrading and expansion of traditional and real-time information systems	25. Realtime information provision – Increase Hubs/stops with displays to achieve 60% coverage <ul style="list-style-type: none"> • Installation of more electronic Real Time Information screens at key stops along the route in Borrowash, Draycott, Breaston, Long Eaton, Sawley and Sandiacre, adjacent to Chatsworth House car park £192,000 • Swadlincote bus station £36,000 	Derbyshire County Council Subject to BSIP funding Subject to Council LTP funding approval By April 2023

Facility/ location	Measures/interventions	Responsibility and delivery date
	<ul style="list-style-type: none"> • Key stops along the route in Bakewell, Matlock Bath, Cromford and Wirksworth £106,000 	<p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p>
	26. Improved roadside information – Standardise and improve information under Implement under “One Derbyshire” brand	Derbyshire County Council Subject to BSIP funding to purchase and install poster cases at stops
	27. Bus timetables – maintain paper and on-line timetables and maps	Derbyshire County Council
Supporting activities	14. Planning Policies and Procedures – review how planning and public transport might be better integrated	Derbyshire County Council, working with Local Planning Authority partners in consultation with Bus Operators
	15. Review of Parking Charges	Derbyshire County Council in consultation with Borough and District Councils Review complete by 31 March 2027
	34. Annual survey – Commission Transport Focus to undertake annual surveys	Derbyshire County Council

The measures in the above table will be provided subject to due process such as consultation, approvals, Traffic Regulation Orders being successfully “Made”, and funding being made available by the Department for Transport.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Executive Director – Place

Trial of Speed Indicator Devices in Derbyshire
(Cabinet Member for Highways, Assets and Transport)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 The purpose of this report is to set out the basis for a 12-month trial of Speed Indicator Devices in Derbyshire. Speed Indicator Devices are a type of electronic vehicle activated sign used on the public highway.

3.2 Cabinet is asked to agree to the delivery and evaluation of a county-wide, 12 months Speed Indicator Device trial in Derbyshire on the basis set out in this report.

4. Information and Analysis

4.1 A Council Speed Management Plan was developed in 2017 to enable consideration of all engineering and enforcement methods of controlling speed on the public highway in conjunction with the Derby and Derbyshire Road Safety Partnership. This trial may, if successful,

influence changes to the existing technical annexes, which support the Speed Management Plan and will need to be considered by any necessary future review of these documents.

- 4.2 Since the adoption of the Plan, there have regularly been requests from the public, Elected Members, Districts, Boroughs, Parishes and Town Councils for speed indicator signs, as it is generally felt there are speed reduction benefits associated with them. Such requests were previously only accepted at sites with the most significant collision history. This was based on a number of factors, including a need to achieve value for money from a limited highways budget and evidence from an earlier trial in Hlland Ward which did not demonstrate a clear link between speed indicator devices and reduction in vehicle speeds.
- 4.3 However, this trial was limited in its size and nature and may not entirely reflect the characteristics of other potential sites. Further trials may therefore provide better evidence on the link between indicator devices and vehicle speed and therefore whether the current policies need to change. It is also understood that the Police and Crime Commissioner is supportive of such a scheme.
- 4.4 The Council is therefore proposing to support and evaluate a 12-month trial of Speed Indicator Devices on the following basis:
 - 4.4.1 District, Boroughs, Parishes or Town Councils will be able to apply to trial the use of Speed Indicator Devices, subject to them obtaining their Elected County Member approval. The number of devices in each area would need to be kept to a sensible level, bearing in mind the need for drivers to recognise the importance of signs, and its commitment to reduce street furniture on its network. A rough guide to those applying could be for a maximum of three signs per village and sites with local concerns over speed, although it is acknowledged that there will be cases where extra advice will need to be sought. Officers would work with applicants but reserve the right to restrict numbers when they have legitimate engineering concerns. An advice note would also be produced to accompany the documents sent to applicants.
 - 4.4.2 The signs need to be consistent with the Traffic Signs Regulations and General Directions 2016, and the most recent Traffic Open Product and Specifications (TOPAS) recommendations. The sign used would be standardised to 660mm in height, 450mm wide and a depth of around 150mm to ensure a consistent approach across the County. The weight of the signs must also not exceed 13 kilograms. The vehicle speed reading must occupy around half of the sign face with either smiley or sad faces to the underside, dependent upon the speed being over or under the speed limit. The worded message of “thank you” can also be

used as an alternative to the smiley face. An alternative available would also be the speed limit roundel with “Slow Down” message to its underside, which would purely react to higher speeds. The technology should be LED on a black background with black casing, and there should be no supplier or sales information on the sign facing the traffic.

- 4.4.3 The District, Borough, Parish or Town Councils would be entirely responsible for all the purchasing, installation and maintenance of the signs on completion of a licencing agreement with the County Council, under Section 115e of the Highways Act 1980. Details of warranty and maintenance agreements with any supplier of the signs must also be provided to the Council, along with any contractors’ public liability insurances to work on public highway for erecting, moving, and repairing the signs. Those working on the public highway, which includes the footway, must also be properly trained and wear the appropriate protective equipment and clothing recommended by the Council. The Council would reserve the right to remove signs at the expense of the owners, where agreements are found not to be in place, or have lapsed, or those are found to be working contrary to our expectations.
- 4.4.4 The signs for the trial sites should be either battery or solar powered. The use of mains power signs would be restricted to those provided by only the Council, due to the complexity of the need for others to adopt ongoing energy costs and billing of the energy consumed from a relevant energy supplier. Existing infrastructure or lighting columns will need to be assessed as being suitably strong enough for the signs to be attached to them.
- 4.4.5 It will be necessary for all signs to have a data logging device, where the Council has the capability to download this information at any time without the prior consent of the owner. Further advice on this would need to be developed and provided to those applying at the time of their application.
- 4.4.6 Following the trial, any existing signs may be left in place so long as they continue to be maintained.
- 4.4.7 The existing policy identifies that the Council’s road safety budgets can only be used to install vehicle activated signs as a measure to tackle casualty reduction. This will remain the case during the trial.

5. Consultation

- 5.1 District, Borough, Parish and Town Councils will be made aware of this 12-month trial, giving the opportunity for them to take part and if they wish to fund such an initiative.
- 5.2 The start date of the 12-month trial would commence when a significant number of locations are agreed and operating on site. It is suggested that a period of three to six months may be required to start to obtain a reasonable sample of sites to start to progress the 12-month trial period. This would give adequate time for numerous sites to get established on the ground due to the procurement, purchase and installation of signs by the applicants.
- 5.3 Following the 12-month trial period, an evaluation report will be presented for the consideration of both the Cabinet Member - Highways Assets and Transport and the Place Scrutiny Committee. A decision will be needed on whether the situation be formalised and whether the existing Highways Network Management Plan and its Speed Management Plan be changed.

6. Alternative Options Considered

- 6.1 The Council's Speed Management Plan outlines various alternative measures to target speed enforcement for casualty reduction reasons and alternatives measures that may be considered in the absence of a collision history. The purpose of this trial is to determine a slightly different approach, and should this trial prove successful, signs purchased by others could be formalised into policy.
- 6.2 Do-nothing - approach would be to not undertake the trial. This would mean the existing policies for Interactive signs within the existing Speed Management Plan are retained and unlikely to change during any future review due to the lack of statistical information to support such a change.

7. Implications

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

8. Background Papers

- 8.1 The County Council Highway Network Management Plan <https://www.derbyshire.gov.uk/site-elements/documents/pdf/transport-roads/roads-traffic/highway-network-management-plan.pdf>

- 8.2 The County Council Speed Management Plan
<https://www.derbyshire.gov.uk/site-elements/documents/pdf/council/meetings-decisions/meetings/cabinet/2017-11-16-speed-management-plan.pdf>
- 8.3 The Traffic Signs and General Directions Regulations 2016
<https://www.gov.uk/government/publications/traffic-signs-regulations-and-general-directions-2016-an-overview>
- 8.4 Report on a previous trial on Speed Indicator Devices carried out at Hulland Ward
<https://www.derbyshire.gov.uk/site-elements/documents/pdf/council/meetings-decisions/meetings/cabinet-member-portfolio/highways-transport-and-infrastructure/29-9-2015-hulland-ward.pdf>
- 8.5 The Traffic Open Products and Specifications (TOPAS)
<http://www.topasgroup.org.uk/shop/specifications.htm>

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 – Application for a licence, under Section 115e of the Highways Act 1980, to site an amenity object in the public highway.

10. Recommendations

That Cabinet agrees to:

- a) The delivery and evaluation of a countywide, 12-months Speed Indicator Device trial in Derbyshire on the basis set out in this report.
- b) Provide District, Borough, Parish and Town Councils with the ability to obtain a limited number of signs, of a type and specification to be agreed by the County Council at approved locations.
- c) Consider the results of the trial on the speed of vehicles, with the Derby and Derbyshire Road Safety Partnership.
- d) Grant, subject to successful applications under Section 115e of the Highways Act 1980 from a District, Borough, Parish or Town Councils, licence agreements for the erection of signs on street lighting or other agreed street furniture. The erection of signs on lighting columns will also be subject any necessary electrical and structural testing at the applicant's own expense.
- e) Potential future review and alteration of the Speed Management Plan and its associated technical annexes, contained within the

Highway Network Management Plan, should the trial prove to be a success.

11. Reasons for Recommendations

- 1.1 This trial will give opportunity to further evaluate a new approach to the use of electronic message signs within its Speed Management Plan section of the Highway Network Management Plan. If this trial demonstrates a value for money approach to traffic safety, then changes to policy should be considered.
- 1.2 To give due consideration to approaches made from Elected Members, Districts, Boroughs, Parishes and Town Councils, and the public on the use of speed indicator devices, or similar products in Derbyshire.

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

- 12.1 No.

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Contact details: Simon.Tranter@derbyshire.gov.uk

Implications

Financial

- 1.1 The funding for the Speed Indicator Devices used in the trial will be entirely at the expense of the applicant. It is estimated that the signs may cost applicants between £2,500 to £3,000 to purchase each individual sign unit (excluding installation costs). Installation will vary and is dependent on site conditions and individual contractor costs.
- 1.2 There will be a fee payable for legal services associated with the licencing agreement necessary for the signs, which is £100 for each agreement.
- 1.3 The cost of the additional staff resources for checking applications within the Highway Service can be accommodated with other similar work being carried out, but the council reserves the right to consider charging for such services in the future should it be deemed necessary.

Legal

- 2.1 Under Section 115e of the Highways Act 1980, the County Council may grant a licence for the use of objects or structures on, in or over a highway for the purpose of providing a centre for advice or information after first obtaining consent of the frontages with an interest in:
 - (i) to the placing of the object or structure;
 - (ii) to the purpose for which it would be placed; and
 - (iii) to the proposed grant of permission.
- 2.2 Under Section 115f of the Highways Act 1980, the County Council may attach such conditions to a licence granted under Section 115e as it considers fit including requiring payment of reasonable charges.
- 2.3 Further, under Section 115g, the Council shall not grant any permission under Section 115e unless it has first published a notice by affixing it at or near the location and by serving a copy on the owner or occupier of any premises appearing to the Council to be materially affected by the proposal. Such notice shall allow a period of 28 days for any representations to be made to the Council and no licence shall be granted until all representations made have been considered by the Council. The Council must also consult the local planning authority for the area under Section 115H of the Highways Act 1980.

- 2.4 The signs should be consistent with the Traffic Signs Regulations and General Directions 2016 and Traffic Open Product and Specifications (TOPAS) recommendations or any future advice that supersedes these documents.
- 2.5 Any work on the public highway must be carried out by those with the necessary public liability insurances and by a competent contractor who is authorised to work on a highway to the satisfaction of the Council. All staff operatives must comply with Council protective equipment requirements and all works notified through its permitting and noticing scheme.

Human Resources

- 3.1 The staff resources required for application received will be addressed through existing staff contained within the Highways Hub and in the Traffic and Safety Team with Legal Services providing the final highway licencing agreements

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 Not applicable as existing technology is already used on the public highway.

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.

DERBYSHIRE COUNTY COUNCIL - Place

Application for a licence, under s115e of Highway Act 1980, to site an amenity object in the Public Highway

PLEASE NOTE – A fee of £100 will be applied by Legal Services to each licence approved and issued for applications received on/after 22 November 2021.

No payment should be sent with application, no fee will be charged if an application is declined.

Before you apply:

1. You are advised not to purchase any sign or item until you have confirmed it complies with the necessary requirements
2. Check that your Council carries Public Liability Insurance of at least £5m to cover your responsibility for an item placed within the Public Highway
3. Liaise with your local District/Borough Planning Department to check whether planning or conservation area consent is required
4. For signs – check your supplier holds the relevant National Highway Sector Scheme (NHSS) accreditation for sign design and manufacture as well as current ISO 9001. Copies of certification must be provided with your application. This ensures the sign is to the correct standard for placing within the public highway. Signs should be labelled on the reverse providing details of manufacture.
5. For signs - check your installer has Public Liability Insurance of at least £5m (Evidence to be provided with application) and the relevant Street Works Qualification (SWQR) to undertake excavation within the Public Highway (Details to be provided at the end of this form).
6. For all other items, e.g planters – ensure that your installer is aware of the need to work safely in the Public Highway and adopts safe practice, i.e. necessary traffic management measures, high visibility clothing, etc.
7. If your proposed site is to be adjacent to a road subject to a speed limit of 50mph or above, the item is required to be constructed of material that complies with additional safety regulations and is likely to cost more than regular design materials. The County Council's Traffic and Safety Team can advise for proposals at these locations. However, please be aware that it is more likely to be rejected due to the necessary additional restrictions.

General notes:

8. The County Council as Highway Authority would generally provide standard village entrance signs, designed in accordance with current traffic signs regulations. In this case the sign would become part of the highway asset network i.e. the County Council's responsibility to maintain thereafter. However the County Council would not fund any bespoke design. Such signs would remain your responsibility to maintain.

9. Should the County Council be requested to attend to an item damaged in an accident, associated costs may be recharged to the owner of the item.
10. The sign may contain a descriptive message i.e. Historic Market Town but no advertising
11. Attachments to street lighting columns are restricted in size due to additional loading on the column. Signs with a face area exceeding 0.32m² may require additional posts. Hanging baskets on lighting columns are not covered by this licence; please visit the County Council's website
https://www.derbyshire.gov.uk/transport_roads/roads_traffic/street_lighting/decorations/default.asp
12. This application form is not intended to be used for the provision of benches. However permission for benches can be granted under the Public Health Act and a separate application form is available for this. Please contact highways.hub@derbyshire.gov.uk for further details.
13. During the application process, the County Council will contact utility companies to ensure that your proposals do not affect underground/surface/overhead assets
14. The process may involve advertising your proposals on site and in a local shop for 28 days. This is to be undertaken by the applicant. You will be provided with the necessary notices and instruction if your application is approved.

LOCATION OF AMENITY

Road/Street Name.....

Village/Town.....

***Please attach a location plan/map and marked photo (if possible) indicating the exact site of the proposed amenity. Maps should be marked to scale where possible.**

DESCRIPTION OF AMENITY (e.g. planter, village entrance sign etc)

.....

PROPOSED DATE OF INSTALLATION (Please be aware that due to advertising proposals on site, the timescale for deciding applications could be up to 12 weeks).....

FOR SIGNS:-

- 1.1 All materials must comply with this specification and any additional requirements set out in:
 - A. Traffic Signs Regulations and General Directions 2016
 - B. Traffic Signs Manual
 - C. Department of Transport - Manual of Contract Documents for Highway Works - Specification for Highways Works
 - D. BS873: part 6: 1983 – withdrawn, replaced by BS EN 12899-1:2007
 - E. BS873: part 7: 1984 – withdrawn, replaced by BS 8442:2015, BS EN 12899-1:2007, BS EN 1463-1:2009
- 1.2 Posts shall be steel tubular or rectangular hollow section complying with BS EN 10210-2:2019 and BS EN 12899-1 2007 shall be manufactured from steel complying with S275J0 or S275J2.
- 1.3 Posts are to be prepared by shot blasting to SA 2.5/3.
- 1.4 Posts shall be rust-proofed and the internal surface shall have a coating of bituminous paint.
- 1.5 Post shall be hot dipped plastic coated in accordance with the method specified in BS873. Part 6. 1983, Clause 5.1.1.3. (See “D” above) Colour BS381C Aircraft Grey reference 693, to approximately 0.5mm thick.
- 1.6 The finished coated post shall give good impact resistance whilst maintaining elasticity and shall not suffer from brittle fracture or temperatures of -10°C.
- 1.7 Post caps shall be plastic in the colour to match the plastic coated posts. Steel base plates shall be finished as specified in BS873, part 6. (see “D” above) Posts should not be galvanised and should be grey powder-coated

Excavation depth for posts.....

Fixing details for posts.....

Post type.....

Post diameter.....

Post length (above ground).....

Post wall thickness.....

Sign height at highest point.....

Sign height at lowest point (min 2.3m to be available for pedestrians/cyclists to pass under high level signs).....

Distance from edge of sign to edge of carriageway (min 500mm).....

Fixing details for sign.....

Method of proposed Traffic Management during installation (Please note additional permission may be required dependent on nature of works).....
.....

Please also submit sign design showing x-height, colour, material and dimensions

FOR PLANTERS/OTHER ITEMS:-

Size/dimensions (width/length).....

Height.....

Expected height with plants (usual maximum height restriction is 500-600mm from level of carriageway).....

Distance from edge of carriageway (min 500mm).....

If on footway, width of footway available for pedestrians (min 1.2m).....

Fixing methods (if applicable).....

Construction Material.....

Any additional information relevant to proposed item.....
.....
.....
.....

DETAILS OF APPLICANT

Council.....

Address.....

.....

.....

.....

Phone number.....

Email.....

Signed.....(authorised person on behalf of Council)

Print Name..... Date.....

Position in Council.....

DETAILS OF CONTRACTOR

Company.....

Contact.....

Address.....

.....

.....

.....

Telephone.....

Email

Full Name of Installer

SWQR details of Installer

Please return to: Highways Hub (Room 199B), Place, County Hall, Matlock, Derbyshire DE4 3AG or highways.hub@derbyshire.gov.uk

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 10 March 2022

Report of the Executive Director - Place

Restoring Your Railway Fund Programme in Derbyshire
(Cabinet Member for Infrastructure and Environment)

1. Divisions Affected

- 1.1 Barrow Hill Line - Eckington and Killamarsh, Barlborough and Clowne, Staveley North and Whittington, St Marys, Brimington, and Spire.
- 1.2 Ivanhoe Line - Linton, Swadlincote South.
- 1.3 Maid Marian Line - South Normanton and Pinxton, Alfreton and Somercotes, Greater Heanor, Ilkeston East and Ilkeston South.

2. Key Decision

- 2.1 This is a Key Decision because it is likely to result in the Council incurring expenditure which is, or savings which are, significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

- 3.1 To update Cabinet on the Restoring Your Railway Programme in Derbyshire and the potential for accessing Staveley Town Deal funding to support delivery of key elements of the related infrastructure.

4. Information and Analysis

Background

- 4.1 In February 2020, the Government launched the Restoring Your Railway Fund Programme as part of its wider Levelling Up agenda. The Government pledged £500m to the programme and invited MPs, local councils, community groups and other interested parties across England to propose how they could use funding to reinstate closed local rail services and restore former stations for passenger use.
- 4.2 The funding was split into three categories to support projects at different phases of development. These categories were:
- The Ideas Fund – to provide development funding for early stage ideas to explore options to restore lost rail services connections to communities.
 - Advanced proposals – support for lines and stations already being considered for restoration and for those identified as having further potential via the Ideas Fund application and assessment process.
 - Proposals for new stations and the restoration of old station sites on rail lines already operating.
- 4.3 Across Derbyshire and in adjacent local authority areas, different organisations expressed an interest in the proposals. The timetable for applications to the programme meant that bids had to be submitted to Department for Transport (DfT) by mid-March 2020, so there was limited opportunity for detailed discussion on the merits of the various schemes.
- 4.4 The Council was, however, actively involved in proposals by Sheffield City Region Combined Authority (SCR) to submit a bid to the Ideas Fund to explore the potential to reopen the Barrow Hill Line from Chesterfield to Sheffield for passenger services. An earlier study by SCR on the potential to reopen six former rail lines in its area had highlighted the Barrow Hill route as the project which would generate the most benefits and be easiest to implement from an engineering perspective.
- 4.5 Following discussions with the Cabinet Member – Highways Transport and Infrastructure and the Strategic Director – Economy, Transport and Environment, it was agreed the Council would support the SCR Barrow Hill Ideas Fund application.

4.6 Altogether, nationally, 50 applications were made to the Ideas Fund; of these, three were for schemes which would impact on Derbyshire. These were:

- The Barrow Hill Line from Chesterfield to Sheffield via Killamarsh which was submitted by SCR. This line is already used on a regular daily basis by freight trains and also occasionally as a diversional route by passenger services. The bid identified six new potential stations, four of which would be in Derbyshire.
- The Ivanhoe Line from Burton upon Trent to Leicester via Castle Gresley, which was submitted by a local community group, the Campaign to Reopen the Ivanhoe Line (CRIL). This line is still in place and used occasionally by freight services. The bid identified eight new potential stations, two of which were in Derbyshire.
- The Peaks and Dales Line from Matlock to Buxton, which was submitted by a local community group, the Manchester and East Midlands Rail Action Partnership (MEMRAP). The majority of the line is not in place and most of the former route now forms the Monsal Trail with the section from Matlock to Rowsley used by Peak Rail for steam heritage services. This bid identified six new potential stations all of which were in Derbyshire.

4.7 The DfT undertook an assessment of the applications received and, in May 2020, announced a shortlist of the 10 projects which would go forward to the next stage of the process which included the Barrow Hill and Ivanhoe projects, but not the Peak and Dales line. This next stage involved producing a Strategic Outline Business Case (SOBC) for the scheme with DfT providing £50,000 per project to help pay for the work. The SOBCs looked at the strategic, economic, financial, commercial and management case for reopening the lines to regular passenger services.

4.8 In the summer of 2020, the DfT launched a second round of the Restoring Your Railway Ideas Fund and asked for further applications from interested group. Following an assessment of these new applications in autumn 2020, the DfT announced that a further scheme, with an impact on Derbyshire, had been given funding to develop an SOBC. This was:

- The Maid Marian Line from Mansfield to Derby/Leicester via Ilkeston, which was submitted by Ashfield Borough Council. The track is in place and the section along the Erewash Valley and Robin Hood Lines are regularly used by passenger services. To connect these together, a section of 'freight only' line between Kirkby and Ironville would be reopened for passenger services. The bid identified two

new potential station sites, neither of which were in Derbyshire. However, the proposed station at Selston would be very close to Pinxton.

Progress to Date

- 4.9 For the Barrow Hill SOBC, SCR employed a project manager specifically to undertake this work. County Council staff worked with the project manager to provide information and ensure Derbyshire's views were taken into account in its development. Chesterfield Borough Council and North East Derbyshire District Council officers were also actively involved in the SOBC steering group. The SOBC, a copy of which can be seen in Appendix 2, was submitted to the DfT in February 2021, where it was reviewed by an expert panel to decide if the scheme should be developed further. In May 2021, the panel recommended that the proposal should progress to the next stage of the process, which would require the production of an Outline Business Case (OBC) followed by a Final Business Case (FBC).
- 4.10 On the Ivanhoe SOBC, CRIL initially decided to undertake a lot of the work themselves. However, due to circumstances, they employed specialist consultancy support to finish the process. Council staff also worked with CRIL to improve the quality of the SOBC, along with colleagues from South Derbyshire District Council, North West Leicestershire District Council and Leicestershire County Council. The SOBC, a copy of which can be seen in Appendix 3, was submitted to the DfT in June 2021 where it was reviewed by an expert panel to decide if it should be developed further. At the moment, it is not clear what recommendation the expert panel has made to the DfT.
- 4.11 Ashfield Borough Council employed consultants to produce the SOBC for the Maid Marian Line. Council staff took part in the SOBC steering group and provided the consultants with information relevant to Derbyshire. The SOBC, a copy of which can be seen in Appendix 4, was submitted to the DfT in July 2021, where it was reviewed by an expert panel to decide if it should be developed further. At the moment, it is not clear what recommendation the expert panel has made to the DfT.

Next steps

- 4.12 At the time of writing, none of the schemes across England which received DfT funding from the Restoring Your Railway Programme to produce an SOBC, have yet been advised that Government wishes them to proceed to the next stage of the process. This may, however, be about to change as a positive announcement on the Barrow Hill line scheme is expected in the near future. Informal discussions on the

Barrow Hill line have already taken place between Council officers and representatives from SCR, the DfT and Network Rail following the expert panel recommendation. From these, it appears that:

- There is no certainty over how the OBC/FBC and then the physical works would be delivered. By way of indication though, work undertaken to reintroduce passenger services on the Northumberland Line has, however, been seen as an example of what could be done elsewhere with consultants working for the local authorities undertaking the OBC/FBC with help from Network Rail and the DfT.
- It is likely that the OBC/FBC for Barrow Hill would be combined into one process with an expectation that this would need to be completed relatively quickly over 4-5 months. Following this, provided the DfT made a Final Investment Decision (FID) to implement the project, work to carry out the track/signaling improvements and build the stations would then be undertaken by Network Rail with local authority assistance.
- Network Rail suggests that DfT will want any scheme to deliver a “Minimum Viable Product” rather than the full scheme which was outlined at the SOBC (ie 10 stations and the half hourly train service). There is, however, no clarity what DfT’s “Minimum Viable Product” on the Barrow Hill line would be, however, from a station facilities perspective, it is assumed to be something similar to the new stations recently opened elsewhere in the County e.g:
 1. 2x 102m platforms
 2. Waiting area/shelter
 3. Car park
 4. Cycle parking (uncovered)
 5. Overbridge
 6. Ticket machine
 7. CCTV
 8. Help point
- There is still no firm idea of the cost of the Barrow Hill project. However, in the SOBC, it was estimated the infrastructure works would be in a range between £93.5m and £113.8m. Subsequent work has estimated this could be reduced significantly if a “Minimum Viable Product” approach was taken. – possibly to circa £40m. It is anticipated that the majority of this cost would be covered by the DfT.
- The DfT has committed to fund “up to 100%” of further development costs for successful schemes, supporting them up to (FBC/ FID) point. However, it is likely DfT will also encourage promoters of Restoring Your Railway projects to contribute further, either financially or through work in kind.

- Any contributions made through the development stage will be taken into account when considering whether a scheme should proceed to delivery.
- The Department will agree the detail and cost of further work and offer funding for up to 100% of what is needed. However, the DfT has confirmed it will not be liable for costs exceeding the agreed funding ask – and it is worth noting that local contributions (typically from local authorities) would be expected to cover any gaps.
- This further work can be taken forward by local authorities or Network Rail and the approach will be agreed on a case by case basis.
- The DfT has also confirmed that there is no expectation that local authorities will be required to provide an ongoing subsidy towards the cost of the train service itself.

4.13 Prior to DfT making a decision on whether to approve an OBC/FBC and then proceeding to delivery, they will consider what level of local contribution has been sourced by the promoter. Routinely, the DfT looks for 15-25% of the cost of transport infrastructure projects to be sourced from local contributions. For Restoring Your Railway programmes, the DfT accepts this may not be possible in all areas, however, they do cite the Northumberland Line project as an example - i.e. Northumberland County Council and its local partners committed to provide £27.2m as their overall contribution towards the estimated total project cost of £166m (circa 16%).

Ongoing works

- 4.14 Whilst waiting for DfT to make a decision, Network Rail has been undertaking some preliminary works at its own expense on the Barrow Hill line project. This has focused on two areas: firstly, a capacity analysis at Sheffield station to identify how the Barrow Hill service could be accommodated into what is already a congested location. The second element of work has concentrated on identifying any potential problems with the other proposed stations sites on the route due to historical mining activity
- 4.15 The County Council and SCR have jointly funded some low cost study work undertaken by the consultants who were involved in the Northumberland Line to see if similar methods could be used on this project. This work has provided an initial understanding of how the scheme could be achieved with the limited funding likely to be available from the DfT, as well as giving an indication of the likely trade-offs that may be required to deliver a more limited first phase. The study looked in particular at:

- The potential to use land value capture of new developments adjacent to the line to help fund the project.
- An assessment of potential station sites, including land uplift, economic value, highways access, ease of delivery and consents.
- Costings of a potentially phased options to deliver a potential funding ask of DfT for a Minimum Viable Product scheme.

4.16 From this work, the consultants have identified a potential Minimum Viable Product option which would deliver an hourly service from Chesterfield to Sheffield serving 4 intermediate stations. This option would require very limited additional rail infrastructure apart from the construction of the new stations themselves. The study also showed that increasing the service to 2 trains an hour or calling at more intermediate stops on the way would require significant infrastructure improvements at the Sheffield and Chesterfield ends of the line. As such, the consultants have advised this was unlikely to be considered a Minimum Viable Product by the DfT.

4.17 Provided DfT confirms that the Barrow Hill line has received approval and funding to move to the next stage, the consultants have suggested the process to develop the OCC/FBC would include:

- Mobilising a project team
- Establishing governance and reporting arrangements
- Key risk management/mitigation activities
- Producing an infrastructure model and timings for station/rolling stock options
- Network capacity modelling
- Refine requirements and confirm any constraints
- Finalise station locations
- Demand forecasting and modelling
- Establish land ownership and what would need to be acquired
- Further land value capture assessment
- Refresh capital and operating costs in the SOBC
- Verify BCR, affordability and deliverability
- Confirm sufficiency of funding
- Refresh SOBC for Minimum Viable Product and full scheme
- Finalise scope for develop step

Project leadership role

4.18 Until now, SCR has been the lead authority for the Barrow Hill project as it submitted the original bid to the Restoring Your Railway programme. However, SCR has also submitted a number of other bids to the programme for other schemes in its area which now seem likely

to gain approval. As a result, it is now considering whether it has the resources available to continue with the leadership role for the Barrow Hill Line project. SCR has therefore asked informally if the County Council would be willing to take on this responsibility. Whilst this change would need to be agreed with Government, the County Council has confirmed in principle this could be considered acceptable, subject to any DfT funding being transferred by SCR at the same time.

Staveley Town Deal

- 4.19 In November 2019, Government announced the Town Deal Fund and Staveley was identified as one of 101 towns to bid for up to £25m. The aim is to deliver regeneration projects with, and for, the communities of the Staveley area. The Staveley Town Deal was subsequently awarded £25.2m in March 2021, and work to prepare relevant business cases for key projects in the Town Deal area is progressing in advance of submission to Government in March 2022 - and ahead of any capital works commencing.
- 4.20 As part of the Staveley Town Deal project, £934,000 was identified to undertake work linked to the proposed station at Barrow Hill itself. This funding would be used to improve facilities in and around the station rather than to pay for the “Minimum Viable Product” elements of the station. An SOBC, undertaken to meet the requirements of the Town Deal funding process, has identified a number of different elements this money could be spent on to maximise the value of the new station to the local community. These include facilities to make it easier for people to reach the station such as: better pedestrian, cycling and bus links; improvements to travel information including electronic real time rail and bus information screens and wayfinding; as well as wider environmental upgrades in and around the proposed station site.
- 4.21 These proposals were outlined to the Town Deal Board at its meeting in November 2021 and received broad support. The Board was, however, aware of the key inter dependencies with the broader Barrow Hill Restoring Your Railway project and, as a result, it has used its contacts within the Government’s Town Deal Team to try and ascertain when a decision will be made by DfT. Unfortunately, this approach has produced no definite results as yet, apart from a recommendation that the SOBC for Town Deal funding for the station should be finalised and submit with the rest of the programme in March.

The Next Steps

- 4.22 The work undertaken by Network Rail and the consultants has given the Council a better understanding of some of the practical issues which the Barrow Hill project will face and broader ideas of the potential costs.

However, the continued lack of clarity from the DfT on when a decision on the Barrow Hill line scheme and other projects in the Restoring Your Railway Programme will be made, makes charting a route forward difficult.

- 4.23 Council officers have been advised informally that a positive decision on the Barrow Hill Line project is likely to be taken by ministers in the very near future and may be accompanied by a visit.
- 4.24 However, until the details of this decision are made clear, including the levels of funding to be provided by the DfT, what role they wish the Council and its partners to take in the development of the scheme and what local financial contribution they envisage, it is difficult to determine the next steps. It is therefore recommended that a decision on whether to proceed to the OBC/FBC stage on the Barrow Hill Line project should be conditional on the County Council receiving sufficient funding from Government to pay for the necessary works. Any feedback or confirmation received from Government prior to Cabinet will be reported verbally to the meeting.

5. Consultation

- 5.1 Consultation on the proposals in the three Restoring Your Railway SOBCs took place with a variety of local stakeholders including County, City, District/Borough Councils in the relevant areas and the local MPs who constituencies would be affected. The DfT and rail industry organisations including Network Rail, East Midlands Railway and Northern Trains have also been involved in developing the detailed proposals in the documents.
- 5.2 The proposals linked to Barrow Hill station SOBC have also been consulted on with the Staveley Town Deal Board and Chesterfield Borough Council.

6. Alternative Options Considered

- 6.1 The following alternative option has been considered:
- 6.2 **Not to engage with the Restoring Your Railway proposals** – Whilst the Council was involved in the bid to DfT for the Barrow Hill Line Restoring Your Railway Programme there was no direct discussions between the Council and the organisations who made the other bids for the Ivanhoe and Maid Marian line projects prior to their submission. The Council could therefore have decided not to engage with these projects once the DfT agreed to provide funding to develop its SOBCs. However,

this approach was not thought to be constructive as it would have meant the issues of concern to Derbyshire residents may well not have been taken into consideration in the SOBCs. There are also potentially significant benefits which could be delivered to a number of communities in Derbyshire which would now be linked to the rail network if these schemes were progressed.

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 – Barrow Hill Line Restoring Your Railway Strategic Outline Business Case.
- 9.3 Appendix 3 - Ivanhoe Line Restoring Your Railway Strategic Outline Business Case.
- 9.4 Appendix 4 - Maid Marian Line Restoring Railway Strategic Outline Business Case

10. Recommendations

That Cabinet:

- a) Notes the Strategic Outline Business Cases which have been submitted for the Barrow Hill, Ivanhoe and Maid Marian lines Restoring Your Railway proposals and the further work carried out since on the Barrow Hill line to better understand the practical issues involved in the project.
- b) Notes the continued uncertainty about what the Department for Transport will decide in terms of the future of the Restoring Your Railway Programme, the central Government funding which will be made available to pay for it and the level of any local contribution that may be expected from partners, including the County Council.
- c) Agrees to move to the Outline Business Case/Final Business Case stage on the Barrow Hill Line project in partnership with Chesterfield

Borough Council, North East Derbyshire District Council and Sheffield City Region, subject to sufficient funding being made available by the Department for Transport to pay for this work to be carried out.

- d) Notes the actions taken to date to secure the provisional grant offer of £934,000 from the Staveley Town Deal Board and, subject to securing a satisfactory agreement on future funding from the Restoring Railway Fund Programme for this project, agrees to accept the grant towards the costs of introducing additional measures around the proposed Barrow Hill station, which will not be funded by the Restoring Your Railway process.

11. Reasons for Recommendations

- 11.1 The three SOBCs set out a series of potential proposals which could introduce passenger rail services into areas of Derbyshire which currently lack them, bringing significant benefits for local residents. These documents, plus the additional work carried out on the Barrow Hill line, also start to show the level of work required to implement these proposals and give an initial outline of the costs involved.
- 11.2 The decision on which particular Restoring Your Railway projects will be progressed further will need to be taken by central Government as it will be responsible for providing the majority of the capital funding required to build the necessary infrastructure and all of the revenue funding to pay for the future operation of any new train services.
- 11.3 The decision to move to the Outline Business Case/Final Business Case stage depends on funding being made available by the Department for Transport to pay for this as part of Restoring Your Railway programme.
- 11.4 The Town Deal grant will enable a variety of improvements to be carried out around the proposed Barrow Hill station beyond those that will be funded by the Restoring Your Railway programme. Accepting this grant subject to agreeing a satisfactory Restoring Your Railway funding package will ensure the benefits of opening this station are maximised.

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

- 12.1 No.

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Implications

Financial

- 1.1 Derbyshire County Council has not made any commitment to fund any of the three Restoring Your Railway projects which have submitted SOBCs to the DfT. The outline capital cost estimates in the SOBCs are:
Barrow Hill Line, £93.5m – £113.8m
Ivanhoe Line, £123m - £186m
Maid Marian Line £12m-£19m
- 1.2 All of these estimates would require further development as part of the Outline Business Case and Final Business Case processes.
- 1.3 On the Northumberland line project, which has been highlighted by the DfT as an example of how it would like to see other schemes progress, local funders have provided 16.3% of the total estimated capital cost. If this was applied on the three projects in Derbyshire, this would equate to local capital funding contributions in the ranges of:
Barrow Hill Line, £15.2m- £18.5m
Ivanhoe Line, £20m - £30.3m
Maid Marian Line, £1.9m - £3m
- 1.4 The DfT has made clear it does not expect to see local contributions toward the revenue costs of running the train services once the lines open.

Legal

- 2.1 There are no legal implications directly related to this report.

Human Resources

- 3.1 The work to prepare the SOBCs and subsequent additional investigations around the Barrow Hill line have been undertaken by specialist consultants with additional support from a number of different local council staff. Currently, the County Council has 1 dedicated member of staff for strategic rail-related work. Should any of these projects develop further, external support from specialist external consultants will be required and there may be a requirement for additional County Council staffing resources as well.

Information Technology

4.1 There are no direct information technology implications to this report.

Equalities Impact

5.1 Public transport services, including rail, are particularly important to a range of disadvantaged groups such as young people, older people, women and those from economically deprived communities, all of which make a higher proportion of their journeys by public transport than the population as a whole. The introduction of rail services into areas of Derbyshire which currently lack them will support the wider levelling up agenda across these communities and ambitions for driving 'good growth'. In particular it will improve the opportunity for these people to access a variety of key opportunities such as education, employment and health care provision.

Corporate objectives and priorities for change

- 6.1 This proposal will help deliver the following Council Plan priority: A Prosperous and Green Derbyshire and also a key priority in the adopted COVID Recovery Strategy to maximise opportunities for improved sustainable travel and public transport
- 6.2 The main aim of the Restoring Your Railway programme is to generate additional use of rail services and in turn encourage modal shift away from the private car. If this happens it will have a positive impact on the Councils wider environmental sustainability objectives and support the targets set in the Climate Change Strategy: Achieving Net Zero.

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

7.1 None.

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RESTORING YOUR RAILWAY

Barrow Hill Line Reopening – Strategic Outline Business Case



PROJECT DETAILS

Project Name:	Barrow Hill Line
Project Location:	Sheffield to Chesterfield, via Barrow Hill. Linking Sheffield, North East Derbyshire and Chesterfield Local Authority Areas.
Project Sponsor	Lee Rowley MP (North East Derbyshire)
Scheme Promoter	Sheffield City Region Mayoral Combined Authority
Contact Name and Role:	Alex Forrest, Senior Programme Manager (Rail)
Address:	11 Broad Street West, Sheffield, S1 2BQ
Email:	Alex.forrest@sheffieldcityregion.org.uk
Telephone:	07467 115892
Other Delivery Partners and Roles:	Local authorities: Sheffield City Council, Derbyshire County Council, North East Derbyshire District Council, Chesterfield Borough Council. Asset owner: Network Rail.

EXECUTIVE SUMMARY

The Barrow Hill scheme is a deliverable opportunity to level-up 'left-behind' communities currently disconnected from the urban centres of Sheffield and Chesterfield. The minimal requirement for intervention and infrastructure is ideal for the Restoring Your Railways programme as the scheme will squeeze more from an existing rail asset.

The communities benefiting from the scheme experience a number of existing problems which scheme can help to resolve, specifically:

- Limited public transport for communities to access opportunities for work, training and leisure
- Limited employment opportunity locally following decline of mining and heavy industry
- Planned regeneration risks locking in existing car dependency for future generations
- Reducing congestion, particularly in urban centres where air quality is a problem
- Levelling up for some of the UK's most deprived communities

To tackle the problems identified we have looked at a range of options. This business case highlights that to meet our economic, social and environmental objectives, a rail-based solution performs best. The findings in this business case reflect the importance for communities to quickly access the urban centres, which a bus-based solution is not able to provide. The preferred option is confirmed as a heavy rail solution. This initial conclusion will be tested further to determine the final scheme design.

The reopening of all stations included in the business case will provide the most benefit. However, the implementation of the scheme can be phased over time to bring early benefits. The business case sets out an opportunity to phase both the infrastructure and service in a way that accelerates the opening of a new service, while retaining the overall ambition to reconnect the communities across the route. This incremental approach supports the overall deliverability of the project.

The scheme is submitted with the full and comprehensive support of local stakeholders. The support includes all local planning and highway authorities along the route; the sub National Transport Bodies (TfN and Midland Connect); local MP's and councillors, the Staveley Town Deal Board, the existing Train Operating Companies and Network Rail. Furthermore, we have established effective governance for the scheme's development, working with Network Rail and other partners. The established governance will mean the scheme development and implementation will be proactively managed.

In addition to support from stakeholders there is strong strategic alignment for the Barrow Hill scheme. Mayor Dan Jarvis has already published an Integrated Rail Plan for the Sheffield City Region which names the Barrow Hill scheme as a short-term priority. This scheme is one of a number of rail priorities for the region, with the overall aim of the plan to improve rail provision for both local and longer distance journeys.

The Barrow Hill scheme, with the support of Government, is ready to be progressed at pace and can make a significant contribution to levelling up the communities it would serve. The timing of the Restoring Your Railway programme is ideal to meet our local plans and support the wider recovery of the economy.

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1 STRATEGIC DIMENSION

1.1 Problem Statement: The Case for Change

Analysis shows the level of people claiming unemployment-related benefits in South Yorkshire, Chesterfield and North East Derbyshire is now higher than at any time since the mid-1990s – comparable to the aftermath of closures in the mining and steel industries.

The long-term decline of traditional industry and coal mining in Sheffield, Chesterfield and North East Derbyshire, has meant that many communities now have very limited local employment opportunities. Earlier rail line closures in the region, has led to villages in the area being cut off from the rail network and having to rely instead on a limited and slow bus service. As a result, many of these communities are now car dependent, resulting in congestion for residents and significant barriers to accessing employment, education and leisure for people without access to a car.

The headline issues which this business cases focuses on are:

<p>Levelling Up</p> <p>The lack of local opportunities or good access to opportunities in Chesterfield and Sheffield will continue to result in low productivity, unemployment and lower attainment. The corridor has an existing catchment population of approximately 500,000ⁱ within 3km of the proposed new stations.</p>	<p>Planned Regeneration</p> <p>Significant new employment and housing development is already planned along much of the routeⁱⁱ. This includes a large mixed-use development near Staveley, part of the Town Deal, consisting of housing, industrial sites and the HS2 infrastructure maintenance depot. Without a corresponding investment in public transport, reliance on cars will be increased, limiting opportunities for disadvantaged communities.</p>
<p>Reducing Carbon</p> <p>The reliance on car travel is contributing to the rising levels of carbon. Local and regional authorities each have a part to play in achieving net zero. With a high mode split for car-based travel ~80%ⁱⁱⁱ and limited viable alternatives the people living in the communities in this corridor are not able to make more sustainable travel choices. With development planned to come forward across a number of sites this situation will only worsen without action.</p>	<p>Congestion</p> <p>Current public transport journey times into the centre of Sheffield and Chesterfield are comparatively long, limiting opportunities for people in these communities to access productive jobs, education and healthcare^{iv}. These limitations have an impact on bus uptake for longer journeys to the urban centres.</p>
<p>Air Quality</p> <p>Reliance on cars in rural communities contributes to vehicle emissions resulting in poor air quality in urban centres including Chesterfield, Rotherham and Sheffield. Sheffield and Rotherham have introduced a Clean Air Zone, with a charging zone planned for Sheffield City Centre.</p>	<p>Areas of Deprivation</p> <p>Former mining communities near Staveley and Barrow Hill both fall within the top 20% deprived communities within the country and have low car ownership^v, limiting access to opportunities. The areas of Beighton, Darnall and Woodhouse are also deprived communities with low car ownership.</p>

1.2 Strategic Alignment

“We need a clear plan of action, one that draws together planned national, pan-regional projects such as HS2 and NPR and local investment in community rail stations and transport interchanges.”

Mayor Dan Jarvis, SCR Integrated Rail Plan (2019)

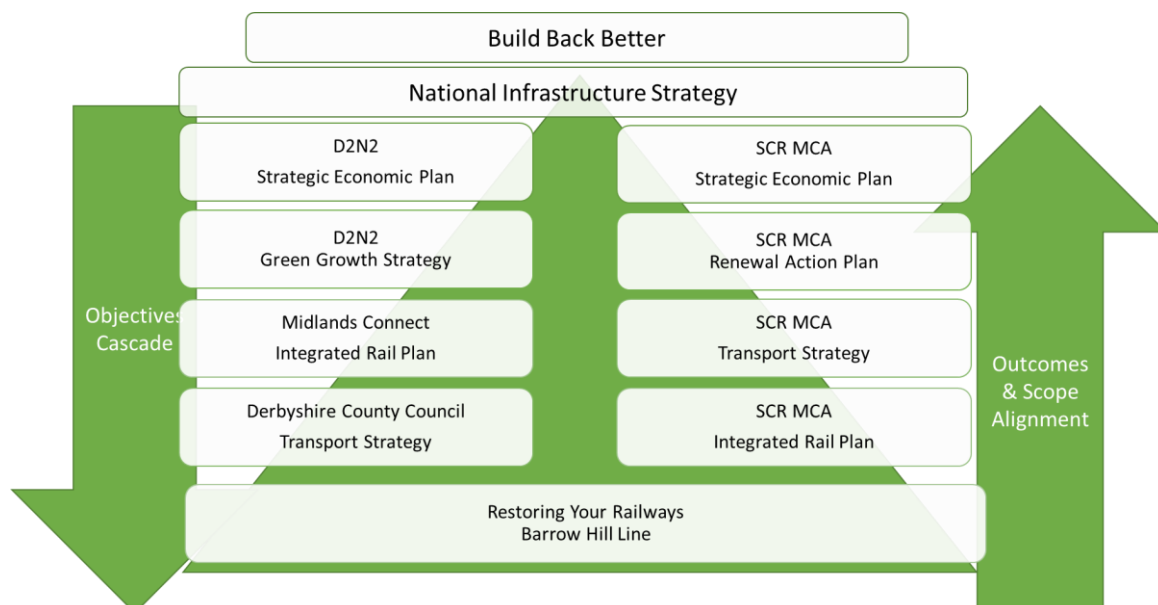
The Sheffield City Region Mayoral Combined Authority (SCRMCA) Renewal Action Plan, developed in close partnership with local authorities, businesses, trade unions, universities and other partners provides a roadmap to recovery for South Yorkshire. With financial backing from Government it will help workers, jobs and businesses recover from the immediate pressure posed by the coronavirus and pave the way for economic renewal.

“We must collectively **work together** across national, regional and local Government to respond to and **Build Back Better** from COVID. This means supporting lives and livelihoods and levelling up. In the process, perhaps we can **make this a transformative moment** not just for one region, but **for the whole country.**”

James Muir, Chair of the SCR Local Enterprise Partnership, said: “Levelling up will only be possible through investment in upskilling our workforce, **building the infrastructure needed to connect people to places and opportunities**, and making money available to local leaders to be spent where it will have the most impact.

“In these challenging times businesses need to **adapt and innovate**, something that is synonymous with South Yorkshire, but Government must match our ambitions to **unlock the potential** we have in our region.”

Equally, in Derbyshire, the D2N2 Green Growth Strategy sets out an ambitious drive for improvement through Low Carbon Growth, Productivity and Connectivity and Inclusion. The legacy of the industrial revolution has served the area well, but the challenge of climate change means we must now realign our social, environmental and economic goals for a Green Industrial Revolution.



The SCR MCA’s Strategic Economic Plan and Transport Strategy has highlighted the need to transform connectivity across all modes to ensure economic opportunities are realised and employment is made more accessible^{vi}. TfN’s Strategic Transport Plan and Long-Term Rail Strategy

highlight the importance of a joined-up network, where nationally significant schemes, such as HS2 and NPR are connected to regional schemes to spread the benefits and access to opportunities.

Devolution has helped us to focus our transport vision around accommodating a projected increase of 500,000 trips on our transport system by 2026,^{vii} thus underlining the need to invest in connectivity improvements to drive economic growth. Our Integrated Rail Plan (IRP) sets out our ambitions for enhancements to the railway network^{viii} and the scheme objectives are supported by Local Plans across the affected planning authorities.

Network Rail's Continuous Modular Strategic Planning (CMSP) report for the Sheffield area highlights that accommodating growth will prove challenging from a capacity and connectivity perspective unless infrastructure interventions are considered^{ix}, such as the introduction of a new station at Sheffield Victoria to ease congestion at Sheffield Midland.

The D2N2 Local Enterprise Partnership has within its Local Industrial Strategy identified as key challenges poor regional rail connectivity, 28% higher than average emissions per capita and the majority of its local authority areas being classed as social mobility coldspots. Connectivity-driven growth forms one of the guiding principles of the strategy which states that "Transformed road and rail connections, both within and across our region's borders, is essential in unlocking the full potential of our communities – both socially and economically".

Staveley is one of 100 towns chosen as eligible for the government's Towns Deal fund and local partners are putting together a Town Deal that will bring sustainable economic growth to the area. Connectivity to economic opportunities is a core theme of the Deal process with many Staveley communities currently unable to access the benefits of investment across the wider city region. In addition considerable work is being undertaken to improve access to the area through the development of the Chesterfield Staveley Regeneration Route road which will create a new 5.7km single carriageway connecting the A619 north of Chesterfield town centre to the A6192 and A619 at Staveley

Midlands Connect has demonstrated the benefits of providing local connectivity in order to maximise the benefits that can flow from future investment in HS2, NPR and the Midlands Rail Hub. Its strategy highlights the untapped economic potential within the region that can be released through improvements to transport connectivity.

The line is connected to an existing and expanding cluster of rail related facilities at Barrow Hill. The historic roundhouse (the last surviving working roundhouse in the country) has been restored and as well as providing a high quality visitor and learning experience, the site includes commercial rail businesses including maintenance and research. A new £16m innovation and training centre is due to be built at Barrow Hill, backed by Spanish rail manufacturer Talgo as part of its 'All Britain' investment strategy, bringing further jobs and training opportunities to the area.

Derbyshire County Council considers investment in new rail infrastructure as essential to its "Good Growth" strategy, developing a more sustainable and resilient economy across the County and specifically in the identified growth zone in the north around Chesterfield and Staveley. Significant work is already underway around Chesterfield station as part of the economic regeneration of the area including new housing at the Waterside site. Chesterfield Borough Council has already been awarded £6m from the local growth fund to buy strategic sites around the station as part of its masterplan for the area to develop new offices and homes as well as creating new road infrastructure to improve access to the site. Beyond Chesterfield several of the potential stations on the Barrow Hill line are located in areas of limited public transport accessibility so the investment would support the County Councils 'Good Growth' ambitions by providing a genuine alternative to the car accessibility.

1.3 Strategic Objectives

The strategic objectives which frame the **SCR Strategic Economic Plan**, to have an economy which is **Stronger, Greener and Fairer**, is a shared ambition of all Partners. Based on the transport issues identified and the strategic ambitions of the partners, scheme objectives have been agreed as below.

Strategic objective	Scheme Objective	Metric
Stronger	Improve connectivity for communities for employment, education, healthcare and leisure opportunities	Travel time from communities to key employment, education, healthcare and leisure destinations
	Support planned regeneration.	Quantum of development within 1km of the scheme which would benefit – link to scheme
Greener	Have a positive contribution to Net Zero Carbon	Carbon intensity (CO ₂ /trip) attributed to existing and new trips
	Have a positive contribution to improve Air Quality	Levels of NO _x attributed to existing and new trips
Fairer	Level Up access to opportunities for communities	Number of people in deprived communities (IMD definition) served
	Level Up access to opportunities for people without access to a car	Number of people without access to a car (IMD definition) served

1.4 Strategic Option Assessment

The following long-list options were identified by stakeholders and have been evaluated against Multi-Assessment Criteria based on the Strategic Objectives for the scheme. Full details of the options identified and evaluated can be found in Appendix A.

Strategic Objective	Do minimum	Road capacity enhancements	Full reopening	Partial reopening	Reduced reopening	Tram-train	Enhanced scheduled bus	Demand Responsive Transport
Improve connectivity								
Support development								
Net Zero Carbon								
Improve Air Quality								
Access to opportunities								
Opportunities for people without access to a car								
Progress option to short list	✓	✗	✓	✓	✓	✓	✗	✗

Figure 1 Long list options

Options were assessed qualitatively and quantitatively using the following system:

Strong positive Alignment	Slight positive alignment	Neutral Alignment	Slight adverse alignment	Strong adverse alignment

The short-list of options was further assessed for Deliverability and Affordability, as follows:

	Do minimum	Full reopening	Partial reopening	Reduced reopening	Tram-train
Strategic Objective					
Improve connectivity					
Support development					
Net Zero Carbon					
Improve Air Quality					
Access to opportunities					
Opportunities for people without access to a car					
Deliverability					
Makes use of existing assets.					
Can be accommodated with the existing freight and passenger operations					
Overall affordability					
Has potential to attract local contributions					
Scheme rank	N/A	1	2	3	4
Progress to OBC	✓	✓	✓	✓	✓

Figure 2 Shortlist options

The Full Reopening provides the maximum benefits, with a corresponding reduction in cost and benefits for the Partial and Reduced Reopening options. The Tram-Train option performs well in relation to the Strategic Objectives but attracts higher costs for implementation as it would require electrification and low-level platforms.

Heavy Rail options could be introduced initially as diesel services for speed of deliverability but then converted to hydrogen on successful completion of the Teesside Hydrogen Train trial, or to Electric Multiple Unit (EMU) following the electrification of the Midland Mainline and diversionary route, paving the way for a Zero Carbon Public Transport option, in line with the 2040 target.

1.5 Strategic benefits

The communities which benefit from the scheme encompass multiple local authorities; Chesterfield Borough Council, NE Derbyshire District Council, Bolsover District Council, Sheffield City Council and Rotherham Borough Council.

Improvement to public transport connectivity for these areas would significantly boost the local economy, unlocking the jobs, training and infrastructure needed to deliver prosperity for people and businesses across the region, spanning the East Midlands and the North, as well as delivering significant environmental benefits. It would also improve access to leisure opportunities in the countryside, such as the Trans Pennine Trail and Chesterfield Canal, for people living in the Sheffield and Chesterfield urban areas., as well as tourist attractions such as Barrow Hill Roundhouse.

<p>Levelling Up</p> <p>With training and employment opportunities in Sheffield and Chesterfield, approximately 500,000 people in the communities could significantly benefit from improvements to public transport to access skills, training and employment opportunities vital to supporting the levelling up of former coal mining communities. New highly-skilled, well paid Train Driver and Train Crew jobs located in the Sheffield City Region.</p>	<p>Commercial and Housing Development</p> <p>The scheme supports wider developments that are taking place around the Staveley Corridor such as the Chesterfield Staveley Regeneration Route and wider redevelopment proposals put forward for Staveley's Towns Fund. Bringing forward investment in public transport along this corridor will directly and indirectly support significant housing and commercial development, including housing and industrial sites near Staveley and the HS2 infrastructure maintenance depot.</p>
<p>Reducing Carbon</p> <p>The Barrow Hill scheme will enable a Net Carbon Zero public transport choice for local residents and, in conjunction with reduced journey times, would make this a preferable option for people travelling into Sheffield City Centre or Chesterfield Town Centre.</p>	<p>Congestion</p> <p>Improved public transport journey times into the centre of Sheffield and Chesterfield will improve opportunities for people in these communities to access productive jobs, education and healthcare and reduce reliance on cars.</p>
<p>Air Quality</p> <p>Reducing car reliance will have widespread benefits for congestion and travel times on key commuter routes, as well as contributing towards addressing the emission targets within Sheffield and Rotherham's recently declared Clean Air Zone (CAZ)^x.</p>	<p>Connecting Areas of Deprivation</p> <p>The potential for inclusive growth is highlighted through the numbers of deprived communities who could benefit from improved public transport in this area. The potential to include enabling infrastructure for digital connectivity would further enhance connectivity for these communities.</p>

DfT Priority Outcomes for Rail

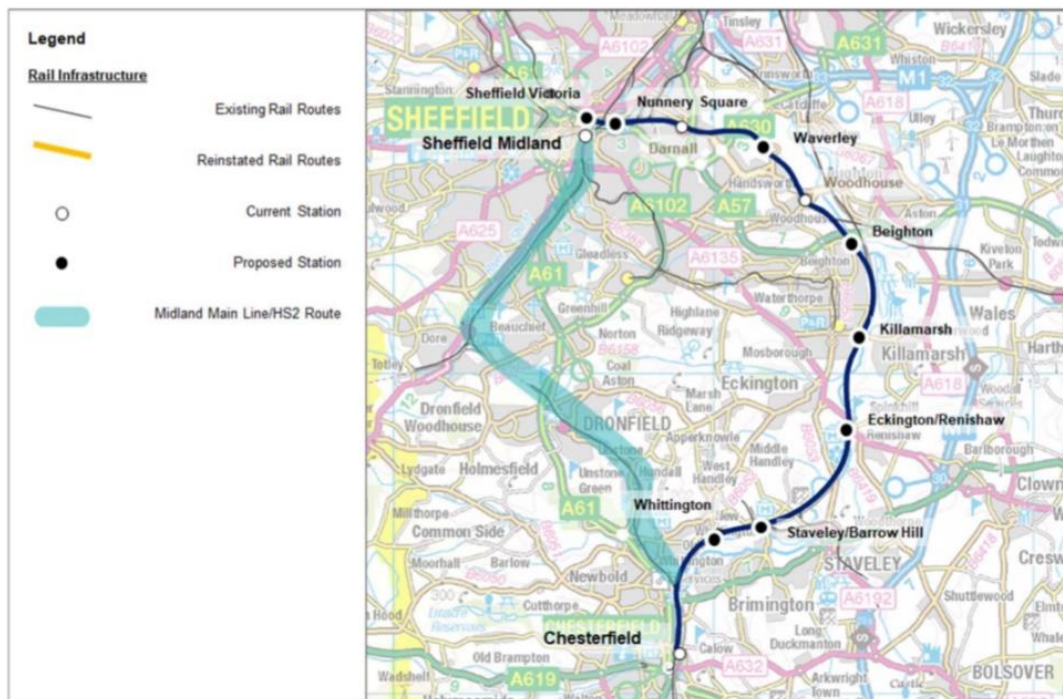
In addition to the above, the scheme has been assessed against the DfT objectives set out in the Rail Network Enhancements Pipeline. This shows a strong alignment between the pipeline and the Barrow Hill Scheme.

<p>Keeping people and goods moving smoothly and safely</p> <p>Enhancing the long-term operability, performance and commercial robustness of rail services in South Yorkshire and North East Derbyshire</p>	<p>Delivering the benefits from committed programmes and projects already underway</p> <p>Improve attractiveness of local investment in housing and enterprise through improved connectivity to education and employment</p> <p>Boost regional HS2 growth strategies and drive the benefits identified by local partners through better local connectivity</p> <p>Potential to extend services further south to Derby and Midlands Rail Hub</p>
<p>Offering more: new and better journeys and opportunities for the future</p> <p>New Train Driver and Train Crew jobs, based in Sheffield City Region</p> <p>Facilitate creation of a Rail Innovation Corridor, linking centres of skills and employment at Chesterfield, Barrow Hill, Advanced Manufacturing Innovation District and Sheffield</p>	<p>Changing the way the rail sector works for the better</p> <p>Transfer innovative best practice from other Third Party schemes such as the Northumberland Line and West Midlands Combined Authority to deliver more for less and faster</p> <p>Develop a local Construction Working Group with rail construction companies based in South Yorkshire and North East Derbyshire to identify innovative ways to deliver projects better, faster and cheaper</p>

1.6 Scope

Interventions

Building new stations on the existing Barrow Hill Line would enable the introduction of two trains per hour, local (stopping) passenger services with minimal infrastructure interventions. The line is existing double-track and signalled for passenger diversionary services, although it is principally used as a freight line. Introduction of these new local services would link existing communities, where public transport is limited, to employment and training hubs in Sheffield and Chesterfield and would also support strategic housing allocations at Waverley in Rotherham, the strategic sites in Chesterfield along the Staveley growth corridor and a number of potential future allocations within the Sheffield Local Plan.



Services would run between Sheffield Midland or Sheffield Victoria, via the existing Nunnery Square junction, along the existing Sheffield-Worksop-Lincoln line as far as Beighton before transferring to the Barrow Hill line as far as Tupton Junction where they would join the Midland Mainline for a short stretch into Chesterfield. An option to extend one train per hour to Derby is also being considered. Infrastructure Interventions are detailed in Appendix B, with a range of capital cost options in Appendix F.

ON NETWORK	STATIONS <ul style="list-style-type: none"> - Platform(s): [2x100m, 3x100m @ Nunnery, 1x100m @ Victoria, 1x240m or 1 x 100m @ Chesterfield] - Footbridge plus ramps/lifts - Waiting Shelter - Lighting - Customer Information - Ticket Purchasing - Help Points 	RAILWAY SYSTEM <ul style="list-style-type: none"> - Through Alignment Design (TAD) tamp @ platforms - Cable Route protection &/or replacement in vicinity of new platforms - Signal & equipment moves for Chesterfield Platform 4 - New signal for Platform 4 Northbound moves
OFF NETWORK	CAR PARKS <ul style="list-style-type: none"> - Pick & Drop plus Blue Badge at City stations - 100 spaces @ community station - 500 space @ Park & Ride - Highway connection 	Not Applicable

Restoring this route could ease congestion at Sheffield Midland Station by providing an alternative route into Sheffield through Sheffield Victoria, with an interchange facility at Nunnery Square enabling passengers to easily transfer onto the Supertram network for onward journeys into the City Centre. Existing services into Sheffield Midland, such as the Worksop/Lincoln services, could also be diverted to Victoria, either as timetabled moves or to enable recovery from perturbed working. This could facilitate provision of the new Leeds Fast service, which is a committed obligation by Northern, and support the provision of future services such as HS2 and Northern Powerhouse Rail. Further analysis is required to understand the opportunities and threats this would create for the travelling public to ensure the scheme provided the best overall outcome.

Station Locations

Most of the former stations remain within Network Rail ownership, meaning that new, modern facilities could be considered at these locations with minor enhancements to the surrounding environment to enable access and mitigate constraints. There remain options which need further investigation to determine the final station location, for example where the old site is not located directly adjacent to a community it would serve (e.g. Eckington/Renishaw). The proposed station locations will be resolved at the next stage of the development. This would include further analysis for any constraints which have already been identified^{xi}

Stations as digital and community hubs

There is potential for a number of the station sites to fulfil a wider role for the communities in which they are based. As the business case develops there will be an opportunity to examine the potential to deliver a number of services to the communities which align with wider investment plans. For example, in the Staveley Town Deal there is the commitment to invest in digital connectivity. By aligning the investment from the Town Deal with this Barrow Hill scheme the communities could benefit from both digital and physical connectivity improvements. These opportunities would be considered alongside the assessment of station locations to establish the potential costs and benefits.

Delivery

As the scheme matures through the business case process there is an opportunity to explore the phasing options to deliver wider benefits and improve connectivity for more communities. The following summarises the potential phases and options for the preferred scheme which would be considered during the next stage of development. These phases are incremental and not dependencies for the Barrow Hill Line scheme to be progressed.

Phase 1 (Construction): Restoration of train stations on Barrow Hill Line at Whittington, Barrow Hill and Staveley, Eckington and Renishaw, Killamarsh and Beighton; New interchange station at Nunnery Square and restoration of Sheffield Victoria station, alongside any complementary parking, cycle hub, integrated transport facilities and digital connectivity at each site.

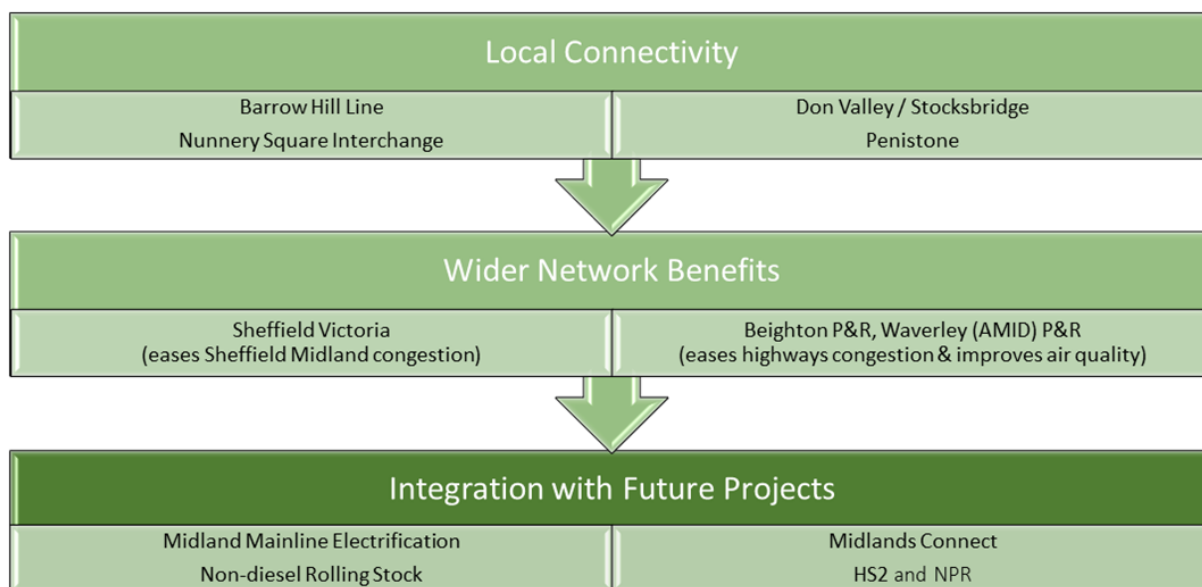
Phase 2 (Passenger Services): Introduction of new passenger services of 2 trains per hour (Appendices C, D & E for timetable assessments), delivering local connectivity improvements between Chesterfield and Sheffield Midland and Sheffield Victoria, providing an opportunity to ease congestion at Sheffield Midland. The interchange at Nunnery Square would enable interchange with the Sheffield Supertram network to widen accessibility to the Sheffield City Centre.

Phase 3 (Future Connectivity): Onward connections on a number of the local rail lines, including the Don Valley line, and Lincoln line. This both restores connections to other communities and also provide an opportunity to reduce the pressure on Sheffield Midland Station. There are further

opportunities to connect services into the East Midlands, for example Derby, which could provide passenger and operational benefits.

1.7 Future Compatibility

The reopening of the Barrow Hill Line offers a wider strategic opportunity and is part of a longer-term Integrated Rail Plan^{xii} to transform local rail connectivity. The scheme presented in this business case is stand-alone but can also be the catalyst for a phased programme of improvements.



Recognition is also given to the progression of other proposals for the area, some of which require careful consideration to ensure integration and compatibility, and in particular to avoid abortive costs imparted by one project onto another. The following projects have been identified, along with key points of integration considerations required.

Interfacing Project	Key Considerations
Predecessors to Barrow Hill Line	
Re-control to York ROC (March 2021)	Access to Signalling Data & Specialist Resource. Ideally secure commitment from same specialist delivery team to do works at ROC.
Staveley Town Deal	The investment in digital connectivity in the community could be further supported in the design of stations, widening the benefits and providing enabling infrastructure
Successors to Barrow Hill Line	
Don Valley / Stocksbridge	Requires Sheffield Victoria to enable services
Waverley Station	Potential to align the business cases, procurement and construction to create efficiencies. Would be determined as business cases develop.
Extension to Penistone/ Huddersfield	Requires Don Valley / Stocksbridge. Desired frequency of service may drive consideration of signalling & control system and associated track requirements (passing loops &/or double track)
Extension to Derby	Extend local services further south to Derby
Midland Main Line Electrification (MMLE)	Ensure that any new infrastructure complies with electrification clearances (e.g. stations & footbridges). Consider station bonding for easy conversion to 25kV (compliance with PAN 102)
Future Rolling Stock: Non-Diesel by 2040	Ensure availability of options through careful design choices. Compatibility with electrification would enable use of Electric Multiple Unit (EMU) or Tram-Train, which is dual electrified for 750V DC or 25kV systems. Also potential use of Hydrogen trains following a successful trial in Teeside by Northern.
HS2	Pathing required on Midland Main Line, so timetable assessments need to consider alleviating congestion into Sheffield Midland (e.g. provision of Victoria)

2 ECONOMIC DIMENSION

2.1 Costs

Capital Costs

The capital costs of the rail scheme have been estimated based on identified infrastructure interventions derived from an engineering desktop review, underpinned by local knowledge and information from interfacing projects. To further validate the robustness of estimating, a series of similar projects have been used to provide comparative benchmarking for the high-level cost estimate.

Since the line is already operating for freight and a passenger diversionary service, the principal costs for the scheme will be the provision of new stations and the associated car parking and connections to the highways network. Where Park & Ride facilities are proposed, it is likely that some land-take will be required to facilitate this element of the project.

Only the preferred option of Full Reopening has been costed at this time, with options of Partial and Reduced Opening having proportional cost reductions, which can be developed further as the scheme progresses. The Tram-Train option has not been costed at this time as it is anticipated to have a significant and disproportionate implementation cost due to the electrification requirement and the inability to utilise the standard platforms at existing stations. This can be revisited at the next stage of scheme development as there will be a balance between capital and operating costs for the tram-train option.

A potential range of costs for the preferred option have been considered. This range reflects that as the scheme is designed in more detail, there are likely to be opportunities to reduce the cost of the scheme. See Appendix F for details of the infrastructure assumptions for each cost category.

The base cost of the scheme is estimated at between £33.5m and £45.8m. A prudent risk and land allowance has been added to the base cost to provide a **potential capital cost range estimated at between £93.5m and £113.8m.** Based on feedback from Network Rail, there are opportunities to refine both the base estimate and risk allowance at the next stage.

Cost category	Outline description	Base estimate	Capital cost inc risk and land allowance
High	Full scope, with capacity resilience at Chesterfield, Nunnery and Victoria	£45.8m	£113.8m
Medium	Chesterfield reduced to 100m, Nunnery 1 x 100m platform with footbridge, lift and station building, Victoria 2 x 100m platform with footbridge, lifts and station building.	£43.2m	£109.5m
Low	As medium, plus all buildings removed and Victoria reduced back to the basic 1 x 100m platform	£33.5m	£93.5m

A common approach was taken to apply preliminaries at 30% and overhead and profit at 12% to the direct costs for each of the nine scope packages. The contractor uplifts applied are commensurate with the rail sector. Following this, incremental design, project management and specific rail industry cost uplifts were applied in line with recent project benchmarks. Finally, a provisional land acquisition

cost of 5.5% (based upon a recent rail line reopening project) and risk contingency of 60% (typical for concept stage) were applied to achieve the Anticipated Final Cost.

Operating Costs

Operating Expenditure (OpEx) has been estimated to be c. £4.1m per annum based on a service of 2 trains per hour, with costs independently reviewed by Northern.

	Rate per vehicle (£)	Vehicles	Cost pa (£)
Train Leasing	96,000	6	576,000
	Rate per Vehicle Mile (£)	Vehicle Miles	Cost pa (£)
Train Operations			
Fuel	0.46	775,388	356,678
Train maintenance	0.95	775,388	736,619
Variable Track Access (VTAC)	0.11	775,388	85,293
Traincrew	Employment Cost (£)	Headcount	Cost pa (£)
Drivers	84,000	13.5	1,134,000
Guards	49,000	13.5	661,500
Stations	Rate (£)	Number	Costs pa (£)
Station operation and maintenance (intermediate stations)	80,000	6	480,000
Contribution to Sheffield and Chesterfield			100,000
TOTAL COSTS PER ANNUM			4,130,090

These costs have been based on a Class 170 unit as these costs were readily available. However, Northern have advised that the initial service would more likely be a Class 15x with a future aspiration of either an EMU following electrification of the Midland Mainline or a Hydrogen unit following a successful trial at Teesside. It is therefore likely that some further savings on these costs can be identified during the OBC.

Full details are provided in Appendix G.

Operating Revenues

It is proposed that passenger demand modelling will be undertaken during Step 1 of the next Develop stage to allow the production of a comprehensive economic appraisal and cost benefit analysis. At this SOBC stage new to rail passenger demand has been estimated at high level by a station comparator approach using existing station annual usage data that is publicly available from the Office of Rail and Road.

Existing stations were selected as comparators by considering the nature and role the new station will provide for passengers to access to the rail network (i.e. park and ride facility, trip originator linked to local residential growth, destination station linked to employment hub). For existing stations, assumptions were made to consider the potential incremental uplift in existing passenger demand derived from the project. The below table shows the list of comparator stations used to develop an indicative estimate for total new to rail passenger demand, and operational revenue.

Barrow Hill Line Station	Selected comparator/ or existing station	2018-19 ORR data (single trips)	Review assumption	New to Rail Base Demand p.a.	Average Fare Yield (single trip)	Estimated Project Revenue p.a.
Chesterfield Station	Chesterfield Station	1,944,524	incremental uplift of 10% of existing	194,452	£ 3.58	£696,140
Whittington Station	Dore & Totley	198,948	direct comparison	198,948	£ 3.58	£712,234
Barrow Hill Station	Mansfield Woodhouse	189,524	direct comparison	189,524	£ 3.58	£678,496
Renishaw Station	Thurnscoe	63,316	direct comparison	63,316	£ 3.58	£226,671
Killamarsh Station	Thurnscoe	63,316	direct comparison	63,316	£ 3.58	£226,671
Beighton Station	Sutton Parkway	197,540	direct comparison	197,540	£ 3.58	£707,193
Woodhouse	Woodhouse	33,396	incremental uplift - double existing	33,396	£ 3.58	£119,558
Darnall	Darnall	13,024	incremental uplift - double existing	13,024	£ 3.58	£46,626
Nunnery Square Station	Deansgate	456,140	assume 25% of comparator	114,035	£ 3.58	£408,245
Sheffield Midland	Sheffield Midland	9,907,724	incremental uplift of 2% of existing	198,154	£ 3.58	£709,393
Sheffield Victoria	Dore & Totley	198,948	direct comparison	198,948	£ 3.58	£712,234
		13,266,400		1,464,654	Total	£5,243,461

The 'Review assumption' column in the table provides commentary regarding how the ORR comparator usage data was applied or tailored for each Barrow Hill Line stations. An average fare yield of £3.58 per single trip was applied to the estimated station demand to generate a value for new to rail revenue for the project. The £3.58 benchmark was supplied by Northern and is based on actual average fare yields (pre-COVID-19) across their operations. Based on this high-level approach, new to rail project revenues are estimated to generate a total of c. £5.2m per annum.

Furthermore, a range of sensitivities were applied to the base case assumptions by adjusting demand +/- 10% which created a range of revenues with a lower bound of £4.7m and upper bound of £5.8m per annum. The results of the sensitivity review are shown in the table below.

Barrow Hill Line Station	Selected comparator/ or existing station	New to Rail Base Demand p.a.	Average Fare Yield (single trip)	Estimated Project Revenue p.a.	Revenue Sensitivities	
					Base Demand +10%	Base Demand -10%
Chesterfield Station	Chesterfield Station	194,452	£ 3.58	£696,140	£765,754	£626,526
Whittington Station	Dore & Totley	198,948	£ 3.58	£712,234	£783,457	£641,010
Barrow Hill Station	Mansfield Woodhouse	189,524	£ 3.58	£678,496	£746,346	£610,646
Renishaw Station	Thurnscoe	63,316	£ 3.58	£226,671	£249,338	£204,004
Killamarsh Station	Thurnscoe	63,316	£ 3.58	£226,671	£249,338	£204,004
Beighton Station	Sutton Parkway	197,540	£ 3.58	£707,193	£777,913	£636,474
Woodhouse	Woodhouse	33,396	£ 3.58	£119,558	£131,513	£107,602
Darnall	Darnall	13,024	£ 3.58	£46,626	£51,289	£41,963
Nunnery Square Station	Deansgate	114,035	£ 3.58	£408,245	£449,070	£367,421
Sheffield Midland	Sheffield Midland	198,154	£ 3.58	£709,393	£780,332	£638,454
Sheffield Victoria	Dore & Totley	198,948	£ 3.58	£712,234	£783,457	£641,010
		1,464,654	Total	£5,243,461	£5,767,807	£4,719,115

2.2 Benefits

Consistent with DfT guidance for this SOBC submission, estimates have yet to be made for the economic benefits of the scheme. Instead, this section identifies the factors which are expected to deliver the majority of the economic benefits. The next phase of work for the scheme would be to expand on each of these factors to establish the monetised benefit.

Journey Time Improvement

The potential for providing an alternative to car travel is a key area of benefit. A heavy rail solution has a significant advantage over the bus as it is able to penetrate the centres of Sheffield and Chesterfield without being impacted the highway traffic and associated congestion, particularly in accessing Sheffield City Centre. Figure 3 show a comparison of the in-vehicle journey times for bus, car and heavy between Barrow Hill and Sheffield.

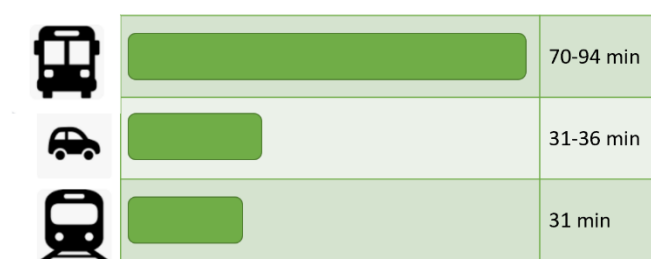


Figure 3 Comparison of journey times

Congestion & Air Quality Improvement

The scheme would provide the option to adopt greener choices for travel, reducing reliance on cars and so reducing road congestion. The provision of Park & Ride facilities, including those identified at Beighton would capture journeys from the M1 and divert them onto public transport, so reducing traffic and congestion into the centres of Sheffield and Chesterfield. A combination of mode shift and providing an attractive option for new trip will provide a positive contribution to improving Air Quality.

Connectivity: Access to Education & Employment

Catchment areas around the new stations, along with good access for pedestrians and cyclists, provide accessible and inclusive access to better education and employment for those without access to personal transport, contributing to economic growth. The scheme will provide access to a number of opportunities for education, linking Chesterfield College, Sheffield Hallam University, University of Sheffield and University Technical College.

New and better Jobs

The scheme will support the realisation of the Staveley Town Deal, support employment growth in Chesterfield and Sheffield and communities along the line including the Advanced Manufacturing Park at Waverley and improve the quality of jobs accessible by public transport for people without access to a car.

The direct outcome of the scheme, based on a half-hourly service, would be to create 16 new jobs for Train Drivers and Train Crew. This estimate is based on a similar scheme in the North-East of England.

Land Values & Housing

Restoration of the Barrow Hill Line would provide the opportunity to support significant development and regeneration within a 1km radius of the proposed station locations. The high level assessment undertaken has identified land which could potentially deliver circa 5,000 new homes alongside significant commercial and employment uses which would either be directly or indirectly supported by the restoration of passenger services running on the Barrow Hill line.

2.3 Social and distributional impacts

A Distributional Impact Screening should be undertaken at the next stage of development for the Barrow Hill scheme. An initial assessment has been presented in the table which follows to provide an initial assessment of where the screening is expected to identify further analysis to be undertaken.

ENVIRONMENTAL & SOCIAL IMPACT		
Aspect	7-Point Scale	Rationale
1. Noise	-1	Some intensification of rail use will increase noise for people and businesses adjacent to the line. This is both incremental and there are very few sensitive locations. Further work is needed to confirm
2. Local Air Quality	+1	The promotion of public transport is intended to result on a net reduction of car trips, particularly for people travelling to the centres of Chesterfield and Sheffield.
3. Greenhouse Gases	+1	The promotion of public transport is intended to result on a net reduction of car trips, particularly for people travelling to the centres of Chesterfield and Sheffield.
4. Landscape	+2	The reinstatement of the stations will have a local benefit to the surrounding landscape and townscape.
5. Townscape	+2	The reinstatement of the stations will have a local benefit to the surrounding landscape and townscape.
6. Heritage of historic resources	+2	The reinstatement of the stations will bring back into use historic resources
7. Biodiversity	0	No impact identified.
8. Water environment	0	No impact identified.
DISTRIBUTIONAL IMPACT APPRAISAL		
Summarise the expected impact of your scheme on relevant groups:		
Item	Impact	Relevant Groups
1. User Benefits	+2	Areas of deprivation are identified along the route.
2. Noise	-1	Areas of deprivation are identified along the route. The impact on sensitive locations and young and old people would need to be established.
3. Local Air Quality	+1	Areas of deprivation are identified along the route. The impact on sensitive locations particularly considering young and old people would need to be established.
4. Accidents	0	The scheme objectives are not intended to impact on accidents
5. Security	+1	Station design impact is expected to be positive for vulnerable groups and should be considered at the next stage.
6. Severance	0	The scheme objectives are not intended to impact on severance
7. Accessibility	+1	Accessibility for vulnerable groups should be considered at the next stage.
8. Personal Affordability	+1	Areas of deprivation are identified along the route.

2.4 Disbenefits & Risk to the current network

Network Rail has supported this SOBC by undertaking capacity analysis along the route and at the key stations at Sheffield Midland and Chesterfield. The Network Rail report identifies the key considerations which will need to be examined further in the Develop stage. The following highlights the executive summary, with the full report provided in Appendix D:

- *It is only possible to have one of the two services terminate at Sheffield Midland. This is due to there only being one consistent gap across Nunnery Main Line Junction each hour for a service departing Sheffield Midland.*
- *It is possible to have two services between Sheffield and Chesterfield with one service terminating at the current Sheffield Midland station and the other service terminating at a rebuilt Sheffield Victoria with a single platform built on a loop off the Stocksbridge Line.*
- *It is possible to have two services between Sheffield and Chesterfield via Barrow Hill with both services terminating at Sheffield Victoria. This would require Sheffield Victoria to be built with two platforms with a turnback siding to the West of the station which can be accessed from both platforms. This scenario would require the Stocksbridge Line between Woodburn Junction and the rebuilt Sheffield Victoria to be upgraded from single track to double track railway.*
- *Freight services along Tapton Junction to Masborough Junction have had to be adjusted in all 3 scenarios to avoid having freight services passing through Chesterfield Platform 3 when the platform is being used by the new passenger services.*

2.5 Impacts on competition

The local transport services for rail and bus are expected to serve largely separate markets. Rail journeys will tend to be longer than bus trips, with journey by rail focused on accessing the urban centres. The existing bus services would continue to call at more frequent stops and have significantly higher travel times to these destinations and be better suited to shorter journeys. The main area of competition is between public transport and cars. Furthermore, a more integrated public transport service, linking communities to the key rail nodes and wider travel opportunities is expected to off-set any localised impact on bus patronage.

2.6 Initial Value for Money Statement

It is not possible to calculate a preliminary BCR at this SOBC stage due to a number of benefits not yet being quantified financially. However, it is anticipated that the scheme will yield a BCR that is Medium Value for Money, or better. The high-level comparator exercise indicated total passenger new to rail revenues for the project of between £4.7m and £5.8m per annum, which at the lower bound would indicate a commercially positive position when compared to an estimated operational cost of c. £4.1m per annum (c. £600k headroom). The following opportunities have been identified to improve the BCR and will be further investigated at OBC:

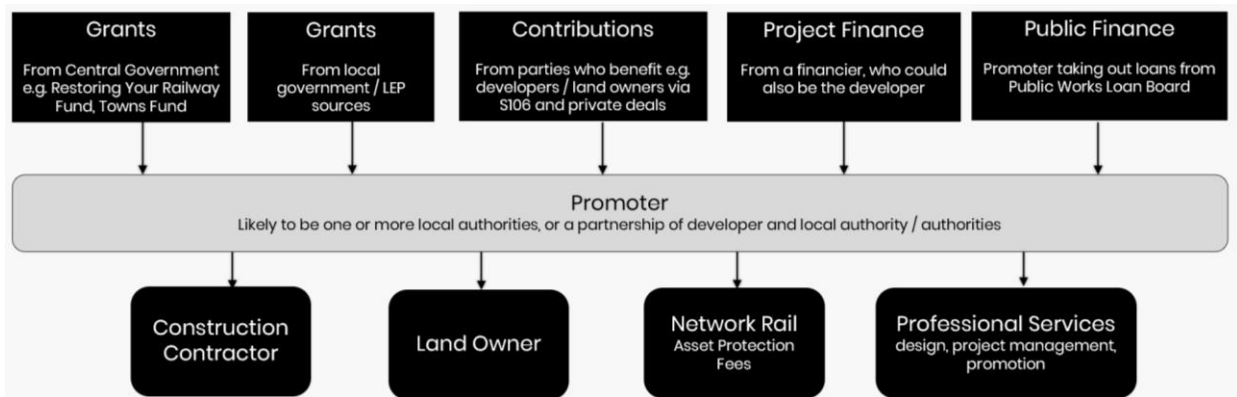
Increase in Benefits	Reduction in Costs
Reduced congestion at Midland station by diverting additional services (e.g. Worksop & Lincoln) to Sheffield Victoria	Chesterfield Platform 4 (240m reduced to 100m) or may not be required.
Alignment with the Waverley SOBC is likely to increase the overall demand for the Barrow Hill service. This is not a dependency but will add value.	On Network / Off Network approach to workscope (e.g. car parks do not need to be built to Network Rail standards and safety management)
Wider use of the station facilities to promote greater use of the service. E.g. linking to the role-out of digital connectivity in Staveley	Nunnery and Victoria scope reductions

3 FINANCIAL DIMENSION

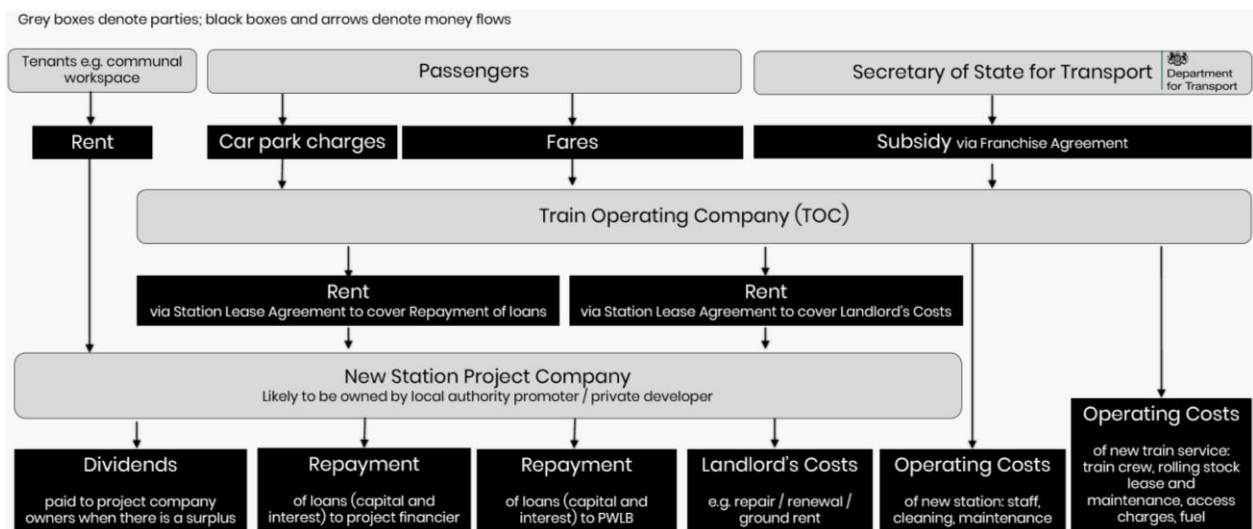
3.1 Funding Models

New station promoters can raise funding and finance from a number of sources, each of which has advantages and disadvantages. It should be noted that details may vary from station to station along the line and will be further developed during the Develop phase. [Note: arrows denote money flows]

Construction Phase



Operational Phase



Further details of Funding and Financing Models can be found in Appendix H.

3.2 Cashflow and Funding Profile

The cashflow profile has been estimated from the indicative project development programme and scheme cost estimates. The table below provides a forecast of the anticipated expenditure required to develop the scheme through each of the DfT Rail Network Enhancements Pipeline (RNEP) stages.

As described in the economic case, the capital cost of the project currently includes a significant allowance for risk and land (65.5%). Table 1 presents the high cost scenario. This would be updated as the base cost is refined, and risks are reduced.

Table 1 Proposed spend profile

RNEP Stage	2020/21	2021/22	2022/23	2023/24	2024 to 2026	Total by Stage	% of Total
Develop	200	2,800				3,000	2.6%
Design		200	3,800	1,400		5,500	4.8%
Deliver & Deploy				6,200	99,115	105,315	92.6%
Total by Year	200	3,000	3,800	7,600	99,115	113,815	£000's

3.3 Funding Sources

The following Funding Sources have been identified to potentially contribute to the cost of the scheme. The extent and confirmation of contribution would be identified at the Develop stage and use the Restoring Your Railways Funding to lever in contributions from a range of contributors.

- SCRMCA / LEP
- D2N2 LEP
- Midlands Connect
- Transport for the North
- Staveley Towns Deal
- Developer Contributions (e.g. S106 / CIL)
- Local Authorities

The Barrow Hill Scheme has already secured support from the Staveley Towns Deal Board for funding the Barrow Hill/Staveley station for up to a £1m contribution. This funding is subject to Government support for the Town Deal. The early commitment to Towns Deal funding starts to demonstrate the potential to gain further local and private sector contributions as the scheme develops.

3.4 Impact on other policies or projects

In section 2.7 of the Strategic Dimension this SOBC sets out the Future Compatibility with a number of external projects and programmes which interface with the Barrow Hill Scheme. The work undertaken, supported by engagement with key stakeholders, has identified the following impacts on other policies or programmes:

- SCRMCA are pursuing a Restoring Your Railway (RYR) scheme to re-open the Don Valley line between Sheffield Victoria and Stocksbridge. The Barrow Hill scheme is independent of this and would not introduce additional cost to the project but would complement it if Victoria Station was re-opened.
- SCRMCA are pursuing the opening of a new station at Waverley and this has been shortlisted in the second round of RYR. The Barrow Hill scheme would not introduce additional cost to either project and the benefit for each would be complementary.
- HS2 Ltd are planning to locate an infrastructure maintenance depot at Staveley. HS2 Ltd have confirmed that the proposed scheme does not compromise their requirements to use the line during construction.

3.5 Costing the next phases of work

It is proposed to undertake the Develop stage in two steps. The first step will address some key risks that have been identified to enable the BCR to be maximised. This includes evaluating the acceptability and impact of mitigations proposed to address Network Capacity constraints at Sheffield Midland and Chesterfield, agreeing Requirements (such as the required length of a potential Chesterfield Platform 4) and establishing land acquisition requirements and external funding contributions to minimise the cost to the taxpayer.

Following this **Step 1: Refine**, the project will progress into **Step 2: Develop** in line with RNEP, at the discretion of the Project Board.

Table 2 Develop stage costing

Item	Activity	Organisation	Cost £	Target Dates (Start/Finish)
Step 1: Refine				
1.	Key Risk Management/Mitigation Activities	SCRMCA	c. 200k	March-April 2021
2.	Network Capacity Modelling inc. Sheffield Midland	Network Rail		
3.	Refine Requirements (inc. future integration & interfacing projects)	SCRMCA		
4.	Confirm Constraints	SCRMCA		
5.	Demand Forecasting & Modelling	SCRMCA		
6.	Finalise Station Locations	SCRMCA		
7.	Establish Land Ownership / Acquisition	SCRMCA		
8.	Land Value Capture Assessment	SCRMCA		
9.	Confirm External Funding	SCRMCA		
10.	Passenger demand modelling to verify BCR, Affordability & Deliverability	SCRMCA		
Step 2: Develop				
11.	Basic Asset Protection Agreement (BAPA)	Network Rail	c. 2.8m	May - December 2021
12.	Surveys	SCRMCA		
13.	Undertake soil sampling & contamination testing	SCRMCA		
14.	Secure Specialist Signalling Resource	SCRMCA		
15.	Design Development & Option Selection	SCRMCA		
16.	Assurance: CSM/RiR (System Definition, System Safety Plan and Project Authorisation Strategy)	SCRMCA		
17.	Train Service Concept Agreement	SCRMCA		
18.	Operational Cost & Economic Benefits Review	SCRMCA		
19.	Land Acquisition and Consents Strategy	SCRMCA		
20.	Develop Outline Business Case	SCRMCA		

3.6 Funding requested to move to RNEP Develop stage

The RNEP Develop stage has been divided into two steps and is estimated to cost c. £3m in total based upon benchmarks for new railway enhancement projects.

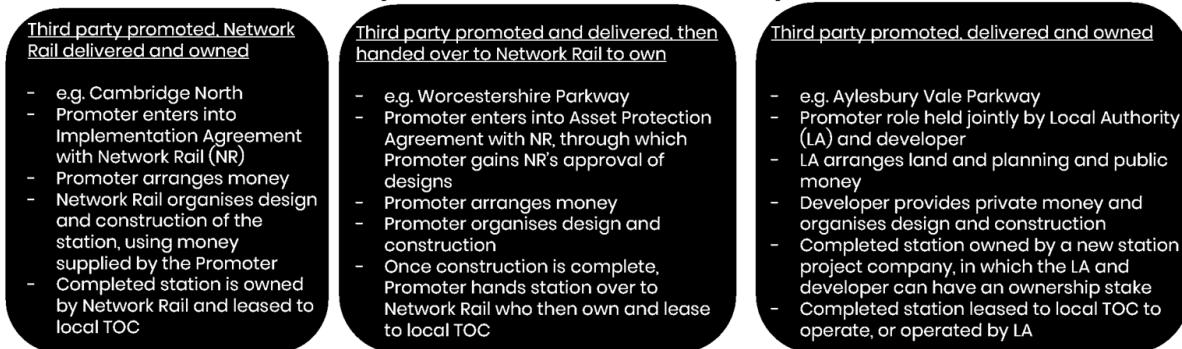
SCRMCA and partners are prepared to mobilise and undertake Step 1 activities from early 2021, which would require funding from the DfT, alongside a local contribution. SCRMCA and the project partners would also seek to reach agreement with DfT on the longer-term resourcing of the scheme design and development.

4 COMMERCIAL CASE

4.1 Delivery and Ownership Models

Different options exist for funding, financing and ownership of the new stations, each of which brings varying advantages and disadvantages for the Local Authority Promotor in terms of level of control, risk and potential future revenue. Further work will be undertaken during the Develop phase to determine the optimum model to deliver maximum benefits from the scheme.

Three Delivery and Ownership Models



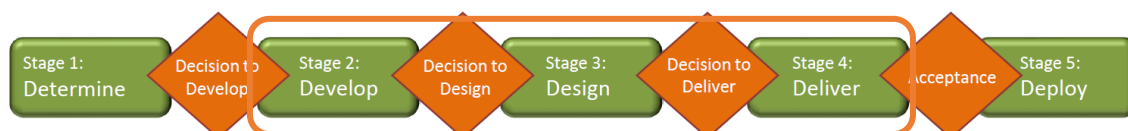
- Each model involves the Promoter having a different level of control and carrying different types and levels of risk, and opportunity
- Each model to be assessed for fit to Barrow Hill Line circumstances, looking at: risk appetite of Promoter(s), sources and availability of capital, cost, value for money, programme, character of finished product, and ability to further develop the station in future
- This thinking will input into the Commercial Case and Management Case chapters

2

Further details on the Delivery and Ownership Model options are included in Appendix H.

4.2 Contractual Relationships

Project Delivery



The Project Team will be progressively developed during the Develop, Design and Delivery phases, as required to support the project. SCRMCAs will be the accountable body for contractual agreements for the Develop stage and this will be reviewed at the end of this stage to prepare for the Design Stage. It is anticipated that Network Rail will be engaged formally to undertake an Asset Protection (ASPRO) role and that the specialist Signalling resource currently engaged to undertake re-control to York ROC in March 2021 will be engaged to undertake the additional alterations required to support the Barrow Hill project.

Operational Delivery

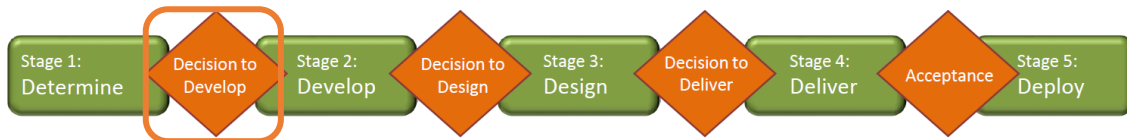


The organisation for the Operational Delivery phase is dependent on the choice of operating model selected (see Section 5.1 above) and will be confirmed following agreement of the preferred model.

5 MANAGEMENT DIMENSION

5.1 Delivery Strategy

Governance



The project could be delivered under the Rail Network Enhancement Pipeline (RNEP) framework and is **currently seeking a Decision to Develop**. SCRMCAs will remain the accountable body for the Develop Stage, working closely with the Sponsoring MP, DfT and Network Rail. At the Develop stage the exiting project structure will be further enhanced with a formalised project board. The current arrangements for the SOBC are summarised the in Figure 4Figure 3, identifying the key political leaders, Senior Responsible Officer and Project team. The evolution of the governance is indicated in Figure 5Figure 4.

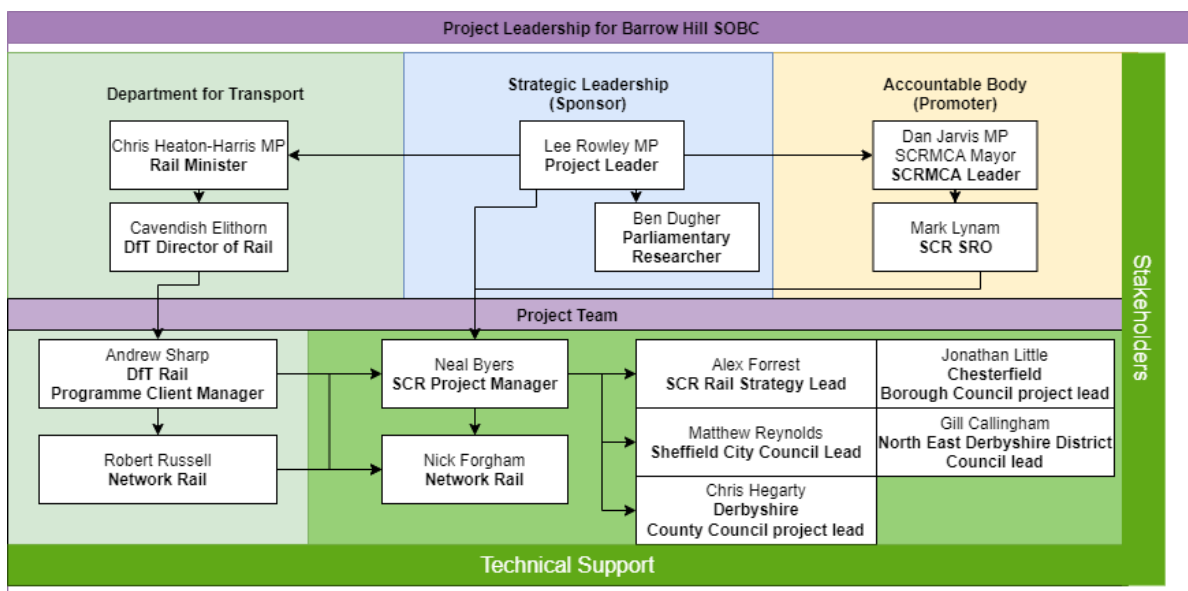


Figure 4 SOBC Project governance

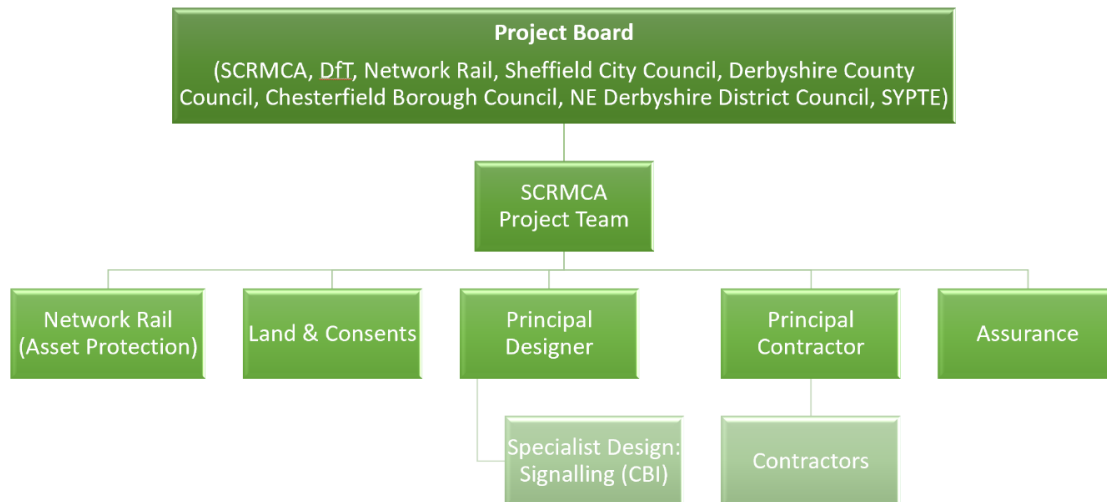


Figure 5 OBC Project Governance

Stakeholders

The Stakeholder Plan (Appendix J) sets out the internal and external stakeholders to the project. The scheme has received significant support from stakeholders, which demonstrates that the scheme is likely to be successful and that progress could be accelerated as early engagement has removed some potential showstoppers from key stakeholders. Stakeholder support has been gained from all key stakeholders including:

- Local Communities (via Zoom engagement sessions)
- Local Authorities
- SCR Mayoral Combined Authority
- Network Rail
- TOC's: Northern Rail and East Midlands Railway
- HS2 Ltd.
- Sub National Transport Bodies (TfN & Midlands Connect)

Letters of support are included in Appendix K. The project team will continue to proactively engage the stakeholders as the project develops.



Management of Risk

The project team has maintained a risk register throughout the development of the SOBC with input from a number of stakeholders. The project team have run two risk workshops to develop the SOBC. Initially at the scoping stage of the project in August 2020, then subsequently prior to submission of the SOBC in November 2020. In addition, regular engagement and reporting with DfT and Network Rail has identified a number of further risks. Finally, for this SOBC stage, the relevant Train Operating Companies have been engaged, with the risks highlighted through these meetings captured in the risk register.

The highest risks from the risk register are shown in Table 3. These represent the risks with the highest scores post mitigation and remain actively managed. The full risk register is presented in Appendix L and provides further detail on the impacts, mitigations and owners of all of the risks.

Table 3 Summary of key risks

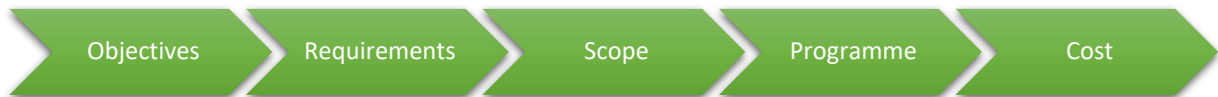
Risk Description	Initial Risk			Residual Risk		
	Likelihood [1-5]	Impact [1-5]	Risk score	Likelihood [1-5]	Impact [1-5]	Risk score
FUNDING: Capital Cost of scheme not funded	4	5	20	3	5	15
CAPACITY: Sheffield Midland Station	4	4	16	4	3	12
BENEFITS: COVID-19 impacts prolonged	5	3	15	3	4	12
FUNDING: Operating cost requires subsidy, but not funded by DfT.	3	5	15	3	4	12
FUNDING: Stations/stops removed from the route	3	5	15	3	4	12
RESOURCES: Required land is not available or suitable	3	5	15	3	4	12

The Risk Register will remain a live document to track, manage and resolve risks through the life of the project. Through the SOBC stage the most significant risks for this stage have been identified and mitigated. There is a total of 36 risks recorded on the register, with the corresponding owners and mitigation. To date, 6 of these have been closed out in preparing the SOBC, leaving 30 active risks.

5.2 Delivery Plan

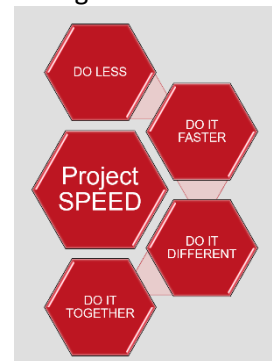
Management Approach

To maximise the value of the scheme, the project will adopt a Requirements Management approach to the development and delivery of the project. This will ensure that all scope is fully aligned to the objectives of the scheme and with wider strategic goals for local authorities and government.



This approach, adopted on a similar project in the North-East, has led to tangible savings and prevention of scope-creep of the order of tens of millions.

Additional innovations in delivery, such as Overlapping Assurance, may also be transferred across as both projects have several parties in common, including Network Rail, Northern and some team members. This could lead to significant savings both in time and cost being identified during the Develop phase.



Innovation in Delivery

Improvements to the quality or efficiency of delivery and timescales for delivery may be achieved by adopting a different approach to the procurement of the design and build supply chain. For example, by developing a collaborative Working Group consisting of Principal Contractors and Supply Chain based in the local area, it may be possible to leverage additional benefits from the scheme by boosting the economic returns, local employment, apprenticeships and skills that the scheme can deliver locally.

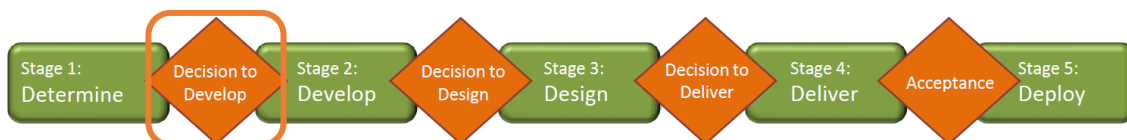
Roles & Responsibilities

SCRMCA will adopt the role of Promoter and also of Client under the CDM Regulations 2015. SCRMCA will be responsible for appointing a Principal Designer for the pre-construction phase and a Principal Contractor as the scheme enters the construction phase.

SCRMCA will appoint Network Rail to undertake an Asset Protection role.

Further details of Roles & Responsibilities will be documented during the Develop phase.

Programme



The Outline Programme is included in Appendix M. The programme is aligned to the RNEP process and identified the following key target dates:

- | | | |
|--|-----------|---------------------------------------|
| • Decision to Design | Q4 | 2021/22 |
| • Decision to Deliver | Q3 | 2023/24 |
| • Construction commences | Q1 | 2024/25 |
| • First reopened station complete | Q3 | 2024/25 (Q1 with efficiencies) |
| • First service operational | Q1 | 2025/26 |

6 List of Appendices

Appendix	Title
A	Options Assessment Report
B	Infrastructure Intervention Diagrams
C	Initial Timetable Assessment
D	Network Rail Capacity Modelling
E	Service Options Summary
F	Capital Cost Estimate
G	Operational Cost Estimate
H	Funding & Financing Models
I	Funding Sources
J	Restoring Your Railway – Barrow Hill SOBC Stakeholder Plan
K	Letters of Support
L	Risk Register
M	Outline Programme

References

-
- ⁱ Census (2011) – Analysis by Mott MacDonald 2020
- ⁱⁱ LCR (2020) Barrow Hill Land review
- ⁱⁱⁱ 2011 Census – Method of travel to work
- ^{iv} TRACC - Analysis by Mott MacDonald 2020
- ^v MHCLG- Analysis by Mott MacDonald 2020
- ^{vi} Sheffield City Region (2016) “Integrated Infrastructure Plan”
- ^{vii} Sheffield City Region (2018) “The Mayor’s Vision for Transport: A Transport System Connecting People to Places”
- ^{viii} Sheffield City Region (2019) “Integrated Rail Plan” https://sheffieldcityregion.org.uk/wp-content/uploads/2019/07/SCR_Integrated_Rail_Plan.pdf
- ^{ix} Network Rail (2019) “Continuous Modular Strategic Planning: Sheffield Area Strategic Question
- ^x <https://www.sheffield.gov.uk/home/pollution-nuisance/clean-air-zone>
- ^{xi} LCR (2020) Barrow Hill Land review
- ^{xii} Sheffield City Region (2019) “Integrated Rail Plan” https://sheffieldcityregion.org.uk/wp-content/uploads/2019/07/SCR_Integrated_Rail_Plan.pdf

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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RESTORING YOUR RAILWAY

Maid Marian Line Reopening – Strategic Outline Business Case



PROJECT DETAILS

Project Name:	YR 126 Ashfield – Reconnecting Ashfield Communities through the Maid Marian Line
Project Location:	Reconnecting the Robin Hood Line in Nottinghamshire and the Erewash Valley Line in Derbyshire.
Project Sponsor	Lee Anderson MP
Scheme Promoter	Ashfield District Council
Contact Name and Role:	Christine Sarris, Assistant Director - Planning and Regulatory Services
Address:	Urban Road, Kirkby-in-Ashfield, NG17 8DA
Email:	Christine.Sarris@ashfield.gov.uk
Telephone:	(01623)457375

EXECUTIVE SUMMARY

This SOBC represents an opportunity to accelerate investment in the Midlands Engine as part of a wider plan for Levelling-up. The SOBC builds on the recent success of Ashfield District Council in securing Towns Deal Funding in Ashfield and Long Eaton and is supported by a wide body of work which has been undertaken over the past 10 years to examine and support the case for passenger services on the Maid Marian Line.

The SOBC examines a number of options which could provide benefits to the communities of Nottinghamshire and Derbyshire. The emerging preferred option represents the start of a phased programme, initially seeing the return of a passenger service, opening new stations and integrating with wider connectivity opportunities. This Maid Marian Line SOBC is an opportunity to re-open passenger services with a small capital investment. The proposed approach will see new services in the short-term and deliver a wider aspiration for new stations and wider connections in the medium term.

The strategy and policy reviewed detailed priorities to level-up the communities and improve connectivity to support the Midlands Engine by maximising access to employment and education to enhance quality of life, improve the environment and strengthen the economy. There is a clear 'golden thread' from National Policy, through regional strategies and local plans. This strategic fit is further supported by the significant public and stakeholder support for the scheme.

There has been excellent engagement in the proposal to re-open the line. This strong stakeholder support is evidenced in the letters of support which come from a range of external partners, including the Train Operating Company. As the scheme progresses this support will continue to grow.

The business case is not without its challenges. The challenges are clearly identified with a plan in place to resolve them. Many of the challenges come from external factors which could delay decision making. This business case calls for an early intervention to secure benefits now, while planning and integration with projects such as HS2 continues to be developed.

The uncertainty and timescale for HS2 Eastern Leg and Toton East Midlands Hub is unlikely to give sufficient comfort to businesses or investors, nor start to address the current transport deficit in the East Midlands. There is an opportunity to focus on measures that can be delivered over the next 10 years which will have local economic and community benefits, and which will also prepare the way for HS2. The technical work undertaken to date provides a strong evidential basis for such an approach.

The project team has worked closely with Network Rail to examine the constraints and opportunities for the project. Further work is needed, and while capacity is constrained, there are no rail network showstoppers to stop the continued development of the scheme. Dialogue with East Midlands Railway (EMR) has examined potential resourcing solutions for early introduction of an hourly train service. The next stage will need to include detailed discussions on depot and stabling issues for the Maid Marian Line service and other service enhancements to be delivered by EMR.

There is a clear plan to address the risks and a strong team behind the scheme. The business case identifies the immediate activities which need to be undertaken to reduce and manage the risks and uncertainties identified.

This investment decision comes down to a question of timing. There is an opportunity for an oven-ready scheme to be opened within three years and the opportunity to realise benefits now and widen those benefits in the future. The alternative would be to wait for the perfect moment when HS2, the Integrated Rail Plan and Midlands Engine Rail are complete; Acting now will mean the integration of the network can be maximised, with the Maid Marian Line widening the benefits of nationally significant investment to follow.

With the support of Government, Network Rail and local partners we are targeting the first services to be operating as soon as December 2023, with new stations opening in 2025 and 2026.

1 STRATEGIC DIMENSION

1.1 Problem Statement: The Case for Change

Whilst economic scenarios will continue to emerge to consider the potential impacts of Covid-19, the significant uncertainty underlines the need for investment to be flexible to respond rapidly to locally relevant risk factors and outcomes, for instance local lockdowns, or the under-performance of key industrial clusters.

Ashfield Economic Recovery Plan 2020

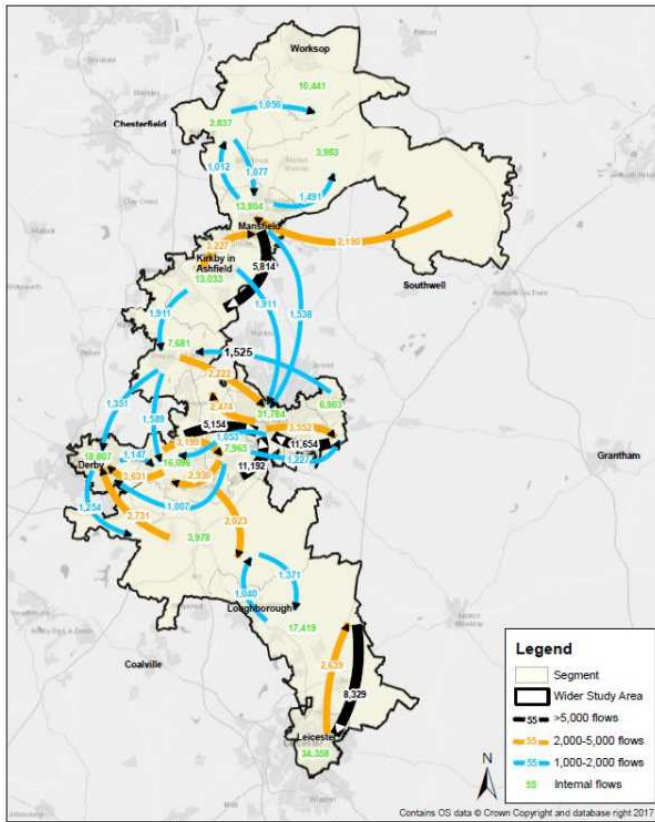
Economic recovery represents the over-riding short term focus, identifying initial priorities to guide business resilience and economic restoration over the next few years. At the same time partners have not lost sight of longer term economic growth aspirations as short term recovery responses are prepared and implemented. Whilst some existing strategic commitments will inevitably need to be re-prioritised in light of Covid-19 to reflect short term challenges, others will still remain relevant, albeit they may need to be adjusted to reflect a 'new normal'. This business case reflects this balanced view of the short and medium term to fast track a 'shovel ready' project.ⁱ

The headline issues which this business case focuses on are:

<p>Levelling Up</p> <p>Following the sharp fall in jobs expected for 2020 and the 2-3 year recovery, longer term economic prospects in North Nottinghamshire and Derbyshire remain positive, but growth is expected to be weaker than before. For example in Ashfield, a Combined Average Growth Rate of 0.65% between 2020 and 2040, and a net job growth of 8,100 seems positive, driven by health (+3,000) and Residential Care (+2,100).ⁱⁱ</p> <p>Spend per capita in the South East has been ~900 per head, whereas the East Midlands has seen the lowest level of investment across the regions at ~£270 per head. This shows how important investment in the East Midlands region is to achieve levelling-up</p>	<p>Access to opportunities</p> <p>An assessment of the public transport accessibilityⁱⁱⁱ highlights that the travel horizons are limited for the residents of Bolsover, Mansfield, Kirkby in Ashfield and in to Selston and Pinxton. The Robin Hood Line does provide good access to Nottingham, but connections by public transport to Derby, Loughborough and Leicester are poor.</p> <p>This is a critical gap as the travel opportunities in the wider network offer significant access to work, training and leisure. The ability to access this wider network is a limiting constraint for the communities in the area.</p>
<p>Reducing Carbon</p> <p>The reliance on car travel is contributing to the rising levels of carbon. Local and regional authorities each have a part to play in achieving net zero. High dependency on private car for commute journeys with almost three-quarters of journeys to (71%) and from (70%) the study area by car, motorcycle or taxi. Without new, enhanced and integrated public transport provision, access for existing and future residents and employees is likely to remain reliant on the private car.</p>	<p>Congestion and Air Quality</p> <p>Analysis of Trafficmaster data^{iv} highlights significant congestion between Mansfield, Ashfield and Derby resulting in slower speeds, particularly during the AM and PM peak periods.</p> <p>As a consequence of rising NO₂ levels, Ashfield and Bolsover District Councils have recently been the subject of a direction by the Secretary of State to take measures to improve Air Quality.</p>
<p>Preparing for the future</p> <p>The scale of potential change in the East Midlands is transformational. The alignment of investment in transport and the wider economy will continue to be intrinsically linked. Each investment will need to be considered as part of the bigger picture for the region.</p> <p>The plans for HS2 are not yet confirmed, therefore this business case needs to reflect this uncertainty. There are also wider opportunities for supporting the Freeport in the region particularly at the Ratcliffe on Soar and East Midland Airport and Gateway sites. Phased delivery starting with an hourly train service and progressing over time to the full vision is considered to be feasible and desirable, to deliver benefits as soon as possible.</p>	<p>Areas of Deprivation</p> <p>Pockets of Bolsover, Ilkeston, Mansfield and Ashfield are amongst the 10% most deprived nationally^v, enhanced connectivity would support access to healthcare and employment, economic growth as well as reducing feelings of social isolation.</p> <p>A key barrier to re-entering the workplace and returning to normality is the ability of commuters to use public transport to travel into work. Google mobility data suggests Public Transport travel in Nottinghamshire is 26% below the baseline, and workplace trips 46% lower^{vi}. The Maid Marian Line service will help to address this level of "Transport Poverty".</p>

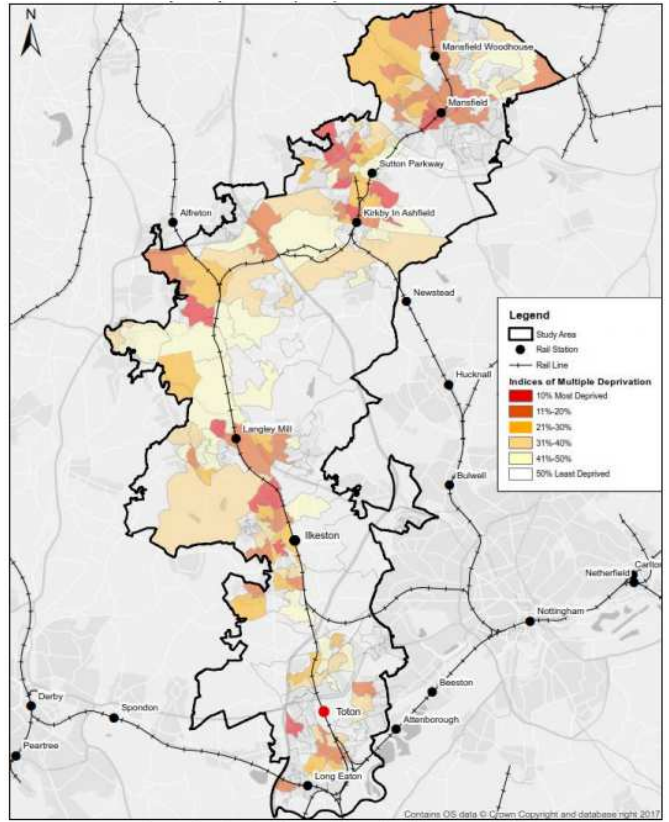
1.2 Key maps

Census 2011 Travel to Work Flows



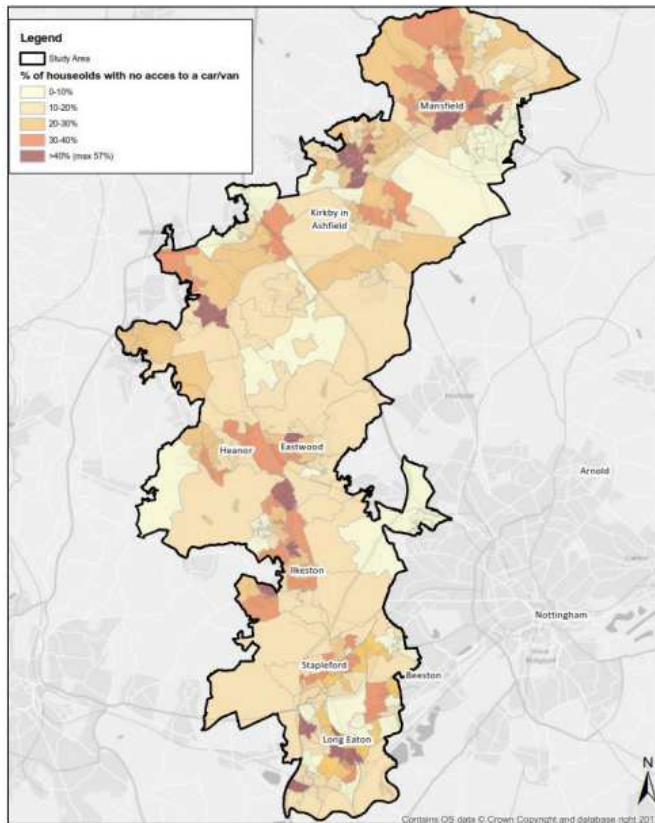
Source: Census, 2011.

Areas of Deprivation



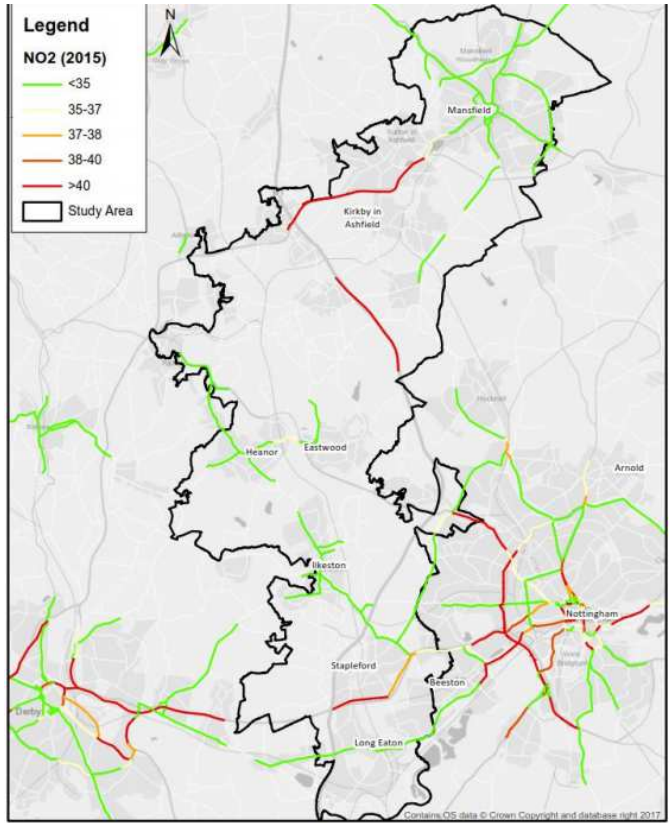
Source: Department of Communities and Local Government, 2015.

Households without access to a Car



Source: 2011 Census.

Air Quality – Nitrogen Oxide (NOx)



Source: Defra, 2017.

1.3 Strategic Alignment

“Bringing forward our £3.5bn rail improvement plan to revolutionise rail connectivity in the Midlands. At the moment, just 20% of journeys between the East and West Midlands are made by rail, compared to 50% of similar journeys elsewhere in the UK. Midlands Engine Rail will create faster, more frequent services across important routes in our region.” Midlands Connect

The D2N2 Green Growth Strategy sets out an ambitious drive for improvement through Low Carbon Growth, Productivity and Connectivity and Inclusion. The legacy of the industrial revolution has served the area well, but the challenge of climate change means we must now realign our social, environmental and economic goals for a Green Industrial Revolution. The D2N2 Local Enterprise Partnership has within its Local Industrial Strategy identified as key challenges poor regional rail connectivity, 28% higher than average emissions per capita and the majority of its local authority areas being classed as social mobility coldspots. Air quality is also a rising concern, with a recent emission control order placed in the area. Connectivity-driven growth forms one of the guiding principles of the strategy which states that "Transformed road and rail connections, both within and across our region's borders, is essential in unlocking the full potential of our communities – both socially and economically".

Midlands Connect has demonstrated the benefits of providing local connectivity in order to maximise the benefits that can flow from future investment in HS2, Northern Powerhouse Rail (NPR) and the Midlands Rail Hub. Its strategy highlights the untapped economic potential within the region that can be released through improvements to transport connectivity. This business case reflects priorities to improve connectivity to support the Midlands Engine by maximising access to employment, healthcare and education to enhance quality of life, improve the environment and strengthen the economy. This business case has been developed to be independent of Midlands Engine Rail and Northern Powerhouse Rail. The decoupling of the interventions will enable benefits for the communities in the immediate term, then secure further benefits as other nationally significant projects are delivered.

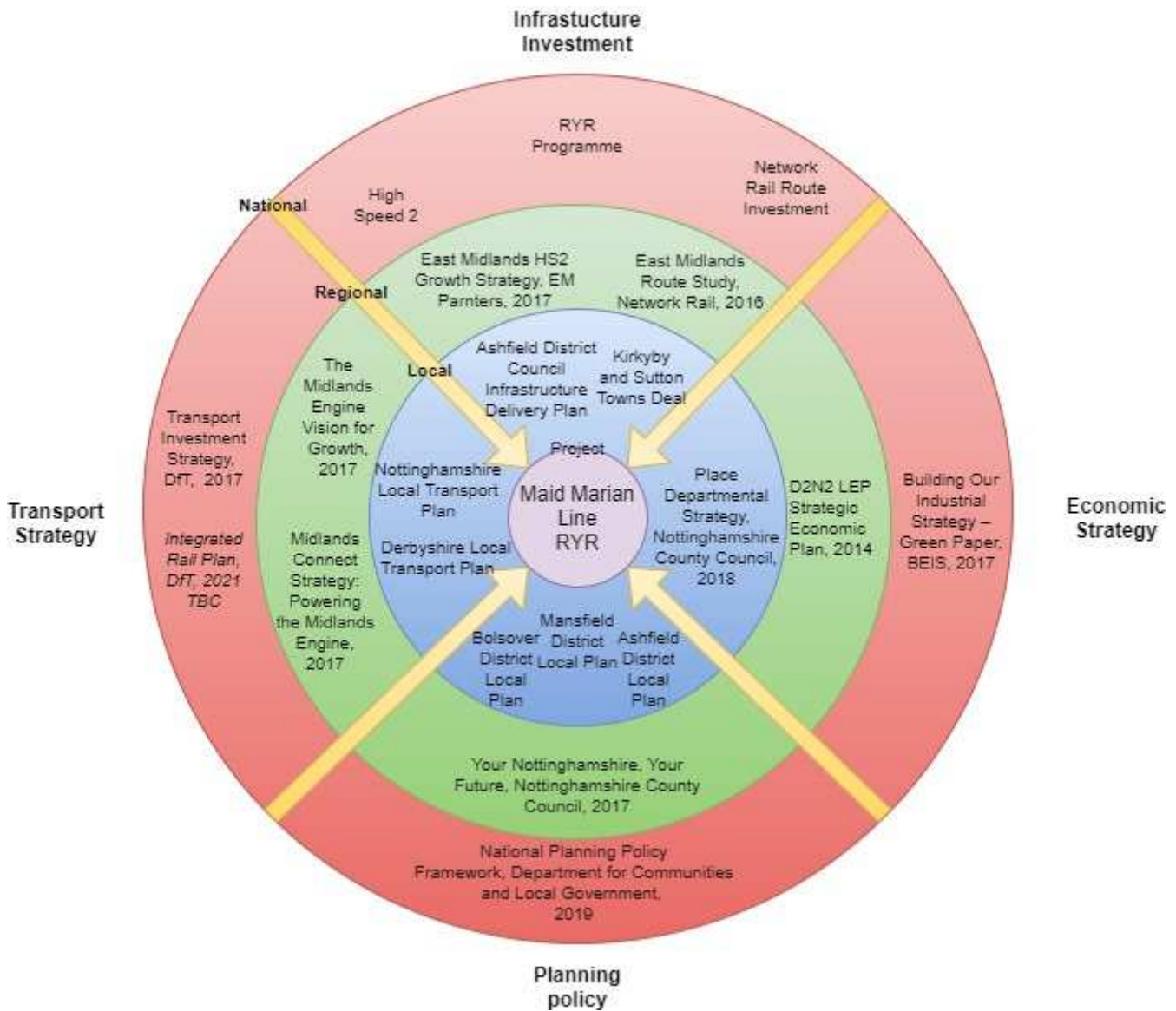
In the decade leading up to the outbreak of COVID-19, rail usage rose faster in the Midlands, than anywhere else in the UK^{vii}. However, despite this growth, the majority of trips between the region's cities were made by car. Improving the speed, reliability and frequency of rail services is essential if we're to encourage more travellers to take the train and leave their cars at home.^{viii}

The investment from Restoring Your Railway will align and benefit from Ashfield District Council's significant Towns Deal Funding which has been recently secured. The Towns Deal will deliver jobs and further education opportunities, long-term economic and productivity growth, new homes, improved transport infrastructure, reduced carbon and new cultural and visitor facilities.

The Towns Deal investment plan focuses on Business and education, Health and wellbeing, Boost visitor economy and Make Ashfield Greener. Each of these four investment areas will complement and support investment in rail as part of a wider plan to level-up the communities in the East Midlands^{ix}.

There is a clear 'Golden Thread' for the Maid Marian project. Figure 1-1 summarises the line of sight from National Policy, though to regional and local plans which support the need for investment.

Figure 1-1 Strategic Alignment



1.5 Strategic Objectives

The Strategic Objectives have been developed to reflect both the short-term response to COVID recovery and the medium-term aspiration to renew the economy. Much of the previous work on Maid Marian Line has assumed it to follow completion of HS2 Eastern Leg and the Toton East Midlands Hub. This SOBC addresses the possibility of earlier, phased implementation that is not dependent on these outcomes, but would complement them once completed. The objectives for this SOBC also reflect some of the uncertainty of external influences on the final scheme, therefore have been developed to test options which are adaptable to future changes.

Stable recovery - support adjustment to the 'new normal'. This will not only help to protect the productive capacity of the East Midlands during what is likely to be a period of national financial downturn, but also ensure that the communities are better placed to respond to potential future disruptions.

Good Growth - this will seek to ensure that the East Midlands has the strongest platform possible for recovery by accelerating progress to meet the long-term ambitions for transformation, productivity and prosperity, aligned to the vision set out in the D2N2 Strategic Economic Plan. This includes maximising the opportunities for growth arising from the pandemic in a way that helps build a more resilient and innovative area and supports the 'levelling up' agenda within the wider region to the rest of the UK.

Resilient to change – the scheme will be developed to move people around in the face of a number of external uncertainties. This means the scheme is being created to accommodate future growth and possible changes to future usage or access patterns as a consequence of factors including the COVID recovery, the implementation of HS2 and the wider Integrated Rail Plan.

Strategic objective	Scheme Objective	Metric
Stable recovery	Improve connectivity for communities for employment, education, healthcare and leisure opportunities	Travel time from communities to key employment, education, healthcare and leisure destinations; 60 minute journey time with a single change
	Support planned regeneration.	Quantum of development within 2km of the scheme which would benefit
Good Growth	Level Up access to opportunities for communities	Number of people in deprived communities (IMD definition) served
	Have a positive contribution to Net Zero Carbon	Carbon intensity (CO ₂ /trip) attributed to existing and new trips
	Have a positive contribution to improve Air Quality	Levels of NO _x attributed to existing and new trips
Resilient to change	Adaptable to wider policy changes	Risk assessment of policy dependency
	Potential to widen benefits of complimentary investment	Rating of the potential contribution to known complimentary investments

1.6 Strategic Option Assessment

The following long-list options were identified by stakeholders and have been evaluated against Multi-Assessment Criteria based on the Strategic Objectives for the scheme. Full details of the options identified and evaluated can be found in Appendix A.

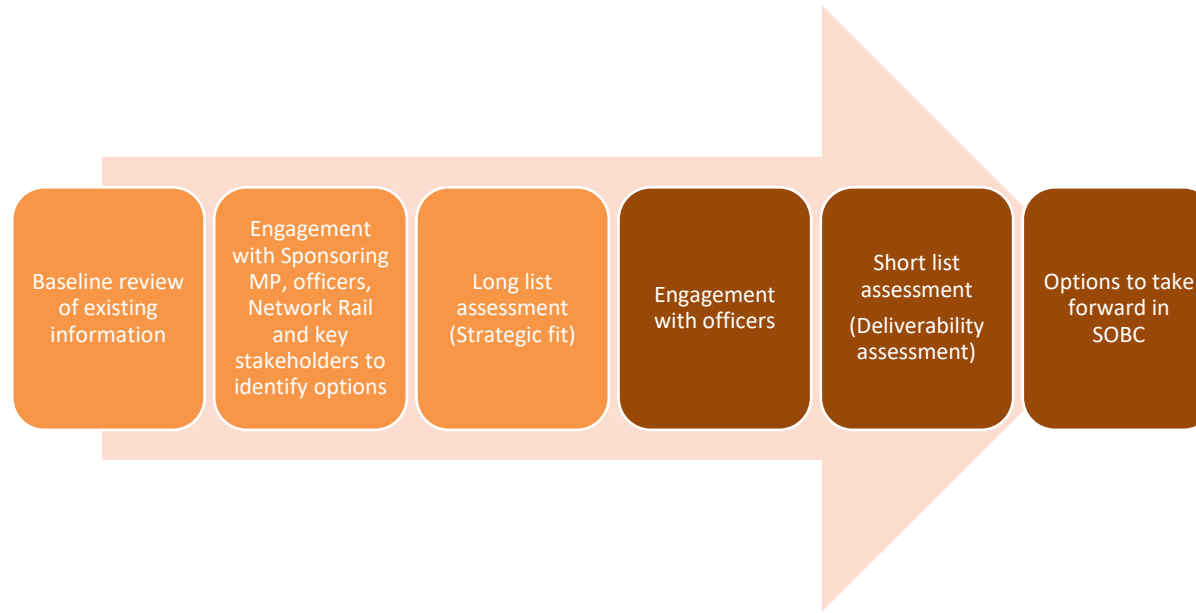
- Do minimum
- Highway Improvements (A38)
- Hourly train service Mansfield Woodhouse to Derby via Maid Marian Line
- Half hourly train service Mansfield Woodhouse to Derby via Maid Marian Line
- Second service to serve East Midlands Parkway/Loughborough/Leicester via Maid Marian Line
- Improvements to existing bus services
- Demand responsive bus service
- Joint Maid Marian Line /Ollerton Rail Service
- Half hourly train service Mansfield Woodhouse to East Midlands Hub via Maid Marian Line
- Tram train extension of existing NET network

Options were assessed qualitatively and quantitatively using the following system:

Strong positive Alignment	Slight positive alignment	Neutral Alignment	Slight adverse alignment	Strong adverse alignment

The approach that has been undertaken is proportionate to the stage in the business case process and is a robust starting point to focus further options assessment in later stages of the business case process. Figure 1-2 provides an overview of the approach which has been undertaken. Figure 1-3 then sets out the outcome of the long list stage.

Figure 1-2 Options assessment approach



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Figure 1-3 Long list options

Strategic Objective	Do minimum	Highway Improvements (A38)	Partial rail service	Full rail service	Extended rail service	Bus enhancement	Demand responsive bus service	MaML / Robin Hood extension	HS2 Hub service
Improve connectivity									
Support planned regeneration									
Level Up access									
Net Zero Carbon									
Air Quality									
Adaptable to wider policy changes									
Widen benefits									
Progress option to short list	✓	x	✓	✓	✓	x	x	✓	✓

The short-list of options was further assessed for Deliverability and Affordability, as summarised in Figure 1-4:

Figure 1-4 Shortlist options

	Do minimum	Partial rail service	Full rail service	Extended rail service	MaML / Robin Hood extension	HS2 Hub service
Strategic Objective						
Improve connectivity	Blue	Light Green	Light Green	Green	Green	Green
Support planned regeneration	Blue	Light Green	Green	Green	Green	Green
Level Up access	Blue	Light Green	Light Green	Green	Green	Green
Net Zero Carbon	Blue	Light Green	Green	Green	Green	Green
Air Quality	Blue	Light Green	Green	Green	Green	Green
Adaptable to wider policy changes	Blue	Green	Green	Light Green	Red	Red
Widen benefits	Blue	Light Green	Green	Green	Green	Green
Deliverability						
Makes use of existing assets.	Blue	Green	Green	Light Green	Green	Light Green
Can be accommodated with the existing freight and passenger operations	Blue	Orange	Red	Red	Orange	Light Green
Overall affordability	Blue	Green	Light Green	Blue	Blue	Blue
Has potential to attract local contributions	Blue	Light Green	Green	Green	Green	Green
Scheme rank	N/A	1	3	2	4	5
Progress to OBC	✓	✓	✓	✓	✓	✓

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The further assessment of the scope of the project and the phasing will be a key outcome of the Outline Business Case to define a single preferred scheme and phasing plan.

1.7 Strategic benefits

The options assessment process has identified that there are a number of alternatives which can meet the Strategic Objectives. It will be important for the further development of the scheme to continue to examine the options before reaching a preferred scheme at the OBC. The strategic objective, defined from the strategic context, can be logically followed through to deliver the following strategic benefits. At a future stage of the business case process these strategic benefits can be monetised and form the economic case for the scheme.

<p>Levelling Up</p> <p>Mansfield District Council and Ashfield District Council have identified opportunities for new residential and employment areas within the respective Local Plans covering the period up to 2032/33. The combined impact of this is approximately 15,000 new homes across the districts and it will be important to ensure there is sufficient transport capacity to facilitate this significant residential growth. Ambitious employment developments, particularly in Ashfield, make this accessibility more pertinent.</p> <p>The study area includes three authorities in the Government’s Levelling up priority two category and two in the priority one category.</p> <p>The scheme will complement and benefit from significant investment which will be delivered by the Towns Deal for Kirby and Sutton and Long Eaton and the Future High Street Fund. Including co-funding, the area will benefit from £100 million of investment on regeneration into the District over the next five years.</p>	<p>Access to opportunities</p> <p>The reopening of the freight line with additional stations would improve the connectivity and attractiveness of the area for investment and better accessibility for potential employees. It is important to establish the potential for new travel patterns before increased employment space is developed. The population of the study corridor includes ~350,000 people from Mansfield to Long Eaton. This is a significant catchment in what is a mixed, urban and rural corridor.</p> <p>The proposed service would service key employment and education destinations, including King’s Mill Hospital and a large Amazon Distribution centre. New connectivity to employment opportunities in Derby, Chesterfield, Ilkeston, Leicester, Sheffield would be created.</p> <p>Connections with a single change at Langley Mill, Ilkeston, Derby or EM Parkway will contribute to much needed Levelling Up for the Ashfield, Bolsover and Mansfield Districts.</p>
<p>Reducing Carbon</p> <p>The contribution of transport to achieve Net zero Carbon is significant. Investment in improved public transport options which provide an attractive alternative to the car is essential to create modal shift. With car travel dominating mode choice there is a significant market of potential customers who could be attracted to use public transport and reduce Carbon emitted as a result of car travel.</p>	<p>Congestion</p> <p>The destination of commuting trips highlights^x demand for travel to Nottingham, Leicester and Derby particularly. Greater public transport accessibility to these destinations would support modal shift from the car which eases congestion on the highway network. The results highlight the need to consider the connectivity between Mansfield and Ashfield as well as onwards to the south, towards Derby and Leicester.</p>
<p>Preparing for the future</p> <p>There are highly sought-after areas for further growth post Covid for warehousing and distribution. Improved rail connectivity will support the planned growth and enable opportunities such as the East Midlands Freeport</p> <p>Alongside the potential for economic growth is the opportunity to realise and widen the benefits of HS2 and other national infrastructure investments. An on-going assessment of the potential investment options is needed to maximise the significant economic impact for the area.</p>	<p>Areas of Deprivation</p> <p>Enhancing rail passenger connectivity within the study area would help to facilitate access to employment, healthcare and education opportunities. This improved accessibility would support economic growth as well as reducing feelings of social isolation. There is a concentrated area of deprivation around Mansfield and Ashfield so the conversion of a freight-only line to accommodate passengers would support the improved quality of life for residents in this area.</p>

DfT Priority outcomes for rail

In addition to the above regional objectives, the scheme has been assessed against the DfT objectives set out in the Rail Network Enhancements Pipeline. This shows a strong alignment between the pipeline and the Maid Marian Scheme.

Keeping people and goods moving smoothly and safely Delivering schemes which maximise the use of existing assets with minimum investment. Serve both passengers and freight.	Delivering benefits from committed programme and projects already underway Support the HS2 Growth Strategy and potential wider connectivity opportunities.
Offering more: new and better journeys and opportunities for the future The Maid Marian Line is part of a wider network opportunity to deliver intra-regional connections to the wider national network.	Changing the way the rail sector works for the better A 'one team' approach between the local/regional authorities, DfT and Network Rail to deliver a better, faster and cheaper project. Achieving this while supporting local ambitions to maximise the benefit of rail station assets.

1.8 Scope

Interventions

The full Vision for the Maid Marian Line is a service of 2 trains per hour operating post HS2 Eastern Leg completion. Once the HS2 East Midlands Hub is delivered, it is likely that these services would be part of the set of shuttle services linking Nottingham, Derby, Leicester and Mansfield to the EM Hub at Toton. The full Vision also includes the opening of a new station at Selston/Pinxton and at Kings Mill, once business cases, sponsors and funding can be identified for the two stations.

Phasing of interventions has been considered and will be developed in more detail at OBC stage, assuming that the SOBC submission is approved to progress to the next stage of development. The following sets out the proposed phasing strategy. The scope of the SOBC submission for the Restoring Your Railway programme has been focused down to the Minimum Viable Project, which would deliver Phase 1 of the wider Vision.

Phase 1 – Hourly train service from Mansfield Woodhouse to Derby or East Midlands Parkway/Leicester

– New station at Selston/Pinxton

– New Station at Kings Mill

Phase 2 – Other Rail Schemes including Robin Hood Line Extension to Ollerton, Ivanhoe Line, Melton Mowbray new service and Maid Marian Line half hourly train service

Phase 3 – Longer term strategic investments including HS2 Eastern Leg and EM Hub completion, half hourly shuttles Mansfield Parkway to EM Hub with possible extension to Derby or Leicester, CP7 and CP8 enhancement programmes

Network Rail has identified a possible requirement for signalling adjustments to allow for new stations to be opened. A new hourly passenger service is not believed, of itself, to require any changes to the existing track and signalling, however, a significant improvement in linespeed will improve journey times and attract higher levels of demand. The same is expected to apply for a two train per hour passenger service calling at existing stations. Again, these assumptions will be tested in more detail at the OBC stage.

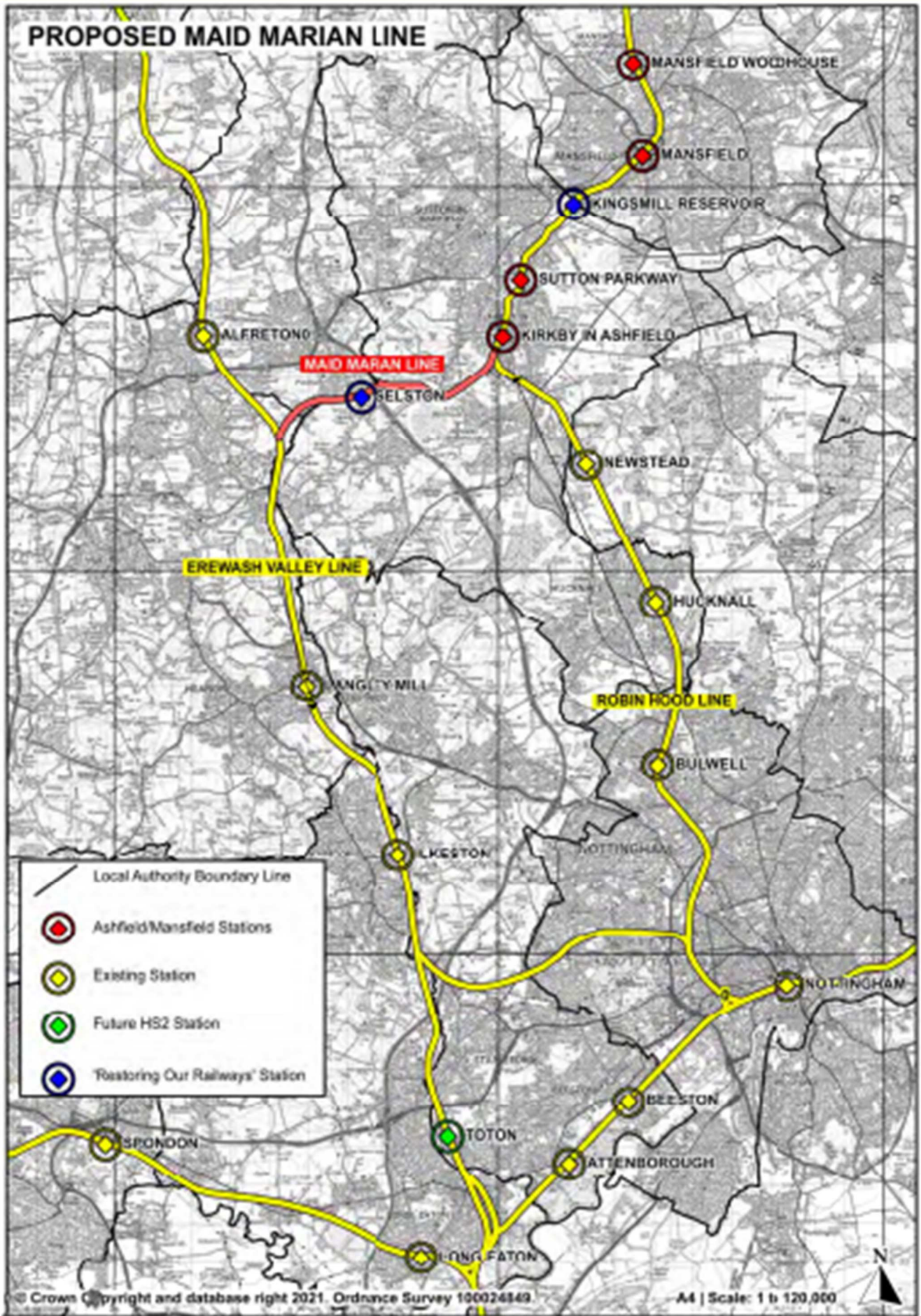
Station Locations

New stations are proposed as follows:

Selston/Pinxton - Station Road, next to the Station Hotel: The Selston/Pinxton station location is adjacent to a level crossing, on Station Road. The platforms may have to be staggered such that trains calling at the new station stop after passing over the crossing. The most appropriate, safe form of operation will be confirmed with Network Rail and East Midlands Railway at OBC stage.

The rationale for providing a station at this location is to enable people living in the Selston and Pinxton areas to access opportunities for employment, education, healthcare and leisure by public transport, within a journey time of 60 minutes, including by making a single change at regional stations. This will provide significantly enhanced opportunities from Ashfield and Bolsover Districts to locations including Leicester, Loughborough, East Midlands Parkway, Long Eaton, Derby, Chesterfield and Sheffield. In addition, the station could become a valuable local community hub.

Kings Mill – Two potential locations have been considered, adjacent to Kings Mill Reservoir. The key drivers for locating a station here are the Kings Mill Hospital as a major healthcare facility and as a centre of employment, further employment opportunities in the vicinity, including a large Amazon warehouse and access from Ashfield District to opportunities in centres of employment that are currently not well served by public transport. In addition, the amenity value of the Kings Mill Reservoir is believed to provide potential for leisure travel to the new station.



1.9 Future Compatibility

Future Compatibility and alignment with other schemes & programmes

At the time of writing, the Integrated Rail Plan for the Midlands and the North had not been published.

An assessment of known and anticipated network enhancement schemes has identified potential impacts on and interactions with the Maid Marian Line proposals. Some uncertainty remains, regarding precise scope and timing for delivery of schemes expected to be included within the IRP. Prior to IRP, Network Rail has developed Project SPEED to optimise investments that are ready for implementation and that will contribute to recovery from the impacts of the Covid 19 pandemic on rail travel.

Previous assessments of the case for investing in the Maid Marian Line have been very much dependent on delivery of HS2 Eastern Leg and a Toton East Midlands Hub. This SOBC assumes that the Maid Marian Line need not be dependent on HS2 and that benefits can be delivered earlier by taking a phased approach, beginning with a new hourly train service at existing stations as soon as it can be timetabled, resourced and funded.

Project SPEED

The aim of Project Speed is to articulate and demonstrate how enhancements can be delivered more quickly and effectively using real-time live projects at varying states of the early delivery cycle, and to change the culture, processes and risk appetite in delivering projects. 'Speed' stands for Swift, Pragmatic and Efficient Enhancement Delivery. The Network Rail shortlist for implementation includes completion of Midland Main Line electrification to Nottingham, Derby and Sheffield – an extension northwards from Corby/Market Harborough following on from current and planned programmes.

Toton EM Hub

The EM Hub at Toton is expected to be delivered as part of HS2 Eastern Leg. While recent Ministerial announcements suggest that this scheme will be delivered, the scope and timing remain uncertain. This SOBC identifies a phased approach to delivering the Maid Marian Line proposals that is not dependent upon HS2 or the EM Hub. Importantly, the phasing takes full account of HS2 and ensures complementarity of Maid Marian Line delivery with HS2 and EM Hub.

Line speed improvements

In the event that NR brings forward a programme of line speed improvements, there may be opportunities to address the current speed restrictions on the Maid Marian Line. No track works have been included in the initial phases. This will be reviewed at OBC stage, in dialogue with Network Rail and its asset management teams.

NR Level Crossings programme

Future dialogue with Network Rail will include assessment of level crossings, including highway, footpath and occupation crossings on the line. At this stage, no detailed level crossing risk assessments have been undertaken. This will be necessary as part of the service planning workstream at OBC stage. It will also feature in developing options for the proposed new stations at Selston/Pinxton and Kings Mill.

Weather Resilience

The OBC stage will include discussion with Network Rail and East Midlands Railway regarding any measures that may be required to mitigate the impacts of bad weather on train service reliability. No weather resilience measures have been included at this SOBC stage.

Rolling Stock options

The assumed rolling stock for purposes of this SOBC is a 2 car class 170 diesel unit as these are already part of the EMR fleet. As part of the Rail Decarbonisation agenda, the rail industry is committed to eliminating diesel traction from the network by 2040. Alternative technologies are already available, with further development under way to ensure that the decarbonisation objective can be met. While it is expected that Government will commit to a rolling programme of rail electrification, there is no certainty that the Robin Hood Line and Maid Marian Line will be fully electrified in the short to medium term. EMR currently operates electric services between London St Pancras and Corby, using class 360 electric multiple units. The current diesel trains operating Midland Main Line services from St Pancras are due to be replaced by class 810 Aurora bimode trains, built by Hitachi. These trains can operate with 25kv overhead electrification or diesel power.

Alternative traction solutions will be reviewed at the OBC stage, including the applicability of Hydrogen powered trains and battery powered trains.

The reopening of the Maid Marian Line offers a wider strategic opportunity and is part of the Strategic Transport Manifesto for the Midlands^{xi} to transform local rail connectivity. The scheme presented in this business case is stand-alone and can be the catalyst for a phased programme of improvements.

The only confirmed schemes for CP6 (2019 to 2024) are MML Electrification and Tpton Junction crossovers; IRP is still yet to be published and the 5 yearly Regulatory Review PR23 process is just commencing for CP7 (2024 to 2029).



▲ Tpton Junction

▲ Trent Junctions

— Midland Mainline Electrification

● Maid Marian Line

Conclusion

This SOBC and the emerging preferred option has been developed to be adaptable to the known uncertainties and opportunities. The scheme proposed to be progressed to OBC can be delivered independently of the external projects and policy decisions. The scheme and business case has however been developed to remain flexible as decisions outside of the scope of the scheme may provide opportunities to deliver greater benefits and better value. The project team has identified these external opportunities and will continue to evaluate the options as the business case and scheme mature.

As part of this flexible approach, recognition is also given to the progression of other proposals for the area, some of which require careful consideration to ensure integration and compatibility, and in particular to avoid abortive costs imparted by one project onto another. The following projects have been identified, along with key points of integration considerations required.

Interfacing Project	Key Considerations
Predecessors to Maid Marian	
High Speed 2 Eastern Leg decision	The confirmation of the plan to deliver the eastern leg of HS2 in full is pending. The MaML scheme should be progressed to be standalone and opportunities to widen the benefits of HS2 examined when a firm decision has been made.
Midland Main Line Electrification decision	DfT is expected to decide on completion of Midland Main Line Electrification to Sheffield in following publication of the IRP. There are likely to be a number of synergies with Maid Marian Line, including potential remodelling of the complex Trent Junctions and improved journey times on the Midland Main Line.
Successors to Maid Marian	
High Speed 2 East Midlands Hub	Potential to widen the benefits and travel opportunities with connectivity to HS2. The timescales for the delivery of HS2 are uncertain as the Integrated Rail Plan is developed
Robin Hood Line extension; Ivanhoe Line; Melton Mowbray	Potential to align the MaML scheme with a wider aspiration to extend services onto the Ollerton Line. Also need to consider potential for resourcing synergies with new services on the Ivanhoe Line from Burton to Leicester and to Melton Mowbray
Future role of tram-train	Longer-term aspirations include the extension of the Nottingham Tram. The opening of the MaML could create more network opportunities in the future.
Future Rolling Stock: Non-Diesel by 2040	Ensure availability of options through careful design choices. Compatibility with electrification would enable use of Electric Multiple Unit (EMU), which is dual electrified for 750V DC or 25kV systems. Also potential use of Hydrogen trains following a successful trial in Teeside by Northern and trials of alternative hydrogen fuelled rolling stock solutions by a number of train manufacturers.
Trent Junctions investment	As part of the railway industry's Continuous Modular Strategic Planning (CMSP) approach, Network Rail has examined the Strategic opportunities at Trent Junctions. While there was not a solution developed, the investment linked to HS2 will provide an opportunity to unlock a series of opportunities at this constrained location. Midland Main Line Electrification may also provide opportunities.

2 ECONOMIC DIMENSION

2.1 Costs

Capital Costs

The July 2018 Aecom Study^{xii} identified a set of infrastructure investments that would be necessary on the Maid Marian Line to increase the linespeed from 20mph to 40mph. The Aecom analysis identified the following:

Both rail options require capital investment to upgrade the section of line between Kirkby Lane End and Ironville Junctions to regular passenger standards. The levels of investment required to deliver the timetables modelled (assuming line speeds are upgraded to 40mph) will vary based upon the underlying quality of assets and associated interventions required. As such, a range of potential values have been produced reflecting the minimum level of infrastructure investment required to operate scheme services, through to a more pessimistic value inclusive of additional investment in infrastructure.

Indicative total costs for the preferred options in 2017 prices are shown in Table 4.1. Note no capital investment is assumed to be required for the express bus option.

Table 4.1: Indicative Capital Costs

	Option A1: Half-Hourly Rail	Option A2: Hourly Rail	Option A3: Half-Hourly Express Bus
Capital Costs	Construction works	£4.3m - £6.8m	
	Preliminaries, overheads, profit and project development	£3.0m - £4.8m	
	Total Base Costs	£7.3m - £11.6m	£0.0m
	Optimism Bias*	64%	n/a
	Total Costs	£12.0m - £19.0m	£0.0m

2017 prices

* Reflects early stage of development.

Capex Build-up

All chainages refer to the Pinxton Branch, Engineer's Line Reference PBS1. 40mph is permitted except:

- There is a short 30mph restriction between 134 miles 18 chains and 134 miles 20 chains on both tracks. This is probably due to the condition of one or more of several structures beneath the track in this area.
- There is a 20mph restriction between Pinxton level crossing at 135 miles 46 chains and Kirkby Lane End Junction at 138 miles 32 chains on both tracks, a total of 9.1km of track. The reason for this is unknown.

The following capital works are assumed:

Item	Cost Allowed £m		
	Level Crossing Upgrade Only	25% track renewal	50% track renewal
Re-building of two under-track culverts of 4ft diameter within the 30mph restriction.	-	0.1	0.1
Track upgrade equivalent to renewal of 25% or 50% (4.55km) of track on the 20mph section	-	2.8	5.4
Upgrade of Upper Portland level crossing from automatic (AHB) to manual with obstacle detection (MCB-OD) due to increased risk from faster and more frequent trains. It may be possible to delete this work after detailed risk assessment.	0.4	0.4	0.4
Provision of four signals and associated train detection to provide required signalling protection for MCB-OD. This work is not required if the level crossing upgrade is not needed.	0.8	0.8	0.8
Re-location of signals PK4770, PK4772 and KS101R on the 20mph section to give adequate signal spacing for 40mph, and of associated train detection equipment. Re-signalling is likely to replace KS101R within a few years, and if the replacement is suitably positioned this part of the work might be avoided.	-	0.5	0.5
Preliminaries, overheads, profit, project development	0.9	3.0	4.8
Total excluding contingency or optimism bias	2.1	7.3	11.6

Source: AECOM Estimate

The assumed infrastructure investment has been calculated by Aecom to result in a journey time saving over the section of line between Kirkby in Ashfield and Ironville Junction of 4.5 minutes. Journey times between Toton and Kirkby have been calculated using AECOM's ARTEM journey time model. Existing times have been used between Kirkby and Mansfield Woodhouse. Timings are shown as minutes from origin station. They include dwell times at stations, and margins added to the raw running time as required by Network Rail's planning rules. Speeds are assumed to be as existing, except that the "improved speeds" option assumes upgrades to 50mph between Ironville and Kirkby.

Station		Down, Existing speeds	Down, Improved speeds		Up, Existing Speeds (read upwards)	Up, Improved Speeds (read upwards)
Toton	Depart	0	0	Arrive	42½	38
Ilkeston	Arrive	6½	6½	Depart	36	31½
	Depart	7½	7½	Arrive	35	30½
Langley Mill	Arrive	12	12	Depart	30½	26
	Depart	13	13	Arrive	29½	25
Kirkby-in-Ashfield	Arrive	29	24½	Depart	12	12
	Depart	29½	25	Arrive	11½	11½
Sutton Parkway	Arrive	32	27½	Depart	9	9
	Depart	32½	28	Arrive	8½	8½
Mansfield	Arrive	37½	33	Depart	3½	3½
	Depart	38	33½	Arrive	3	3
Mansfield Woodhouse	Arrive	42	37½	Depart	0	0

Source: ARTEM, Working Timetables, Timetable Planning Rules

The Network Rail Asset Management Plans for the route sections to be used by the proposed service will be reviewed at OBC stage to establish any opportunities that may arise from planned maintenance and renewal of assets on the line.

New Stations

The two new stations (Selston/Pinxton and Kings Mill) have not been designed at this stage as single option development forms part of the OBC. Two potential locations have been identified for each station and included within the scope of the scheme. These locations will be evaluated for engineering and operational feasibility in detail within the OBC.

Broad ranges of costs to provide new stations can be identified but will be very much indicative and dependent on a number of factors:

- Track alignment and gradient
- Signalling
- Platform length
- Equipment relocation
- Flood risk & drainage
- Highway access
- Land acquisition
- Station facilities including ramps and lifts
- Staffed or unstaffed
- Car parking

A range of recent station schemes have been reviewed. For the most basic, compliant two platform stations, a capital cost range of £9million to £12million is believed to be deliverable, depending on site conditions, access and engineering possessions to enable construction.

Recent new station capital costs are listed below:

Warrington West, Cheshire	£20.5m
Hordern, County Durham	£10.55m
Bow Street, Ceredigion	£8m Single Platform
Reading Green Park, Berkshire	£18m
Low Moor, Bradford	£10.8m
White Rose, Leeds	£21m

Operating Costs

A high level analysis of the potential operating costs for each option was undertaken by Aecom in 2018 in order to identify the broad quantum of ongoing incremental costs that can then be compared to the emerging ongoing incremental revenue. Both options were assumed to operate for 18 hours a day. Saturday and Sunday service levels were modelled as per weekdays. Average values were used relating to the use of modern diesel powered multiple units (2-car) that might still be expected to be operating by 2037. Other geographic specific costs (e.g. Network Rail's capacity charge) have been taken as averages from the area in which the rail service would be operating. It is assumed that two new trains would be required to operate the hourly service and four new trains would be required to operate the half-hourly service.

Operating costs have been broken down into fixed (e.g. lease, depreciation), variable (e.g. fuel, maintenance) and staff costs. These costs have been calculated based on 2018 prices and it should therefore be noted that no real cost inflation that may occur through to 2037 across any of the cost variables has been assumed.

Whilst the operational cost assessment has been produced based upon the latest data available in terms of information for each mode, there is a modicum of significant potential changes that may affect costs going forward to 2037 and beyond. These include (but are not limited to) staffing levels and the potential for automation, vehicle energy sources and electrification and changes to the organisational structure of the rail industry.

Annual Operating Costs were calculated to be as follows:

	<u>Half Hourly Rail</u>	<u>Hourly Rail</u>
Annual Operating Costs	£6.3m	£3.1m

2018 prices

Operating Revenues

It is proposed that passenger demand modelling will be undertaken during Step 1 of the next Develop stage to allow the production of a comprehensive economic appraisal and cost benefit analysis. Analysis carried out by Aecom, for Nottinghamshire County Council in 2018, demonstrated that, by 2037, a Mansfield to EM Hub (Toton) service could attract between 0.9 million and 1.4 million new passenger journeys per year, equating to fare revenue in the range of £1.9 million to £2.4 million. This, it must be stressed, is a combined forecast using both standard growth forecasts and an overlaid HS2 growth assessment. If a service is introduced before HS2 and the EM Hub are delivered, taking into account the build up from the much earlier date of introduction, there is a likelihood that the 2037 demand and revenue figures would be greater than the Aecom forecast.

Table 3.6: Existing Local Rail Connectivity Model – Journeys and Revenue for Valid Movements

Option	2017 Journeys	2037 Journeys	2037 Journeys, including New Service	2037 Incremental Journeys	2037 Incremental Revenue
Option A1: Half-Hourly Rail	66,100	106,150	155,300	49,200	£92
Option A2: Hourly Rail			131,800	25,650	£48

2018 prices, £000

Enhancing the service frequency on parts of the network already served by rail services, essentially on the Robin Hood Line between Kirkby-in-Ashfield and Mansfield Woodhouse and also between Ilkeston and Langley Mill on the Midland Main Line, results in a noticeable increase in both demand and revenue.

Station Patronage

Demand at the existing stations that would be served by the new Maid Marian Line service has increased significantly in the six years prior to the Covid 19 pandemic. The sole exception is Langley Mill, which experienced a reduction due to the opening of Ilkeston new station in 2017. Ilkeston saw an increase of 3.31% in its first full year of operation. The figures for Ilkeston and Langley Mill will inform detailed demand analysis at OBC stage for the proposed new stations at Selston/Pinxton and Kings Mill.

STATION PATRONAGE								
Station	Entries/Exits						Increase	% Change
	13-14	14-15	15-16	16-17	17-18	18-19		
Mansfield Woodhouse	139,852	158,692	169,506	179,602	185,806	189,524	49,672	35.52
Mansfield	313,826	366,858	394,640	399,360	409,136	401,826	88,000	28.04
Sutton Parkway	132,250	169,058	180,510	182,208	196,334	197,540	65,290	49.37
Kirkby in Ashfield	147,444	170,916	177,474	178,808	185,220	181,416	33,972	23.04
Langley Mill	93,554	106,542	115,686	121,442	101,824	93,078	-476	-0.51
Ilkeston					126,226	130,398	4,172	3.31

Source: Office of Rail & Road (ORR)

The introduction of a new rail service between Mansfield and the EMH via Langley Mill/Ilkeston has the potential to generate between 0.9m and 1.4m journeys per annum in 2037, depending on the option selected. Whilst there is a small element of new demand generated across existing rail flows (e.g. Langley Mill to Ilkeston or Sutton Parkway to Mansfield Woodhouse), the majority of the new demand is estimated to be sourced from new local direct journey opportunities by rail (e.g. Ilkeston to Mansfield or EMH to Kirkby-in-Ashfield) or from providing direct connectivity into longer distance travel (e.g. Mansfield to London). The analysis suggests that a half-hourly rail service would generate circa 20% to 30% more demand than an hourly service – with most of this additional growth being sourced from local movements.

Should the scheme be progressed, then it is recommended that a demand forecasting toolkit is developed to specifically represent the core markets likely to be served by the proposed scheme. This toolkit will need to be able to distinguish between the different market segments that would be served by the new rail service, including:

- Local movements in the study corridor not currently served by rail;
- The demand associated with new development;
- Impacts on demand across existing rail movements, both locally within the study area and longer distance
- HS2 impacts

2.2 Benefits

Consistent with DfT guidance for this SOBC submission, estimates have yet to be made for the economic benefits of the scheme. Instead, this section identifies the factors which are expected to deliver the majority of the economic benefits. The next phase of work for the scheme would be to expand on each of these factors to establish the monetised benefit.

Journey Time Comparison

Journey time is a key factor informing modal choice and the comparative journey times between public transport and private car have been analysed. This seeks to identify those routes with comparatively longer public transport journey times compared with the private car and therefore likely to have a higher car dependency. Figure 1-45 summarises the existing public transport services from Mansfield and Kirkby-in-Ashfield to key destinations of Nottingham, Derby, Worksop, Chesterfield and Ollerton compared with car journey times. The results show the public transport journey time is slightly quicker than the quickest car journey time to Nottingham from both Mansfield and Ashfield - the comparative journey time to the other destinations was quicker by car compared with public transport. The journey time to Chesterfield and Ollerton by public transport was double that by car and reflects the reliance on bus or the need to interchange.

Figure 2-1 Journey time analysis undertaken in the Mansfield to East Midlands Hub SOBC

Table 2.3: Public Transport Summary (Arrive by 09:00, weekday)

	Nottingham	Derby	Worksop	Chesterfield	Ollerton
Mansfield	Rail: 00:35	Rail (x2): 01:04	Rail: 00:38	Bus: 00:52	Bus: 00:38
	Car: 00:40	Car: 00:35	Car: 00:28	Car: 00:20	Car: 00:18
	88%	183%	136%	260%	211%
Kirkby-in-Ashfield	Rail: 00:27	Rail (x2): 00:55	Rail: 00:47	Rail (x2): 01:17	Bus (x2): 01:18
	Car: 00:30	Car: 00:26	Car: 00:35	Car: 00:20	Car: 00:30
	90%	212%	134%	385%	260%

Source: Google (October 2017).

Key: Public transport journey time as percentage of car journey time	
<100%	Public transport quicker than car for the journey
100-149%	Public transport slightly longer than car for the journey
150-200%	Public transport considerably longer than car for the journey
>200%	Public transport extremely longer than car for the journey

Journey Time Improvement

The comparison of uncongested road journey times versus rail journey times presented in

Figure 2-2 demonstrates that Leicester would be a preferable destination for a new hourly service, compared to Derby. Journey times between stations in Ashfield and Mansfield to Leicester are between 10 and 14 minutes faster by rail, assuming no road congestion.

The uncongested road journey times to Derby are generally 7 to 10 minutes faster than the rail journey time. This disparity is removed at peak times, as Derby suffers badly from road congestion between 0730 and 0930 and 1600 to 1800. Addressing the 20mph line speed on the section between Ironville Junction and Kirkby in Ashfield would reduce the rail journey time further, providing benefits to services travelling to Derby or Leicester. Further analysis would be needed, with input from Network Rail, to establish robust journey time improvements as a consequence of line speed improvements at OBC.

Figure 2-2 Initial comparison of potential journey time improvement car vs rail

	Leicester		Derby	
	Car	Rail	Car	Rail
Mansfield Woodhouse	72	59	46	53
Mansfield	68	56	43	50
Sutton Parkway	60	50	34	44
Kirkby in Ashfield	61	47	32	41

Congestion Improvement

The scheme would provide the option to adopt sustainable choices for travel, reducing reliance on cars and so reducing road congestion. This shift will also have a positive impact on local air quality and carbon reduction.

Connectivity: Access to Education & Employment

New journey opportunities would be available for residents to gain access to education and training in Derby, Leicester, Chesterfield and Sheffield. The service would also improve access to education and training opportunities in Ashfield, Bolsover and Mansfield which are due to be enhanced by Ashfield’s recent Towns Fund award, which includes plans for a new regional Automated Distribution and Manufacturing Centre (ADMC) to be in Kirkby, creating a regional centre of excellence.

In addition to the ADMC, there will also be construction and civil engineering education centres working with and Nottingham Trent University (NTU); library innovation centres; MakerSpace, business hubs and industrial start-up units , along with a focus for STEM subjects at the nearby Planetarium and Science Discovery Centre. Bolsover District does not have any higher education or further education facilities therefore reopening the line and a station in Pinxton/Selston will provide more opportunity to access education including facilities in Derby and Nottingham and Ashfield and Mansfield. It also opens up opportunities for work including better access to the proposed Freeport and the Amazon Distribution Centre.

The Ilkeston campus of Derby College, which is within walking distance of Ilkeston station, has also seen significant investment in recent times and has become the centre for tertiary education in northern Erewash and eastern Amber Valley drawing pupils from a wide large area to a variety of academic and careers focused practical training courses. Projects being developed in Long Eaton as part of the recently announced £24.8m Town Deal will see new employment sites being developed in areas adjacent to the rail station as part of a wider regeneration of the town centre breathing new life into the area.

Access to employment is an important factor, both to encourage business to invest in the East Midlands but also to facilitate access to more productive jobs in the adjacent major centres of employment. Ashfield is well positioned to attract inward investment and to support businesses both locally and in the cities of Derby, Nottingham, and Sheffield. With the support of VWNC and NTU, who have recently opened a campus in Mansfield, a Research & Innovation, and Teaching & Learning “platform” is already under development on which to base the ADMC, allowing the development of a proposition unlikely to have been imagined in the area previously. It will also align with the Enterprising Ashfield business and skills support programme.

Connectivity: Access to leisure and tourism

The new journey opportunities provided by a Maid Marian Line service would enable residents of Ashfield, Mansfield and Bolsover much improved access to leisure and tourism opportunities by interchanging with longer distance services. The future opening of a new station at Kings Mill would provide opportunities to access the amenities around the reservoir which are currently being enhanced by a £1.45 million Heritage Lottery funded project.

Enhanced rail links to Langley Mill station will also support the wider regeneration there and in Heanor which has recently been awarded £8.5m in Future High Street funding. This includes the Heart of Heanor project around the market square and the Hub on the old Grammar School site. Both schemes seek to secure improved connectivity through public transport enhancement and pedestrian routes into the heart of the town linking a variety of community developments and new leisure facilities, which will include a cinema and food and beverage outlets to encourage greater use of the town centre in the evenings.

2.3 Social and distributional impacts

A Distributional Impact Screening should be undertaken at the next stage of development for the Maid Marian Line scheme. An initial assessment has been presented in the table which follows to indicate where the screening is expected to identify further analysis to be undertaken.

ENVIRONMENTAL & SOCIAL IMPACT		
Aspect	7-Point Scale	Rationale
1. Noise	-1	Some intensification of rail use will increase noise for people and businesses adjacent to the line. This is both incremental and there are very few sensitive locations.
2. Local Air Quality	+2	The promotion of public transport is intended to result on a net reduction of car trips. The area has recently been placed under a Direction for Air Quality
3. Greenhouse Gases	+1	The promotion of public transport is intended to result on a net reduction of car trips. Further benefits might be accrued from implementing zero carbon rolling stock
4. Landscape	+1	The reinstatement of the line will have a local benefit to the surrounding landscape.
5. Townscape	+1	The reinstatement of the line will have a local benefit to the surrounding townscape. Further benefits will arise as the new stations are opened in future phases.
6. Heritage of historic resources	+1	The reinstatement of the line will bring back into use historic resources.
7. Biodiversity	0	No impact identified.
8. Water environment	0	No impact identified.
DISTRIBUTIONAL IMPACT APPRAISAL		
Summarise the expected impact of your scheme on relevant groups:		
Item	Impact	Relevant Groups
1. User Benefits	+2	Areas of deprivation are identified along the route.
2. Noise	-1	Areas of deprivation are identified along the route. The impact on sensitive locations and young and old people would need to be established.
3. Local Air Quality	+2	Areas of deprivation are identified along the route. The impact on sensitive locations particularly considering young and old people would need to be established. The study area also impacts on an AQMA.
4. Accidents	0	The scheme objectives are not intended to impact on accidents
5. Security	+1	Station design impact is expected to be positive for vulnerable groups and should be considered at the next stage.
6. Severance	0	The scheme objectives are not intended to impact on severance
7. Accessibility	+1	Accessibility for vulnerable groups should be considered at the next stage.
8. Personal Affordability	+1	Areas of deprivation are identified along the route.

2.4 Disbenefits & Risk to the current network

Network Rail has supported this SOBC by undertaking capacity analysis for a new hourly passenger service between Mansfield Woodhouse and Derby. A further option of a half hourly service has also been assessed, through a timetable planning exercise. Network Rail has undertaken further assessment to establish whether the second train per hour could operate to East Midlands Parkway, Loughborough and/or Leicester.

The aim of the Network Rail analysis was to test the feasibility of restoring passenger services to the Maid Marian Line by performing the below tests to establish whether the services can be accommodated from a capacity perspective:

1) 1tph Mansfield to Derby (current plus committed train service baseline)

2) As (1) above plus 1tph Mansfield to Leicester (current plus committed train service baseline)

HS2 sensitivity:

3) 1tph Mansfield to Derby (considering additional HS2-connectivity services)

4) As (3) above plus 1tph Mansfield to Leicester (considering additional HS2-connectivity services)

The Network Rail report identifies the key considerations which will need to be examined further in the Develop stage. The following highlights the executive summary, with the full report provided in Appendix C:

- Junctions around Toton Centre are low in available capacity, these include:
 - Ironville Junction, Trent Junctions and Trowell Junction.
- Where conflicts at the aforementioned junctions were resolved, the passenger service would then find conflict with freight headways.
- Conflicting margins out of Derby; particularly around Derby Way Works in the Up direction.
- No hourly pattern to services in this area, therefore unable to replicate the paths identified throughout the day.
- Freight services causing most conflicts, as well as Long-Distance High-Speed services

What are the risks?

- The Indicative Running Times have been calculated using a speed/distance/time calculation – further detailed review of these timings would be needed once the exact planning locations and stopping patterns have been established. It should be noted that the NR assessment identified faster journey times for a service on the existing network infrastructure than the timings assumed in the July 2018 Aecom study. The next Develop stage of work will include more detailed analysis to confirm the impact on improved journey times that can be achieved by implementing the £12million to £19million investment in infrastructure improvements on the Maid Marian Line.
- No performance analysis has taken place. Should this scheme be progressed this would be required to establish the impact on the current timetabled services.
- This exercise has looked at available paths, but project timescales meant that options such as retiming other services (including freight) has not been tested and further work would be required to do so.

2.5 Impacts on competition

There is good local bus coverage in the study area with connections to Nottingham and Derby as well as the local area. There is frequent bus service provision to Nottingham with the Pronto service^{xiii} operating every ten minutes and one of the Threes also operating every ten minutes. The Nines service from Mansfield to Derby also runs every fifteen minutes. Journey time is a key factor informing modal choice and the comparative journey time between public transport and private car will be an important area of benefit for the new rail service. As part of the preparation of Nottinghamshire's Bus Service Improvement Plan (BSIP) the importance of integrated bus and rail connections for the new stations has also been highlighted as a strategic priority for a more integrated public transport network^{xiv}.

The potential to connect the communities to the East Midlands Parkway and wider rail network is likely to result in a highly complementary new service, providing connectivity to locations which are currently poorly served by bus. The proposed rail service will provide different travel opportunities to many of the bus based trips and therefore it is expected there would be limited abstraction between bus and rail. The main area of competition will be between services that connect communities to Derby.

As the rail service would provide completely new journey opportunities by rail, it is expected to add to net rail revenue, rather than abstracting revenue from existing services, including Robin Hood Line and services between Nottingham and Sheffield via Ilkeston and Langley Mill.

There has been a recent development in Ashfield by a major warehousing distributor with an additional 1800 jobs with further developments associated in Mansfield. Businesses in this location have been lobbying for an improvement to the bus services in the locality. The recently approved development opened in October 2020 and is providing its own bus links initially to service the warehouse but there are concerns in relation to the impact on the road network of staff shifts. Bus connections linked to a new rail service would be a more sustainable approach and limit impact on air quality whilst providing quick and efficient means of transport to and from work and leisure destinations.

2.6 Initial Value for Money Statement

It is not possible to calculate a preliminary BCR at this SOBC stage due to a number of benefits not yet being quantified financially. However, it is anticipated that the scheme will yield a BCR that is Low to Medium Value for Money.

The high-level comparator exercise indicated total passenger new to rail revenues for the project of between £0.48m and £0.92m per annum, compared to an estimated operational cost of c. £3.1m to £6.3m per annum. The estimated operational costs are believed to be at the high end of a range and will be thoroughly tested in detail at the OBC stage.

The following opportunities have been identified to improve the BCR and will be further investigated at OBC:

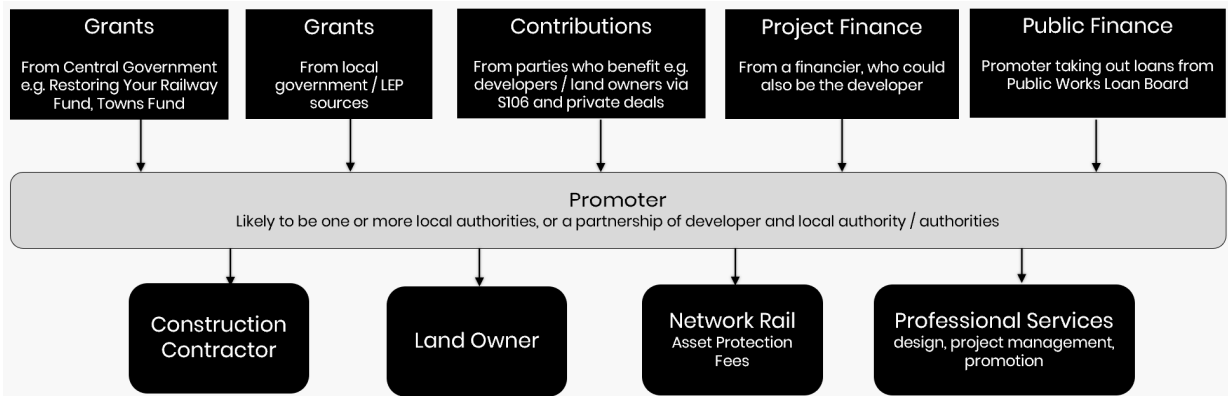
Increase in Benefits	Reduction in Costs
Half hourly train service to drive up demand and revenue, reducing potential subsidy requirement	Lower specification rolling stock. Potential for lower lease costs, fuel and maintenance costs
Connection to future HS2 Hub	Separating out delivery of scheme elements off the rail network to remove Network Rail standards where appropriate.
Connection to Leicester, Loughborough and East Midlands Parkway	Significant increase in connectivity and demand, reducing subsidy requirement
Extension of one hourly London St Pancras service from Leicester to Mansfield Woodhouse via Erewash Valley	Direct service to London and key interchanges on Midland Main Line drives substantial new fare income, reducing and potentially eliminating subsidy requirement
Integration with other RYR schemes	Potential synergies from more efficient resourcing of a package of new services

3 FINANCIAL DIMENSION

3.1 Funding Models

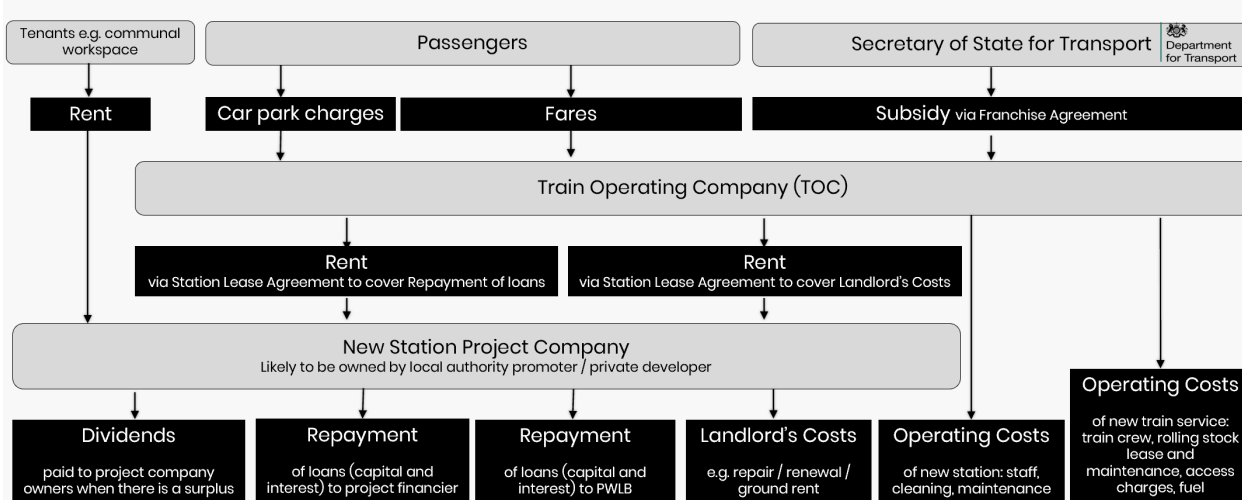
New station promoters can raise funding and finance from a number of sources, each of which has advantages and disadvantages. It should be noted that details may vary from station to station along the line and will be further developed during the Develop phase. [Note: arrows denote money flows]

Construction Phase



Operational Phase

Grey boxes denote parties; black boxes and arrows denote money flows



3.2 Cashflow and Funding Profile

The cashflow profile has been estimated from the indicative project development programme and scheme cost estimates. The table below provides a forecast of the anticipated expenditure required to develop the scheme through each of the DfT Rail Network Enhancements Pipeline (RNEP) stages.

Table 1 Capital Costs Profiling - £39million 2023 – 2026

<u>Infrastructure Upgrade to improve 20mph linespeed to 50mph</u>			<u>New Stations, proposed at Pinxton/Selston and Kingsmill</u>		
2023	15%	£2.25m	2023	20%	£4.8m
2024	20%	£3.0m	2024	30%	£7.2m
2025	35%	£5.25m	2025	30%	£7.2m
2026	30%	£4.5m	2026	20%	£4.8m
Total	100%	£15m	Total	100%	£24m
<u>Total Capital Investment profile</u>					
2023	18%	£7.05m			
2024	26%	£10.20m			
2025	32%	£12.45m			
2026	24%	£9.30m			
Total	100%	£39m			

3.3 Funding Sources

The following Funding Sources have been identified to potentially contribute to the cost of the scheme. The extent and confirmation of contribution would be identified at the Develop stage and use the Restoring Your Railways funding to lever in contributions from a range of contributors. Securing funding from these sources could enable the proposed stations and associated investment on the network to be brought forward.

- The Levelling-up fund
- Towns Deal fund
- D2N2 LEP
- Midlands Connect
- Developer Contributions (e.g. S106)
- Local Authorities
- Local businesses
- New Stations Fund applications for Selston/Pinxton and Kings Mill stations

3.4 Impact on other policies or projects

In section 1.8 of the Strategic Dimension this SOBC sets out the Future Compatibility with a number of external projects and programmes which interface with the Maid Marian Line Scheme. The work undertaken, supported by engagement with key stakeholders, has identified the following impacts on other policies or programmes:

- Midland Main Line (MML) Electrification
Scope and timing of MML electrification may provide opportunities to facilitate introduction of more reliable paths and improved journey times for an hourly Maid Marian Line service. It may result in improvements to the complex series of flat junctions at Trent. This will be assessed in detail at OBC stage, in collaboration with Network Rail and train operators.
- HS2 and Toton station
Maid Marian Line new service at existing stations is compatible and likely to enhance the business case for Toton EM Hub, if delivered prior to HS2. Service provision during HS2 works and impacts on the Erewash Valley Line will need to be considered at OBC stage and in light of HS2 delivery programme.

3.5 Costing the next phases of work

It is proposed to undertake the Develop stage in two steps. The first step will address some key risks that have been identified to enable the BCR to be maximised. This includes train timetabling and resource assessment, level crossing risk assessments, maximising demand and therefore revenue, agreeing requirements and establishing land acquisition requirements and external funding contributions to minimise the cost to the taxpayer. It is recommended that the Develop stage includes dialogue with sponsors of other schemes with potential synergies in terms of operational planning and resourcing, including the Robin Hood Line Extension, Ivanhoe Line and Melton Mowbray new service. Table 2 identifies the proposed activities to be undertaken in Step 1 and Step 2 of the Develop stage to complete the Outline Business Case.

Following **Step 1**, the project will progress into **Step 2**, at the discretion of the Project Board.

Table 2 Develop stage costing

Item	Activity	Organisation	Cost £	Timescale (Subject to funding)
Step 1				
1.	Network Capacity Modelling inc. Leicester, Trent Junction	Network Rail	c. 160k	6 months, post award of funding
2.	Integration and options study	Notts CC		
3.	Refine Requirements (inc. future integration & interfacing projects)	Ashfield		
4.	Station Location Option Assessment	Ashfield/Bolsover		
5.	Key Risk Management/Mitigation Activities	Ashfield		
6.	Passenger demand modelling to verify BCR, Affordability & Deliverability	Ashfield		
7.	Review of Track and Signalling opportunities and requirements	Network Rail		
Step 2				
8.	Basic Asset Protection Agreement (BAPA)	Network Rail	c. 1.8m	12 months, post award of funding
9.	Design Development & Option Selection	Ashfield		
10.	Surveys	Ashfield		
11.	Design development and option selection	Ashfield		
12.	Confirm External Funding Options	Ashfield		
13.	Assurance: CSM/RiR (System Definition, System Safety Plan and Project Authorisation Strategy)	Network Rail		
14.	Train Service Concept Agreement	EMR		
15.	Operational Cost & Economic Benefits Review	Ashfield		
16.	Develop Outline Business Case	Ashfield		

3.6 Funding requested to move to RNEP Develop stage

The RNEP Develop stage has been divided into two steps and is estimated to cost c. £1.96m in total based upon benchmarks for new railway enhancement projects.

Ashfield District Council as the accountable body is seeking approval of investment up to c. £1.96m to manage the proposed work and develop the OBC. This approval will be used to resolve the key points of uncertainty in the SOBC, prior to making a more substantial investment to develop the full OBC.

Ashfield District Council and partners are prepared to mobilise and undertake Step 1 activities from September 2021, which would require funding from the DfT, alongside a local contribution. Ashfield District Council and the project partners would also seek to reach agreement with DfT on the longer-term sponsorship and resourcing of the scheme design and development.

4 COMMERCIAL CASE

4.1 Delivery and Ownership Models

The Commercial Case provides evidence on the commercial viability of the proposed option and the procurement strategy that will be used; this concentrates on the rail options at this stage. Understanding the commercial viability of a scheme is the first step in ensuring due diligence for any project. This section has been developed by providing a summary of the output specification and the outcomes that would be supported by these requirements, the procurement objectives, outcomes and constraints and identification of potential procurement / purchasing options.

4.1.1 Output Based Specification

Multiple outputs and outcomes must be considered with regards to procurement options. These are:

- Delivery of the scheme within the available funding;
- Delivery of the scheme to the specified timescale of the programme;
- Ensuring full commitment to the scheme;
- Ensuring 'Best Value' is delivered;
- Offer of an affordable 'whole life' cost;
- Reduction of risks to a level that is as low as practically possible – notwithstanding this, it is also important to ensure any transfer of risk to a third party does not impact on scheme quality, affordability or the ability to deliver best value; and
- Establish contractor and stakeholder engagement throughout the whole process from early planning to scheme delivery.

Specification

A proposed scheme specification has been developed following completion of the option assessment and VfM assessment. This presents the key outputs that are required to support the scheme objectives:

Introduction of a new rail passenger service between Mansfield Woodhouse and Derby with a minimum of one tph;

The new service will call at a number of intermediate stations. These include Mansfield, Sutton Parkway, Kirkby-in-Ashfield, Langley Mill and Ilkeston. The service will operate throughout the day Monday to Sunday;

Further development to establish the feasibility of operating a two trains per hour service, with the second hourly train operating between Mansfield Woodhouse and Leicester;

A new station at Selston/Pinxton to serve the local communities of Selston and Pinxton;

A new station at Kings Mill to serve local employment, Kings Mill Hospital and the amenity value of Kings Mill Reservoir;

Integration with East Midlands Hub at Toton and the proposed network of shuttle services to interchange with HS2 services.

4.1.2 Procurement Strategy

Previous analysis of Maid Marian Line proposals has assumed that the scheme follows delivery of the HS2 Eastern Leg and East Midlands Hub at Toton. Increased uncertainty regarding scope and timing of HS2 means that this SOBC considers Maid Marian Line as an early intervention, in advance of any HS2 works in the study area.

Procurement issues therefore primarily relate to the work required to enable passenger services to operate on the network (including rolling stock and infrastructure requirements) – this is discussed below:

New Passenger Service

At this stage, procurement of the passenger service is assumed to be via a future East Midlands Railway concession, noting the revised approach to the former rail franchises that was announced in the Williams Review in May 2021 and that ongoing local funding to support the rail service operation would not be required. Through the business case process, an assessment of existing and future rolling stock provision is required to understand whether rolling stock availability is considered a constraint. It is assumed that rolling stock requirements would be dealt with under future service specification. Previous work identified that two rolling stock diagrams would be required to operate an hourly service between Mansfield Woodhouse and the HS2 East Midlands Hub at Toton. To operate an hourly service to Derby or Leicester would require one additional unit diagram.

Infrastructure

Given that Network Rail is the organisation which owns and is accountable for the operation, maintenance and renewal of railway assets, it is recognised that there will be a requirement for Network Rail's involvement in some form. Network Rail's involvement is critical due to their role as 'Infrastructure Manager' and 'System Operator' of the national rail network. Irrespective of the procurement route, it will therefore be Network Rail's role to verify that the scheme is completed and integrated within the existing rail operations.

As Infrastructure Manager, Network Rail possesses a considerable interest in any proposed improvements to the rail network, and as such, there are certain services that only Network Rail can supply, these are described as 'non-contestable' services. Non-contestable services include:

- Protecting the railway network and its operations;
- Information provision;
- Safety management; and
- Consents and access to the network.

New Stations Procurement

Different options exist for funding, financing and ownership of the new stations, each of which brings varying advantages and disadvantages for the Local Authority Promotor in terms of level of control, risk and potential future revenue. Further work will be undertaken during the Develop phase to determine the optimum model to deliver maximum benefits from the scheme.

- Third party promoted, Network Rail delivered and owned
- Third party promoted and delivered, then handed to Network Rail to own
- Third party promoted, delivered and owned

Network Rail

In this scenario, Nottinghamshire County Council (NCC) in partnership with ADC could act as a third party sponsor for the delivery of any infrastructure works required, with Network Rail engaged to undertake the delivery on NCC's behalf. Network Rail would be responsible for negotiating and appointing the contractor via their frameworks. This model was utilised on the Borders Railway project in which Transport Scotland commissioned Network Rail to deliver the scheme on their behalf. The initial stages of Governance for Railway Investment Projects (GRIP), up to option identification could still be led by the Council(s), before transitioning to Network Rail for Stages 4 to 8 (further details on the GRIP process is provided in the Management Case). Network Rail would have access to a traditional contract with separate detailed design and tender at GRIP Stage 5 or Design and Build with tender at GRIP Stage 4. It would normally be expected that GRIP related costs would be funded by the scheme promoter (NCC in this instance). This procurement route is the most common procurement route for rail projects promoted by third parties.

NCC

NCC and ADC as third party investors could look to take forward any infrastructure requirements required on the network to introduce new passenger services. Given the high value and complexity of such work, there is potential to take such work to the market as a Design and Build (D&B) contract. The disadvantages relate to the limited relevant experience of NCC in managing a delivery contract for works on the rail network.

Strategic Construction Partner

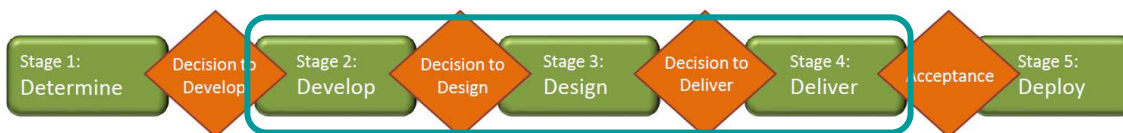
There are a number of frameworks available to local authorities such as the Scape National Civil Engineering and Infrastructure Framework. If NCC signed up to this, it could appoint a qualified pre-approved contractor. For instance, in the case of Scape, Balfour Beatty is the current appointee to the Civil Engineering Framework Lot and can provide assistance at the feasibility, pre-construction and construction stage. A recent example of this is the procurement of the Warrington West Railway Station, led by Warrington Borough Council as the scheme promoter, with Balfour Beatty engaged via the framework to deliver high value engineering work on the rail network.

Private Finance Initiative (PFI)

In this scenario, private firm(s) provide the capital for the major infrastructure project. The firm is contracted to complete and manage the projects. Rather than the Government, the private firm is responsible for the up-front capital costs to construct the project. The infrastructure is then leased, and the government makes annual payments to the private firm. Whilst there is no large upfront capital cost outlay required to construct the scheme, PFI contracts are typically greater than 25 years with annual repayments plus interest placing a long term future liability/burden on the scheme promoter. PFI arrangements typically include a complex procurement arrangement. Experience of PFI from recent years across the public sector has raised issues regarding whether the contracts have achieved good value for money. On the assumption that substantial works are not required to deliver passenger services, it is not envisaged that this option would be taken forward.

4.2 Contractual Relationships

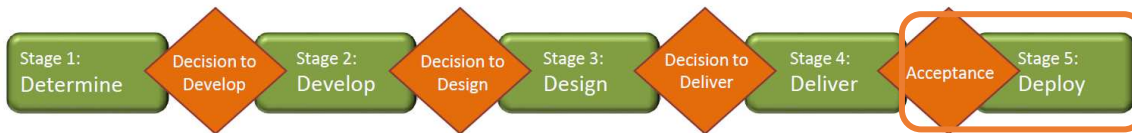
Project Delivery



The Project Team will be progressively developed during the Develop, Design and Delivery phases, as required to support the project. ADC will be the accountable body for contractual agreements for the Develop stage and this will be reviewed at the end of this stage to prepare for the Design Stage.

It is anticipated that Network Rail will be engaged formally to undertake an Asset Protection (ASPRO) role and that the specialist signalling resource will be engaged to undertake any additional alterations required to support the project.

Operational Delivery



Train Service Procurement

It is expected that the new service would be operated by East Midlands Railway. The potential mechanisms for service delivery are as follows:

- DfT negotiates a contract change and provides subsidy to support implementation by EMR
- Third Party sponsorship and initial financial support to EMR as an experimental service for up to 6 years
- EMR implements as a commercial opportunity at no cost to DfT or third parties
- Another operator sees a commercial opportunity and delivers the service (possibly Open Access)

Under each scenario, commitment would be sought from DfT to include the new service in the current and any future contract specification.

Professional Services

Design and Scheme Development

Procurement of further scheme development and design services will depend on the contracting strategy adopted by ADC as scheme promoters. As previously identified, at this early stage, the level of design required has not been confirmed. In the initial GRIP stages (1 to 3), any design work and business case development (e.g. Outline Business Case) requirements could use existing frameworks such as the Midlands Highways Alliance (MHA) Professional Services Partnership or Via (though understood to be more highway related).

Project and Programme Management

Procurement of Project and Programme Management services will also depend on the contracting strategy adopted by the promoters. At this early stage of the project, project management will be led via internal ADC resources and work in partnership with the wider East Midlands HS2 Strategic Board.

Summary

This section has presented a number of potential procurement options, which primarily relate to the work required to enable passenger services to operate on the network (including rolling stock and infrastructure requirements). Potential options have been identified for the purposes of the SOBC – whilst Option 1 (Network Rail) would be the most commonly selected procurement route for this type of scheme, it is recommended that the four options identified are explored and assessed in further detail at the Outline Business Case stage.

5 MANAGEMENT DIMENSION

5.1 Delivery Strategy

Governance



The Management Case assesses whether a proposed scheme is deliverable, with regards to both implementation and ongoing management during operation. It tests the project planning, governance structure, risk management, communications and stakeholder management, benefit realisation and assurance. Therefore, the Management Case sets out a plan to ensure the benefits specified in the Economic Case are realised and will include measures to assess and evaluate this. The Project Sponsor for the delivery phase has not been confirmed yet so the Management Case provides an indicative approach with specific detail about Network Rail's experience and approach to managing projects.

At SOBC stage, the appropriate commercial arrangements including delivery mechanism have not been confirmed – the chosen approach will have a significant impact on the management arrangements for delivery of the scheme. This SOBC presents evidence of similar projects in the context of the experience of Network Rail, who as the Infrastructure Manager will have a significant role in the potential scheme, together with the delivery experience of NCC who are likely to have a considerable role in the delivery phase (both the Government and Network Rail are committed to facilitating greater opportunities for third party investment in the network).

Network Rail

Network Rail has considerable experience delivering improvements on the rail network. Network Rail's current investment is seeing over 300km of the rail network electrified, improving connections between towns and cities.

Network Rail has recently delivered the biggest programme of improvements to the Midland Mainline since its completion in 1870. The Midland Mainline has been electrified from Bedford to Kettering and Corby. To prepare for electrification, Network Rail implemented the following changes:

- upgrade bridges and tunnels;
- carry out enhancement works to bridge parapets;
- strengthen railway embankments;
- assess footpaths/level crossings;
- clear overgrown vegetation;
- undertake piling work to install the foundations for structures that will carry overhead lines; and
- install overhead line equipment.

These types of upgrades, together with substantial delivery experience across the network provide evidence of the capabilities of Network Rail and similar projects in terms of deliverability/feasibility.

A key example of relevant experience is the Borders Railway in Scotland. The scheme is the longest new domestic railway to be built in the UK for over 100 years. It connects the city of Edinburgh with Galashiels and Tweedbank in the Scottish Borders. The project saw over 40 miles of single-line track over a distance of 31 miles, together with the introduction of 42 new bridges, 95 refurbished bridges, two refurbished tunnels and seven stations. Whilst the project initially was put to market via an OJEU notice, this route was cancelled following the withdrawal of multiple consortiums. In the end, Network Rail was chosen by Transport Scotland to undertake the project. Network Rail appointed BAM Nuttall as its main contractor and oversaw the successful delivery of the project with rail services commencing in September 2015.

East Midlands Railway (EMR)

EMR took over operation of services under a Franchise Agreement awarded to Abellio that commenced operations in 2019. Since the start of the Covid 19 pandemic, the contracting arrangements have been revised and operations are currently provided under an Emergency Recovery Measures Agreement, effectively transferring risk to the Department for Transport. While DfT is implementing a programme of Directly Awarded National Rail Contracts, the Williams – Shapps Review^{xv} outcomes and setting up of Great British Railways are likely to herald further changes to how train services are developed, implemented, funded and managed.

The project team has engaged constructively with EMR to establish potential resourcing and operational solutions for Maid Marian Line services. EMR is also engaging with promoters of other Restoring Your Railway propositions across the East Midlands.

Nottinghamshire County Council

NCC has significant experience in delivering publicly funded projects and has a centralised procurement function overseeing compliance with public procurement requirements. The local authority has project managed and delivered a number of transport projects including the planning and delivery of the NET over two phases (Phase 1 delivered with Nottingham City Council as joint promoter opening in 2004 and Phase 2 delivered by Nottingham City Council opening in 2015). It is however acknowledged the type of project differs from the scheme identified in this business case. The most closely related scheme is the Midland Mainline Market Harborough rail speed improvements completed in 2020 for which NCC was a funding contributor.

Governance, Organisational Structure and Roles

The project will be delivered under the Rail Network Enhancement Pipeline (RNEP) framework and is currently seeking a Decision to Develop. Ashfield District Council will remain the accountable body for the Develop Stage, working closely with the Sponsoring MP, DfT and Network Rail. At the Develop stage the existing project structure will be further enhanced with a formalised project board. The current arrangements for the SOBC are summarised in

Figure 5-1, identifying the key political leaders, Senior Responsible Officer and Project team. The roles and governance arrangements with regard to delivery will be revisited should the project progress to OBC and FBC.

Project Development

A Project Board will be established to oversee the development of the project. The Project Board will include all relevant partners, including Ashfield District Council, Network Rail, Midlands Connect, D2N2, Nottingham County Council and Derbyshire County Council. Board members will review and advise on the development of the project through established regular reporting mechanisms. Project Board meetings will be held monthly and be chaired by the Senior Responsible Officer (SRO), who will take executive responsibility for decisions relating to the project. The Network Rail Project Manager will submit a highlight report identifying key issues affecting the project and key decisions to be made. A development team organogram is included below:

Figure 5-1 SOBC Project governance

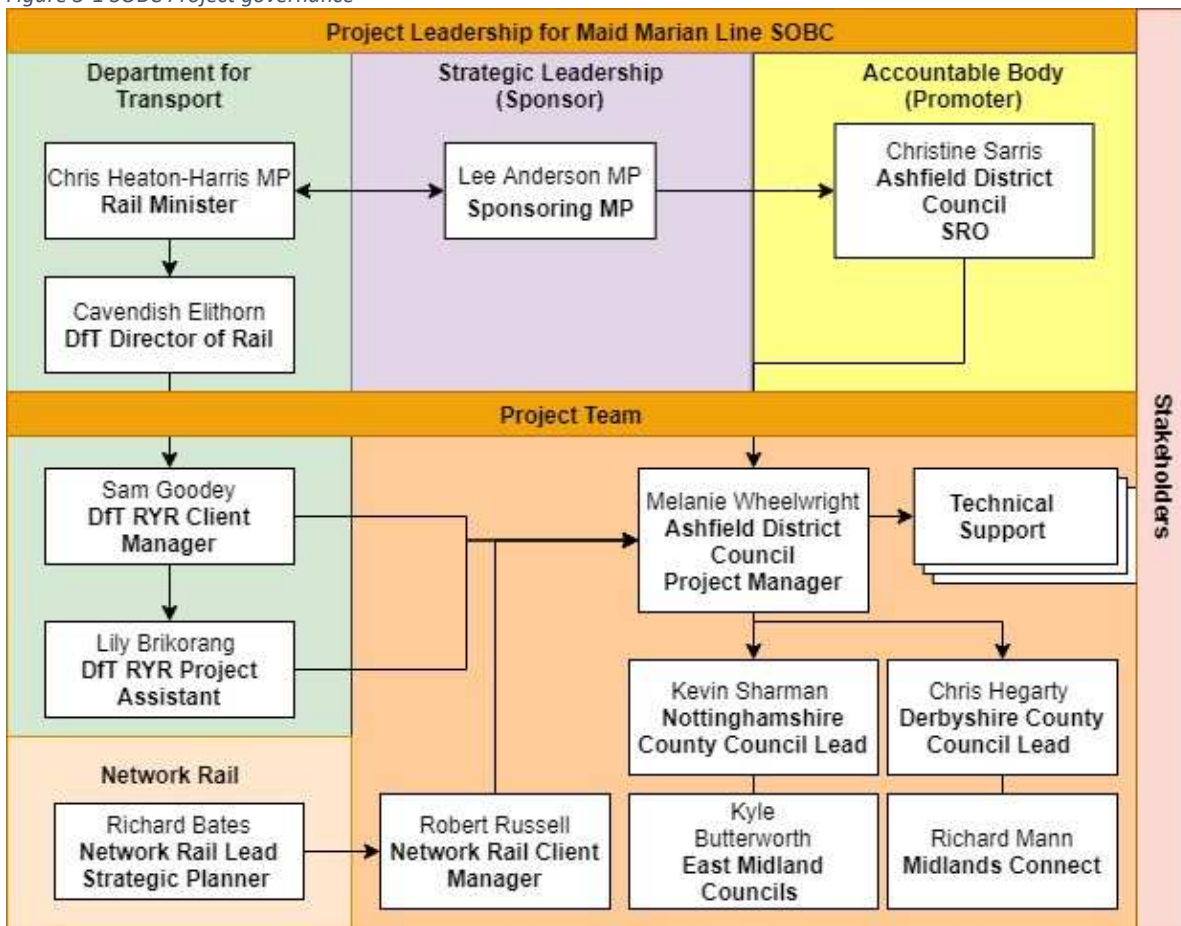
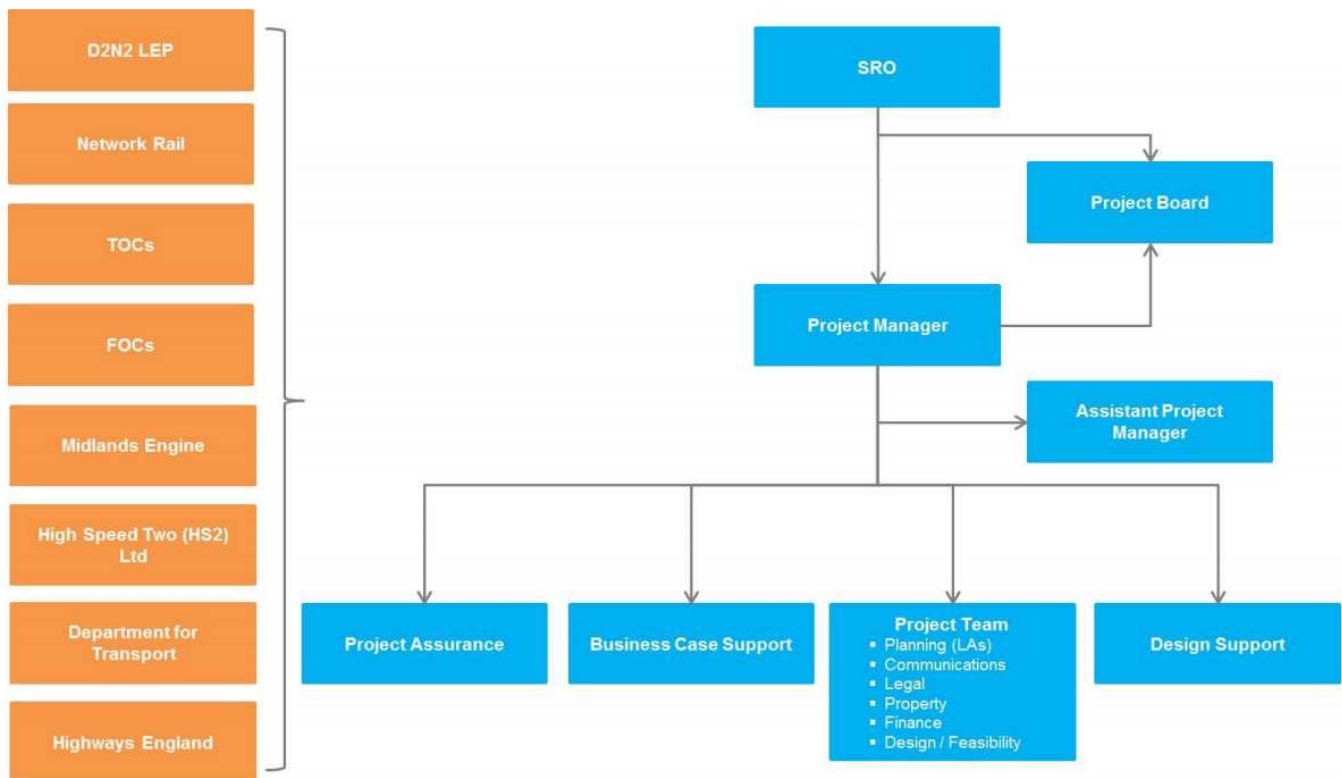


Figure 5-2 OBC Project Governance



Integrated Rail Plan (IRP)

The Integrated Rail Plan for Network Rail infrastructure enhancement programmes is due to be published in the near future. The IRP is expected to identify Midland Main Line electrification as a priority, as this scheme forms part of the Project SPEED shortlist that Network Rail will submit for DfT approval in July 2021. While no details of the potential scheme have been published, this scheme could have some benefits for the Maid Marian Line proposal, especially in respect of any proposed changes at the complex Trent Junctions.

HS2

HS2 offers the potential to transform the connectivity and economic benefits for the study area. As the proposed scheme seeks to ensure these benefits are realised as well as facilitating improved rail Mansfield to East Midlands Hub. Consequently, the scheme is inextricably connected to the ongoing HS2 development work. Once the full alignment of the scheme is known, interfaces with other projects (in addition to HS2) will be identified and considered within the delivery programme, should the scheme progress to OBC.

5.2 Communications and Stakeholder Management

The Stakeholder Plan (Appendix E) sets out the internal and external stakeholders to the project. The scheme has received significant support from stakeholders, which demonstrates that the scheme is likely to be successful and that progress could be accelerated as early engagement has removed some potential showstoppers from key stakeholders. Stakeholder support has been gained from all key stakeholders including:

- Local Authorities, including Bolsover District Council, Erewash Borough Council, Mansfield Council, Derby City Council and Nottinghamshire and Derbyshire County Councils
- D2N2 LEP
- Network Rail
- TOC's: East Midland Railway
- Sub National Transport Bodies (Midlands Connect)

Letters of support are included in Appendix D. The project team will continue to proactively engage the stakeholders as the project develops.

Extensive public and stakeholder consultation would be required throughout scheme development and delivery. This is necessary to ensure that the various aims and aspirations of the general public and key stakeholders are taken into account, as well as managing the communication of information relating to the project. Stakeholder consultation and engagement is key to the success of the project and a Communication and Stakeholder Management Plan will be developed for the project. This plan will detail an approach that ensures the benefits of the scheme are effectively communicated and understood by specifying the level and type of communications required at different stages of the project to ensure stakeholder involvement and input is included at appropriate times. Key stakeholders will be identified in the plan with the level of engagement required for each stakeholder cited. The plan will also set out the systems and processes for managing the communications strategy, including a time-based plan for responding to communications and media enquiries.

5.3 Programme / Project Plan

An outline delivery programme has been developed for the scheme. This identifies the key stages of project development and implementation including anticipated timescales. Confirmation of an agreed funding mechanism for the delivery of the scheme is a key factor to construct the programme. Section 5.5 presents indicative key milestones identified for the scheme following the completion of detailed design and forecast durations for the core activities. Should the scheme progress to OBC stage, further development of the programme will be undertaken. This will also need to be developed in line with guidance on 'Rail Network Enhancements Pipeline', which details the Government's new approach for rail enhancements.

Programme and Project Reporting

Project reporting is essential to keep all key stakeholders fully informed of the project progression, as well as highlighting any key issues, tasks and decision points. Regular reporting forms part of the project assurance and governance of the project. Should the scheme progress to OBC, clarity on the governance structure will be sought and this will include confirmation of the reporting requirements of the scheme promoter. However, it is likely that the reporting will include:

- Project Board: Regular reports to the Project Board will provide an update on progress and approval at key decision milestones.
- East Midlands Council's HS2 Strategic Board: Keeping the EMC HS2 Strategic Board advised on progress throughout scheme development.
- Scheme Promoter: It is likely the organisation driving the scheme development will have reporting requirements to manage the cost, time and resources allocated to development. Monitoring and Evaluation Monitoring and Evaluation of benefits is required to ensure the scheme fulfils the objectives developed in section 2.

The scheme will be monitored in accordance with the requirements of the funding body, e.g. DN2N, DfT etc. DfT guidance advises a proportionate and targeted approach to the assessment that can demonstrate the scheme has achieved its objectives and funding has been wisely invested. Schemes of this scale will require enhanced monitoring in accordance with DfT guidance on Monitoring and Evaluation Framework for Local Authority Major Schemes (DfT, 2012).

At this stage, it is proposed that reporting would take place both at 12 months after opening and 3-5 years after opening. The Monitoring and Evaluation programme would seek to assess the impact of the scheme with a focus on understanding the impact of the scheme on the indicators identified above. Consideration would also be given to wider contextual factors that are not related to the scheme but necessary to consider.

The reports would be concise and cover the following:

- Summary of the approach and the methodology;
- Detail of the scheme;
- An assessment of progress against success indicators;
- An assessment of contribution to the wider objectives; and
- Final conclusions and lessons learnt.

Assurance and Approvals Plan

Project assurance provides the basic framework of controls that assure the project is being well managed and controlled and basic standards are being followed. The high level assurance principles and the necessary approvals will need to follow Network Rail's processes as a minimum, but also likely to comply with the scheme promoters and possibly D2N2's Assurance Framework, subject to how the scheme is funded. As the scheme progresses, it is likely assurance parameters aligned to DfT and HS2 will also need to be met.

Network Rail GRIP Process

Network Rail has its own procedures for undertaking the development and construction of new infrastructure projects. These follow the Governance for Railway Investment Projects (GRIP) process. This is the project management tool which governs the process to secure various gateways and milestones which are required throughout the development of the scheme. There are eight GRIP stages, which can influence the procurement strategy adopted to deliver a scheme at each stage. The scheme is at an early stage in development and has not commenced the formal GRIP process. Early engagement with Network Rail will be required.

Peer Reviews

Peer Reviews will be undertaken during the scheme development process - these are key checkpoints in projects that provide an early indication of potential risks to delivery. Peer Reviews will be used to establish readiness for Stage Gate Reviews. They will be conducted upon request from the Regional, Functional or Major Project Director, or as specified in local GRIP procedure. If performed, they shall take place at least four weeks prior to the relevant Stage Gate Review to allow sufficient time for action based on the peer review findings. The Project Manager is required to record all Peer Reviews as milestones in the project schedule. A Stage Gate Checklist and a recommendation on whether or not a project should delay its planned Stage Gate Review shall be provided by the Peer Review Facilitator to the Regional / Functional / Major Project Director.

5.4 Management of Risk

The project team has maintained a risk register throughout the development of the SOBC with input from a number of stakeholders. The project team have run one risk workshop to develop the SOBC, which build on the risk assessments undertaken to previous business cases.

In addition to the risk workshop, regular engagement and reporting with DfT and Network Rail has identified a number of further risks. Finally, for this SOBC stage, the relevant Train Operating Company have been engaged, with the risks highlighted through these meetings captured in the risk register.

The highest risks from the risk register are shown in Table 33. These represent the risks with the highest scores post mitigation and remain actively managed. The full risk register is presented in Appendix F and provides further detail on the impacts, mitigations and owners of all of the risks.

Table 3 Summary of key risks

Risk Description	Initial Risk			Residual Risk		
	Likelihood [1-5]	Impact [1-5]	Risk score	Likelihood [1-5]	Impact [1-5]	Risk score
CAPACITY: Insufficient paths to provide connectivity to Leicester	5	5	25	4	5	20
CAPACITY: Insufficient paths to provide connectivity to EM Parkway	5	5	25	4	5	20
CAPACITY: Unable to identify paths across the Trent junctions	5	5	25	4	4	16
CAPACITY: Services not even clock-face timings	4	5	20	4	4	16
FUNDING: Capital Cost of scheme not funded	4	5	20	3	5	15
CAPACITY: Timetable Change adds new services that prevent Maid Marian Line service from operating, eg a 5th EMR train per hour from St Pancras	4	5	20	3	5	15

The Risk Register will remain a live document to track, manage and resolve risks through the life of the project. Through the SOBC stage the most significant risks for this stage have been identified and mitigated. There is a total of 34 risks recorded on the register, with the corresponding owners and mitigation identified. To date, 5 of these have been closed out in preparing the SOBC, leaving 29 active risks.

Throughout the delivery of the project, this risk register will need to be continually reviewed and updated on an ongoing basis. Furthermore, the high level risk register will need to be disaggregated into a longer list of more specific risks. Risk identification would take place through the holding of risk workshops, meetings, risk interviews and structured questionnaires. Operational risks identified and managed throughout the project / programme lifecycle may also be transferred to the appropriate operational risk register(s) at handover.

5.5 Delivery Plan

Management Approach

To maximise the value of the scheme, the project will adopt a Requirements Management approach to the development and delivery of the project. This will ensure that all scope is fully aligned to the objectives of the scheme and with wider strategic goals for local authorities and government.



Innovation in Delivery

Improvements to the quality or efficiency of delivery and timescales for delivery may be achieved by adopting a different approach to the procurement of the design and build supply chain. For example, by developing a collaborative Working Group consisting of Principal Contractors and Supply Chain based in the local area, it may be possible to deliver a Social Return on Investment, working on Social Value principles, boosting the economic returns, local employment, apprenticeships and skills that the scheme can deliver locally.

Roles & Responsibilities

Ashfield District Council will adopt the following key roles to ensure the momentum of the project is retained:

- Promoter and also Client under the CDM Regulations 2015.
- Responsible for appointing a Principal Designer for the pre-construction phase
- Responsible for appointing a Principal Contractor as the scheme enters the construction phase.
- Appoint Network Rail to undertake an Asset Protection role.

The SRO will work with project partners to discharge the responsibilities and review role of each organisation to ensure the appropriate skills and expertise are available. Further details of Roles & Responsibilities will be documented during the Develop phase.

Programme



The Outline Programme is included in Appendix G. The programme is aligned to the RNEP process and identified the following key target dates:

- Decision to Develop August 2021
- Decision to Design February 2023
- Decision to Deliver October 2023
- **First service operational December 2023**
- **First new station open December 2025**
- **Second new station open August 2026**

6 List of Appendices

Appendix	Title
A	Options Assessment Report
B	Mansfield to East Midlands Hub SOBC
C	Network Rail Capacity Modelling
D	Maid Marian Line SOBC Stakeholder Plan
E	Letters of Support
F	Risk Register
G	Outline Programme

References

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- ⁱ Ashfield Economic Recovery Plan Responding to Covid-19 (2020)
- ⁱⁱ Ashfield Economic Recovery Plan Responding to Covid-19 (2020)
- ⁱⁱⁱ TRACC, 2017
- ^{iv} Trafficmaster GPS Data
- ^v Department of Communities and Local Government, 2015
- ^{vi} Ashfield Economic Recovery Plan Responding to Covid-19 (2020)
- ^{vii} Midlands Connect: Midlands Engine Rail Summary Document
- ^{viii} Building Back Greener (2021) <https://www.midlandsconnect.uk/media/1777/coventry-leicester-nottingham-summary-report.pdf>
- ^{ix} <https://www.ashfield.gov.uk/business-licensing/support-into-work/towns-fund/>
- ^x Census, 2011.
- ^{xi} A strategic transport manifesto for the Midlands (2020) <https://www.midlandsconnect.uk/media/1722/a-strategic-transport-manifesto-for-the-midlands.pdf>
- ^{xii} AECOM (2018) Mansfield to East Midlands Hub v0.3 Strategic Outline Business Case
- ^{xiii} <https://www.trentbarton.co.uk/>
- ^{xiv} <https://consult.nottinghamshire.gov.uk/transport/busserviceimprovementplansurvey>
- ^{xv} <https://www.gov.uk/government/publications/great-british-railways-williams-shapps-plan-for-rail>



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 March 2022

**Report of the Executive Director
of Children's Services**

Procurement of the Holiday Activity and Food Programme 2022 onwards

1. Divisions Affected

1.1 Countywide.

2. Key Decision

2.1 This is not a key decision.

3. Purpose

3.1 The purpose of this report is to ask Cabinet to note the urgent decision taken by the Executive Director of Children's Services on 11 February 2022 to approve:

- a) the proposed spending plans for delivery the Easter Holiday Activity and Food Programme (HAF); and
- b) procurement of 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.

The urgent decision was required because it was not possible to seek the necessary approvals from Cabinet in view of the short timescales involved to get a holiday activity programme in place for Easter 2022 and a longer term contract for the provision of HAF services from May 2022 onwards .

The urgent officer decision report is attached in Appendix 2.

4. Information and Analysis

- 4.1 The Holiday Activities and Food Fund was first announced by the Department for Education in November 2020 and the County Council received funding of £2.8 million to coordinate free holiday provision - including healthy food and enriching activities for 2021/22.
- 4.2 The aim of the programme is to make free holiday places available to children aged 5-16 years eligible for free school meals for the equivalent of at least four hours a day, four days a week, six weeks a year. This would cover four weeks in the summer and a week's worth of provision in each of the Easter and Christmas holidays.
- 4.3 On 27 October 2021, the government announced a further investment of over £200m per year over the next 3 financial years for the holiday activities and food programme (HAF) which follows the successful roll out of the programme across England in 2021.
- 4.4 On 20 December 2021 the Council was notified that it would receive an allocation of £ 2.858m for 2022 to extend the programme and to make free places at holiday clubs available in the Easter, summer and Christmas school holidays in 2022.
- 4.5 On 21 December 2021 the Children's Services (CS) Senior Management Team (SMT) considered a report setting out three 'options' for the future implementation of the Holiday Activities and Food programme. CS SMT agreed the option to seek an external provider to deliver all aspects of the HAF service and programme as the preferred delivery model for 2022 onwards.

Proposals for delivery of 2022 HAF programme

- 4.6 Given the government announced of a further investment of over £200m per year over the next 3 financial years for the holiday activities and food programme (HAF) it is proposed that the Council procures 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.
- 4.7 It will not be possible to procure a contract in time to deliver the Easter HAF provision, so it is proposed that the arrangements approved for the 2021 HAF programme by the Executive Director of Children's Services on 15 March 2021 and noted by Cabinet on the 15 April 2021 are extended to cover this holiday period. The CS Programmes team will invite the existing network of providers to work with the Council on delivering the Easter programme of holiday activities.

5. Alternative Options Considered

5.1 Three other options were considered:

- to continue to manage the programme internally with the Council maintaining control of all programme management functions. This was not recommended as implementing the HAF programme requires significant programme management capacity including a multi-disciplinary team with a variety of skills, experiences and expertise.
- to develop a blended management model splitting the available infrastructure and programme management funding between the Council and contracted partners. This was not recommended as it would require significant additional capacity to manage multiple contracts.
- to not extend the scheme. This is not recommended as children, families and vulnerable adults would not receive the benefits from the scheme.

5.2 The procurement of the Holiday Activities and Food Programme will be addressed in the Departmental Service Plan (Forward Plan of Procurements) to be submitted to Cabinet for approval on 10 March 2022.

6. Implications

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

7. Background Papers

7.1 The following background reports and published documents are available to aid decision making:

Cabinet Report: Urgent Decision Taken by The Executive Director and Approval for Procurement Process and Award of Contract for Holiday Activities and Food Programme Fund 15 April 2021.

HAF 2022 Guidance for LAs – December 2021

Section 31 Grant Determination for the Holiday Activities and Food Programme 2022: 31/5854.

Letter from Department for Education dated 20 December 2021

8. Appendices

- 8.1 Appendix 1- Implications.
- 8.2 Appendix 2 - Urgent Decision Report of the Executive Director Children's Service 7 February 2022

9. Recommendation(s)

That Cabinet notes the decisions made under urgent delegated powers.

10. Reasons for Recommendation(s)

- 10.1** To inform Cabinet of the use of urgent delegated powers and to ensure there is appropriate transparency and oversight of their use.

11. Is it necessary to waive the call-in period?

- 11.1 No.

Report Author: Sarah Edwards, Head of Service - Programmes

Contact details: sarah.edwards@derbyshire.gov.uk

Implications

Financial

- 1.1 Derbyshire’s grant award is £2.858m and the indicative proportion to be spent on administration costs to deliver the scheme is 10%, equating to £0.285m for Derbyshire.
- 1.2 The full allocation of funding for 2022 is based on the delivery of the equivalent of six weeks provision – one week at Easter, four weeks during summer and one week at Christmas. It is therefore proposed to set aside and retain £98,010 to cover the strategic coordination of the HAF programme and utilise the remaining sum of £2,760,000 as set out in Table 1 below to deliver the Easter Programme and procure a contract for provision of HAF services from 1 May 2022 to the 31 March 2023.

Table 1

Proposed allocation	Amount	Balance
Total HAF allocation for 2022	£ 2,858,010	
Retained amount for Strategic Programme coordination	£98,010	£2,760,000 *
Easter 2022 (one sixth of *)	£460,000 (including £30k for admin)	£2,300,000
Summer and Christmas 2022 (five sixths of *) used to procure and external contract	£2,300,000 (including £150k for admin)	£0

- 1.3 In order to coordinate the HAF programme, manage performance of the external contractor and to comply with collection of data that the DFE requires in line with the HAF Programme guidance, it is proposed to utilise a portion of the administrative allowance to recruit a full time HAF Coordinator. The cost of this post including on costs will be covered from the £98k allocated for strategic programme coordination.
- 1.4 A payment of up to 80% of the Authority’s total 2022/2023 allocation will be made in April 2022 to the Authority by the Department following satisfactory receipt by 1 March 2022 of a report to the Department setting out:
- how the Authority’s 2022/2023 programme will work
 - how many children the Authority expects to work with in 2022/23.

- 1.5 A payment of up to the remaining 20% of the Authority's total 2022/23 allocation will be made in April 2023 to the Authority by the Department following satisfactory submission to the Department by 15 February 2023 of a report setting out:
- the actual number of children the Authority worked with during delivery of the programme at Easter, summer and Christmas in 2022.
- 1.6 The conditions of the grant and the payment and reporting arrangements are set out in Annex B of the Section 31 Grant determination letter for the Holiday Activities and Food Programme 2022: 31/5854. This was received from the Department of Education in a letter dated 20 December 2021.

Legal

- 2.1 The Council's Constitution provides that "notwithstanding any other provision of the Constitution Executive Directors shall have the power, after discussion, if practicable, with the Leader of the Council or the relevant Cabinet Member or Chair, to take such actions deemed to be necessary and expedient in matters requiring urgent consideration and which, because of the timescale involved, or the need to safeguard the interests of the County Council, cannot be dealt with by submission to the next following meeting of the Council, Cabinet, Cabinet Member or Committee.
- 2.2 Improvement and Scrutiny Procedure Rules State: "13(6) The call-in procedure set out above shall not apply where the decision being taken by Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest. All reports recommending that decisions be taken should say whether or not it is proposed that call-in be waived. The record of the decision, and notice by which it is made public, shall state whether in the opinion of the decision-making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chairman of the appropriate Improvement and Scrutiny Committee should agree both the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.
- 2.3 Procurement advice has been sought and it has been assessed that the proposal is in accordance with the Public Contracts Regulation 2015, regarding the urgency of ensuring services are provided during the Easter 2022 period and that proposed tender for the ongoing service provision which will published to the market.

Human Resources

- 3.1 It is proposed that the County Council allocates approximately £60k of the administrative allowance to cover the full cost of recruiting to a new post of

HAF Coordinator to be based in the Programmes Team. This post will be recruited on a fixed term contract until 31 March 2023 when the funding expires.

Information Technology

4.1 There are no additional IT implications.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 Vision Derbyshire is a strategic pillar within the Council Plan. One of the aims of Vision Derbyshire is to work collaboratively with district and borough councils and to do that well, it's important for the Council to have efficient and effective processes to both establish our lead role and also to be able to set up any collaborations with minimal disruption to efficiency. The Holiday Activities and Food programme will promote these aims.


6.2 Thriving communities is a strategic pillar within the Council plan and the Holiday Activities and Food Programme supports the DCC community vision to create thriving communities enabling partnerships with third sector organisations to develop their capacity to support some of the most disadvantaged communities.

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

7.1 None

**DERBYSHIRE COUNTY COUNCIL
CHILDREN'S SERVICES
EXECUTIVE DIRECTOR DECISION**

Procurement of the Holiday Activity and Food Programme 2022 onwards

Head of Service Submitting request	Sarah Edwards
Date of Submission	7 th February 2022
Date submitted to Executive Director	7 th February 2022
Executive Director Decision	Approved
Executive Director Approval	<p>Signed:</p>  <p>CAROL CAMMISS</p>
Date of Executive Director Decision	7 th February 2022

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

7 February 2022

**URGENT DECISION TAKEN BY THE EXECUTIVE DIRECTOR OF
CHILDREN'S SERVICES**

Procurement of the Holiday Activity and Food Programme 2022 onwards

1.0 Divisions Affected

1.1 All

2.0 Key Decision

2.1 Yes

3. Purpose

3.1 The purpose of this report is to ask the Executive Director of Children's Services for an urgent decision to approve the proposed spending plans for delivery the Easter Holiday Activity and Food Programme (HAF); and 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. The urgent decision is required to be taken because it is not possible to seek the necessary approvals from Cabinet in view of the short timescales involved.

4. Information and Analysis

4.1 The Holiday Activities and Food Fund was announced by the Department for Education in November 2020 and the County Council was notified that it would receive grant funding of £2.858 million to coordinate free holiday provision - including healthy food and enriching activities for 2021/22. The focus of the programme was on children eligible for benefits-related free school meals aged 5-16 years.

children eligible for free school meals for the equivalent of at least four hours a day, four days a week, six weeks a year. This would cover four weeks in the summer and a week's worth of provision in each of the Easter and Christmas holidays.

- 4.2 Delivery of the 2021 HAF programme was impacted by uncertainties resulting from the Covid-19 Pandemic which meant that it was not possible to deliver a face-to-face programme during the Easter school holidays when provision was limited to a basic online offering via a bespoke website. However, the summer and Christmas programme were both very successful and the Council established a network of 62 providers to deliver over 60,000 holiday activity and food places to vulnerable children eligible to free school meals. An additional 816 places were offered by our sports and outdoor education services and our bespoke HAF website (itsaboutmederbyshire.co.uk) received 41,000 visits over the Summer and Christmas holiday periods.

HAF 2022 onwards

- 4.3 On 27 October 2021, the government announced a further investment of over £200m per year over the next 3 financial years for the holiday activities and food programme (HAF) which follows the successful roll out of the programme across England in 2021.
- 4.4 On 20 December 2021 the Council was notified that it would receive an allocation of £ 2.858m for 2022 to extend the programme and to make free places at holiday clubs available in the Easter, summer and Christmas school holidays in 2022. Once again this will be targeted at children in the local authority area who are eligible for and receive benefits-related free school meals.
- 4.5 On 21 December 2021 the Children's Services Senior Management Team (SMT) considered a report setting out three 'options' for the future implementation of the Holiday Activities and Food programme. The report set out the anticipated opportunities and challenges of each option (set out in paragraph 6 of this report) based on the Programmes Team's learning from feedback from stakeholders engaged throughout the Council's pilot delivery year in 2021. It also noted that all options require a 'One Council' approach with corporate buy in from internal colleagues in schools and learning, school catering, finance, commissioning, legal, public health.
- 4.6 SMT agreed the option to seek an external provider to deliver all aspects of the HAF service and programme as the preferred delivery model for 2022 onwards.

Proposals for delivery of 2022 HAF programme

- 4.7 Given the government announced a further investment of over £200m per year over the next 3 financial years for the holiday activities and food programme (HAF) it is proposed that the Council procures 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.

- 4.8 It will not be possible to procure a contract in time to deliver the Easter HAF provision, so it is proposed that the arrangements approved for the 2021 HAF programme by the Strategic Director of Children’s Services on 15 March 2021 and noted by Cabinet on the 15 April 2021 are extended to cover this holiday period. The programmes team will invite the existing network of providers to work with the Council on delivery the Easter programme of holiday activities. The full allocation of funding for 2022 is based on the delivery of the equivalent of six weeks provision – one week at Easter, four weeks during summer and one week at Christmas. It is therefore proposed to set aside and retain £98,010 to cover the strategic coordination of the HAF programme and utilise the remaining sum of £2,760,000 as set out in Table 1 below to deliver the Easter Programme and procure a contract for provision of HAF services from 1 May 2022 to the 31 March 2023.

Table 1

Proposed allocation	Amount	Balance
Total HAF allocation for 2022	£ 2,858,010	
Retained amount for Strategic Programme coordination	£98,010	£2,760,000 *
Easter 2022 (one sixth of *)	£460,000 (including £30k for admin)	£2,300,000
Summer and Christmas 2022 (five sixths of *) used to procure and external contract	£2,300,000 (including £150k for admin)	£0

5. Consultation

- 5.1 During the last year significant stakeholder consultation took place through an internal cross Council group including Derbyshire County Council (DCC) public health, school catering, community safety, CS early help, child protection and legal services, media and digital comms and finance.
- 5.2 Further consultation also took place with external council partners including Rural Action Derbyshire and the Community and Voluntary Sector (CVS) and the network of provider who were funded to deliver the programme in 2021. And all these groups were involved in a series of events to evaluate the summer HAF programme of activities and to identify areas of good practice, learning and priorities for improvement.

- 5.3 The Council is also a member of the DfE HAF Cluster stakeholder group which meets regularly share ideas and good practice.
- 5.4 A wider HAF steering group was established last year which included representatives from the local police and other uniform services, public health, school leaders, youth services, charities, and the voluntary sector. Membership of this steering group and its terms of reference is currently under review and the group will meet early in February 2022 to shape more detailed plans for Easter 2022 and will be involved in the evaluation of tenders.
- 5.5 Member consultation will be on-going throughout the programme via the lead member of Children Services.

6. Alternative Options Considered

- 6.1 Three other options were considered:
- to continue to manage the programme internally with the Council maintaining control of all programme management functions.
 - to develop a blended management model splitting the available infrastructure and programme management funding between the Council and contracted partners and
 - to not extend the programme.
- 6.2 The Procurement of the Holiday Activities and Food Programme will be addressed in the Departmental Service Plan (Forward Plan of Procurements) to be submitted to Cabinet for approval on 10 March 2022.

7. Implications

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

8. Background Papers

- 8.1 Cabinet Report: Urgent Decision Taken by The Executive Director and Approval for Procurement Process and Award of Contract for Holiday Activities and Food Programme Fund 15 April 2021.

HAF 2022 Guidance for LAs – December 2021

Section 31 Grant Determination for the Holiday Activities and Food Programme 2022: 31/5854.

Letter from Department for Education dated 20 December 2021

9. Appendices

9.1 Appendix 1- Implications.

10. Recommendation(s)

That the Executive Director of Children's Services makes an urgent decision to approve:

- the proposed outline spending plans for delivery the Easter Holiday Activity and Food Programme (HAF)
- the procurement of 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 contract performance and the availability of ongoing funding for the service, and
- the partial use of the funds of £98,010 is set aside for strategic coordination and administration of the programme including recruitment to a new post of HAF Coordinator to coordinate the programme, manage performance of the external contractor and to comply with collection of data that the Department for Education (DFE) requires in line with the HAF Programme guidance.

11. Reasons for Recommendation(s)

11.1 This option is the only option which is available to meet the timescale to secure delivery the Easter programme and to procure a contract in time to mobilise provision for the summer HAF provision. It also provides the option to extend this provision in future years subject to satisfactory performance and the availability of ongoing funding for the service

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

12.1 Yes.

12.2 Councillor Tony Kemp, Chair of Improvement and Scrutiny Committee – People has approved the waiver of the call in due to the urgent nature of the decision required; he has agreed that special urgency applies and supports the action being taken.

Report Author: Sarah Edwards. Head of Service, Programmes Team

Contact details: sarah.edwards@derbyshire.gov.uk

This report has been approved by the following officers:

<p>On behalf of:</p> <p>Director of Legal Services and Monitoring Officer Director of Finance and ICT</p>	<p>Paul Peat, Principal Solicitor - Legal Services Dean Bettison ACCA, Business Partner, Childrens Services</p>
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Implications**Financial**

- 1.7 Derbyshire's grant award is £2.858m and the indicative proportion to be spent on administration costs to deliver the scheme is 10%, equating to £0.285m for Derbyshire.
- 1.8 The full allocation of funding for 2022 is based on the delivery of the equivalent of six weeks provision – one week at Easter, four weeks during summer and one week at Christmas. It is therefore proposed to set aside and retain £98,010 to cover the strategic coordination of the HAF programme and utilise the remaining sum of £2,760,000 as set out in Table 1 below to deliver the Easter Programme and procure a contract for provision of HAF services from 1 May 2022 to the 31 March 2023.

Table 1

Proposed allocation	Amount	Balance
Total HAF allocation for 2022	£ 2,858,010	
Retained amount for Strategic Programme coordination	£98,010	£2,760,000 *
Easter 2022 (one sixth of *)	£460,000 (including £30k for admin)	£2,300,000
Summer and Christmas 2022 (five sixths of *) used to procure and external contract	£2,300,000 (including £150k for admin)	£0

- 1.9 In order to coordinate the HAF programme, manage performance of the external contractor and to comply with collection of data that the DFE requires in line with the HAF Programme guidance, it is proposed to utilise a portion of the administrative allowance to recruit a full time HAF Coordinator. The cost of this post including on costs will be covered from the £98k allocated for strategic programme coordination.
- 1.10 A payment of up to 80% of the Authority's total 2022/2023 allocation will be made in April 2022 to the Authority by the Department following satisfactory receipt by 1 March 2022 of a report to the Department setting out:
- how the Authority's 2022/2023 programme will work
 - how many children the Authority expects to work with in 2022/23.
- 1.11 A payment of up to the remaining 20% of the Authority's total 2022/23 allocation will be made in April 2022 to the Authority by the Department

following satisfactory submission to the Department by 15 February 2023 of a report setting out:

- the actual number of children the Authority worked with during delivery of the programme at Easter, summer and Christmas in 2022.

1.12 The conditions of the grant and the payment and reporting arrangements are set out in Annex B of the Section 31 Grant determination letter for the Holiday Activities and Food Programme 2022: 31/5854. This was received from the Department of Education in a letter dated 20 December 2021.

Legal

2.1 The Council's Constitution provides that "notwithstanding any other provision of the Constitution Executive Directors shall have the power, after discussion, if practicable, with the Leader of the Council or the relevant Cabinet Member or Chair, to take such actions deemed to be necessary and expedient in matters requiring urgent consideration and which, because of the timescale involved, or the need to safeguard the interests of the County Council, cannot be dealt with by submission to the next following meeting of the Council, Cabinet, Cabinet Member or Committee.

2.4 Improvement and Scrutiny Procedure Rules State: "13(6) The call-in procedure set out above shall not apply where the decision being taken by Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest. All reports recommending that decisions be taken should say whether or not it is proposed that call-in be waived. The record of the decision, and notice by which it is made public, shall state whether in the opinion of the decision-making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chairman of the appropriate Improvement and Scrutiny Committee should agree both the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.

2.5 Procurement advice has been sought and it has been assessed that the proposal is in accordance with the Public Contracts Regulation 2015, regarding the urgency of ensuring services are provided during the Easter 2022 period and that proposed tender for the ongoing service provision which will be published to the market.

Human Resources

3.1 It is proposed that the County Council allocates approximately £60k of the administrative allowance to cover the full cost of recruiting to a new post of HAF Coordinator to be based in the Programmes Team. This post will be recruited on a fixed term contract until 31 March 2023 when the funding

expires.

Information Technology

4.1 There are no additional IT implications.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

- 6.1 Vision Derbyshire is a strategic pillar within the Council Plan. One of the aims of Vision Derbyshire is to work collaboratively with district and borough councils and to do that well, it's important for the Council to have efficient and effective processes to both establish our lead role and also to be able to set up any collaborations with minimal disruption to efficiency. The Holiday Activities and Food programme will promote these aims.
- 6.2 Thriving communities is a strategic pillar within the Council plan and the Holiday Activities and Food Programme supports the DCC community vision to create thriving communities enabling partnerships with third sector organisations to develop their capacity to support some of the most disadvantaged communities.

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

7.1 None

Report Sign Off and Version Control

Report Title	Procurement of the Holiday Activity and Food Programme 2022 onwards
Author	Sarah Edwards
Meeting and Date	7 February 2022
Version	V1.1
Key Decision (published)	Yes
Exempt item (notice of private meeting published)	No

Implications	Name and Comments	Date Approved
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Finance	Dean Bettison ACCA, Business Partner, Children's Services	1 February 2022
Legal	Paul Peat, Principal Solicitor - Legal Services	1 February 2022
Human Resources	Catherine Parker, Senior HR Business Partner	10 February 2022
Information Technology	NA	
Procurement	Carolyn Knott, Senior Procurement Officer	1 February 2022
Equalities	NA	
Corporate Objectives and priorities for change	NA	
Consultation	NA	
Other – please specify		

Author's Directorate Sign Off

		Date
Executive Director	Carol Cammiss	7/2/22
DMT – if applicable	N/A	
CMT – if applicable	N/A	
Cabinet Member briefed	Cllr Patten	16/2/22

FOR PUBLICATION**DERBYSHIRE COUNTY COUNCIL****CABINET****10 MARCH 2022**

**Joint Report of the Executive Director for Children's Services and Executive
Director of Corporate Services and Transformation**

**Central School Services Block and Pupil Growth Fund allocations 2022-23
(Education)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 Yes, this is a key decision that will determine the funding of services and schools for all divisions and communities within Derbyshire. It is financially significant in terms of spending and will impact on all divisions of the county.

3. Purpose

3.1 Cabinet is asked to note the decisions of the Schools Forum regarding the allocation of Central School Services Block (CSSB) and Pupil Growth Funds (PGF) for 2022-23.

4. Information and Analysis

4.1 Central School Services Block (CSSB)

Details of local authorities' CSSB allocations for 2022-23 were published on 16th December 2021, the grant for Derbyshire is published in Table 1 below.

Table 1 – CSSB Grant 2022-23

	2022-23	2021-22
CSSB Rate per pupil	£37.49	£38.45
October 2021 & 2020 census counts	98,743	98,603.5
Total ongoing responsibilities	£3,701,875	£3,791,305
Historic commitments	£889,344	£1,111,680

Total Central School Services Block	£4,591,219	£4,902,985
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The ongoing commitments funds the Authority for a range of education functions that it retains for both schools and academies, including: Admissions, Schools Forum, defined copyright licences and a range of services previously funded by the former Education Services Grant (Retained Duties).

In Derbyshire's case the historic commitments element reflects a long-standing contribution from the Dedicated Schools Grant (DSG) towards our Early Help offer. This element of the CSSB grant for 2022-23 has been reduced by 20%, from £1.112m to £0.889m as the DfE gradually phase out non-formula allocations. This reduction was expected and broadly in line with previous assumptions.

Decisions on the CSSB are a matter for the Schools Forum and the budgets in Table 2 below were approved at the Forum's meeting on 1st December 2021.

Table 2 – Proposed Central Schools Block spend

	2022-23
<u>Item</u>	£m
<u>Ongoing responsibilities</u>	
Admissions Service	0.535
Schools Forum	0.041
Former ESG Retained duties	1.751
Pensions for centrally funded teachers	0.130
Copyright Licences*	0.664
Ongoing responsibilities sub total	3.121
<u>Historic commitments</u>	
Contribution to combined budgets	0.889
Historic commitments sub total	0.889
Total	4.010
Total Central Services Schools Block	4.591
Balance – (towards DSG deficit)	0.581

* This item does not require Forum approval, the DfE negotiate the licences on behalf of all LAs and recharge the costs.

The balance of the CSSB remains uncommitted and will therefore contribute to reducing the accumulated DSG deficit which is estimated to reach ~£5.500m by 31st March 2022.

4.2 Pupil Growth Fund (PGF)

PGF allocations are a subset of local authorities' Schools Block resources. The fund is permitted to be used, if needed, to support formula budgets for all schools and academies. The fund also provides additional resources to schools and academies with in-year increases in pupils, including new free schools, as

well as contributing to the extra costs of meeting national Key Stage 1 class size requirements.

The PGF allocation was also announced on 16th December 2022, the details are provided in Table 3 below.

Table 3 – Pupil Growth Fund allocation 2022-23

	Pupil Increase	2022-23 Rate	Pupil growth funding
Primary	340.5	£1,485	£505,643
Secondary	878.5	£2,200	£1,932,700
Sub total			£2,438,343
New Institutions – Clover Leys			£70,800
Total allocation			£2,509,143

LAs' allocations are calculated using a formula which measures the increases in pupil numbers at Middle Super Output Area (MSOA) level: net reductions at MSOA level are ignored. The allocations for 2022-23 compare increases between October 2021 and 2020 pupil census data with each additional primary pupil attracting £1,485 and each secondary pupil £2,220. In addition, LAs receive £70,800 for each new institution registered for the first time on the October 2021 census. Derbyshire has one such qualifying academy, Clover Leys, the £70,800 reflects the part year lump sum (7/12ths of £121,300) which was payable from September 2021.

The allocation of the PGF was considered by the Schools Forum at its meeting on 12th January 2022 and the following budgets were approved:

Table 4 – Approved Pupil Growth allocations 2022-23

	2022-23
Budget	£m
In year pupil growth – Free Schools	0.221
Support for formula budgets	1.000
Contribution to Free School reserve	0.500
In year pupil growth – Other schools	0.250
Key Stage 1 class sizes	0.400
Residual contingency	0.138
Total	2.509

The first two items in the table provided a total of £1.221m towards funding mainstream schools' 2022-23 formula budgets and were included in the report to Cabinet on 24th January 2022.

The contribution to the Free School reserve will help meet the costs of pre and post-opening support for the five new and three planned free schools.

The in-year pupil growth is available to provide support for schools and academies arising from significant in-year increases in pupil rolls. This support is needed as a result of the lagged nature of the funding system. Increases in

pupil numbers in September 2022 would not result in additional institutional funding until April 2023 (LA maintained schools) or September 2023 (academies). However, DfE Guidance “Schools revenue funding 2022 to 2023 Operational guide” only allows support to be provided where in-year increases in numbers arise as a direct consequence of a basic need issue i.e. where the Authority requires the school or academy to admit a significant number of children. The guidance specifically prohibits supporting general growth due to popularity.

Locally, the eligibility criteria approved by the Forum ensure that funding is targeted only at those schools that need the resource, institutions with significant balances are expected to meet any short term costs themselves.

The final item in Table 4 relates to Key Stage 1 and the budget helps support infant and primary schools to meet national infant (Key Stage 1) class size requirements. The allocation for 2022-23 is lower than previous years and reflects the Forum’s decision to prioritise formula budgets and allocate £1.221m for that purpose (see above) and concerns that many schools and academies that triggered eligibility in 2020-21 had significant school balances.

Cabinet is asked to note the decisions of the Schools Forum.

5. Consultation

Not applicable.

6. Alternative Options Considered

Not applicable

7. Implications

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

8. Background Papers

8.1 DfE document: - Schools revenue funding 2022 to 2023 Operational guide December 2021 Publication

8.2 Schools Funding settlement announcement 16th December 2021

9. Appendices

9.1 Appendix 1 - Implications.

10. Recommendation(s)

That Cabinet notes the CSSB and Pupil Growth Fund settlements and the budget decisions approved by the Schools Forum.

11. Reasons for Recommendation(s)

11.1 To ensure the Authority is aware of the decisions of the Schools Forum.

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

12.1 No.

Report Author:

Shelley Kerslake

Contact details:

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Implications

Financial

- 1.1 The decisions of the Schools Forum are within the grant totals for 2022-23. The uncommitted CSSB resources will help contribute towards addressing the Authority's accumulated DSG deficit.

Legal

- 2.1 The Local Authority has a duty under the School Standards and Framework Act 1998, the Education Act 2002, the Education and Inspections Act 2006, and relevant regulations to manage and allocate the CSSB element within the Designated School Grant. The proposed allocations for the CSSB are in line with the DfE 'Schools operation guide: 2022 to 2023, and is available on the web link: [Schools operational guide: 2022 to 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/103112/schools-operational-guide-2022-to-2023.pdf)

Human Resources

- 3.1 None

Information Technology

- 4.1 None

Equalities Impact

- 5.1 None

Corporate objectives and priorities for change

- 6.1 The proposals will support the Council's objective to work 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.

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

- 7.1 None



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 MARCH 2022

**Joint Report of the Executive Director for Children's Services and
Executive Director of Corporate Services and Transformation**

**High Needs Block Funding Settlement 2022-23
(Education)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 Yes, this is a key decision that will determine the budgets of schools, academies, colleges, other SEN providers and core LA services that serve all divisions and communities within Derbyshire. It is financially significant in terms of spending and will impact on all divisions of the county.

3. Purpose

3.1 To inform Cabinet of the High Needs Block settlement of the Dedicated Schools Grant (DSG) and to seek approval to its allocation for 2022-23.

4. Information and Analysis

4.1 Settlement and context – Key Points

The High Needs Block settlement for 2022-23 was published on 16th December 2021, summary details are set out in Appendix 2. Derbyshire's allocation is set to increase by £11.638m next year, equivalent to 13.12% of the 2021-22 figure. The announcement was better than the indicative sum signalled back in July 2021, with all LAs' allocations being increased by a further 4.12% resulting in an additional £3.839m for Derbyshire. The DfE have stated that "*this extra funding recognises the additional costs that local authorities and schools will face in the coming year, which were not foreseen when the original high needs block allocations were calculated, including the Health and Social Care*".

Two other points to note. First, the DfE have indicated that the ~13% increase in funding for 2022-23 is unprecedented and that, whilst further growth is planned for 2023-24 and 2024-25, future years' increases will be more modest. The DfE have advised LAs engaged in the deficit recovery process to assume a 5% increase for 2023-24 and 3% per annum beyond that.

The corollary to the above is that the increases beyond 2023-24 are unlikely to have sufficient headroom over and above inflation, to make a significant contribution to our accumulated DSG deficit or resolve any overspend resulting from decisions in 2022-23. It is therefore essential that the allocations for next year are affordable and provide sufficient scope to contain demographic pressures within the grant.

The second local point is that the latest provisional monitoring, based on expenditure to the end of December 2021, shows a forecast HNB overspend for 2021-22 of £4.787m.

4.2 Proposed allocations - Places

Work has been ongoing for several weeks with providers to establish the number of places required. As a result of this work the places which the LA has agreed to fund from the HNB next year are shown in Appendix 3. The total estimated cost is £15.879m, an increase of £0.618m (4.0%) compared with 2021-22, the majority of the increase being for additional places in LA maintained and academy special school provision.

4.3 Proposed allocations – Top up funding [also known as Element 3]

These sums, which are over and above the place values, are paid to providers for children and students for which the LA is the responsible body i.e. the “home” Authority. Top up rates vary depending on the type of institution and the individual child’s needs being met. Mainstream schools receive top up funding for children supported either by an Education Health and Care Plan (EHCP) or Graduated Response for an Individual Pupil (GRIP) arrangement with most of the allocations funding extra support staff time. The proposed top up budgets and the comparison with previous years are summarised in Table 1 below.

Table 1 – Proposed Element 3 budgets 2022-23 & previous years’ actual/forecasts

	Actual	Actual	Actual	Budget	F'cast	Budget
	2018-19	2019-20	2020-21	2021-22	2021-22	2022-23
Sector	£m	£m	£m	£m	£m	£m
Early Years	0.434	0.531	0.590	0.549	0.780	0.804
Primary	7.657	9.706	11.442	11.132	13.137	13.254
Secondary	6.585	6.506	7.591	7.512	8.031	8.428
Special - Derbyshire	11.583	12.350	13.863	14.601	15.193	16.406
Special - Other LAs	1.656	1.567	1.825	2.391	2.290	2.665
Independent/Non maintained	6.144	6.797	9.473	8.100	12.256	14.637
Section 75 pooled budget	2.027	2.367	2.335	2.376	2.376	2.026
Contrib'n to social care places	0.850	1.500	1.500	1.500	1.500	0.660
Post 16	3.369	3.000	3.670	4.039	3.802	4.004
Pupil Referral Units	1.710	1.991	2.224	2.396	2.507	2.877

Contingency	0.000	0.000	0.000	1.492	0.000	2.193
TOTAL	42.015	46.315	54.513	56.088	61.872	67.954

The figures in Table 1 reflect the full year impact of the current year's increases in top ups together with the anticipated further increases during 2022-23, including the impact of the additional special school places commissioned. The totals also assume an increase in the Element 3 pupil profiles for special schools and academies, Pupil Referral Units (PRUs) and Enhanced Resources (ER) Schools. This has only been possible as a result of the further increase in high needs block funding announced by the government. The totals in Table 1 include the following profile increases:

Provision	Core uplift	Ratio*	Uplift to profile
Special Schools	3.0%	1.67	5.02%
PRUs	3.0%	2.35	7.06%
ER Schools	3.0%	1.68	5.03%

* Reflects ratio of top ups to top ups plus places

The revised Element 3 rates for special schools, PRUs and ER schools are provided in Appendix 4. The budget for top ups in mainstream schools resulting from EHCPs and GRIPs allows for a 2% increase in rates. Finally, Table 1 includes a contingency of £2.193m which is available to meet overspends against individual budget lines. Given the trend of recent increases in top up expenditures, this contingency is relatively modest.

4.4 Proposed allocations – Centrally Held Budgets

Services' budgets are included at Appendix 5 and the 2022-23 figures include provision for inflation and an allocation to cover the Health and Social Care Levy. The proposed spend has been reduced by £0.818m, the reduction relies on further analysis being undertaken to determine whether any places supported by the LA's HNB funded services are dual funded i.e. funded by the high needs block and where a school already holds the pupil's formula funds. Where this occurs, consultations will be held to determine whether this continued dual funding is feasible going forward.

4.5 Summary

The implications of the assumptions in section 4 are summarised in Table 2 below. The allocations would fully utilise the 2022-23 High Need Block grant.

Table 2 – Summary of Proposed High Needs allocations 2022-23

Budget head	2021-22 base budget £000	Places £000	Inflation £000	Demographic pressure £000	Savings £000	2022-23 provisional base £000
Places	15,261	618	0	0	0	15,879
Top ups	56,088	0	1,955	9,910	0	67,953
Services/other	17,616	0	173	-509	-818	16,462

Total	88,965	618	2,128	9,401	-818	100,294
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4.6 De-delegation of funds

Approval was given at the October 2021 Schools Forum meetings to top-slice funds from LA maintained special schools' budgets for 2022-23 for former ESG-funded services and redundancy costs.

At the January 2022 meeting consideration was given to top-slicing funds for the first time to cover the reduction in the School Improvement Monitoring and Brokering Grant (SIMBG) from April 2022. No decision was made but the Forum asked the special school representative to determine this after further consultation with the other special schools. Following this process, the special school representative agreed that funding for this element would be top-sliced for 2022-23.

The proposed rates per pre-16 place for 2022-23 are set out in Table 3 below.

Table 3 – Proposed special school top-sliced resources 2022-23

Per place rate:	2022-23	2021-22	Change
Redundancy	13.60	23.80	(10.20)
Former ESG services	39.12	34.79	4.33
Former SIMBG	14.42	-	14.42
Total	67.14	58.59	8.55
Less use of reserves	(7.21)	(8.40)	1.19
Net charge	59.93	50.19	9.74

The decision on whether or not to accept responsibility for costs funded from top-sliced resources is a matter for Cabinet. It is recommended that Cabinet agrees to the Forum's request for 2022-23 in respect of special schools.

5. Consultation

- 5.1 The proposals were discussed at the Forum meeting on 27th January 2022. The special school and academy representatives on the Forum expressed regret that the DfE had chosen to not provide specific additional funding for special schools via a ring fenced grant in line with the mainstream sector. They also recognised the wider pressures facing the High Needs Block and appreciated that, despite this, the Authority had chosen to propose a 3% increase in aggregate resources for special schools, enhanced resource schools and pupil referral units next year.

6. Alternative Options Considered

None.

7. Implications

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

8. Background Papers

8.1 Schools Funding settlement announcement 16th December 2021

9. Appendices

9.1 Appendix 1 - Implications.

9.2 Appendix 2 - High Needs Block settlement 2022-23

9.3 Appendix 3 - High Needs Places 2022-23

9.4 Appendix 4 – Special school, PRU and ER pupil profile rates 2022-23

9.5 Appendix 5 – Centrally held budgets

10. Recommendation(s)

That Cabinet:

- a) Notes the high needs settlement for 2022-23;
- b) Notes the prospective percentage increases for 2023-24 and beyond;
- c) Approves the places commissioned in Appendix 3;
- d) Approves the increases to top ups as set out in section 4.2 and the special school, PRU and ER Element 3 profiles in Appendix 4;
- e) Approves the central high needs budgets in Appendix 5; and
- f) Agrees to accept the Forum's request to de-delegate funds for the functions listed in section 4.6.

11. Reasons for Recommendation(s)

11.1 To ensure the Authority meets its statutory obligations in supporting children requiring SEND support.

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

12.1 No.

Report Author:

Shelley Kerslake

Contact details:

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Implications

Financial

1.1 As set out in the report.

Legal

2.1 The Local Authority has a duty under the School Standards and Framework Act 1998, the Education Act 2002, the Education and Inspections Act 2006, and relevant legislation to manage and allocated the Designated School Grant which contains the High Needs Block element. The proposed allocations in the High Needs Block Settlement are in line with DfE's High Needs Operational Guidance 2022-2023 at:

<https://www.gov.uk/government/publications/high-needs-funding-arrangements-2022-to-2023/high-needs-funding-2022-to-2023-operational-guidance>

Human Resources

3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 The proposals will support the Council's objective to work 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.

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

7.1 None

High Needs Block Settlement 2022-23

Appendix 2

	2021-22				2022-23		
	Count	Multiplier	Total		Count	Multiplier	Total
	£	£	£m		£	£	£m
Population aged 2-18	148,497	181.74	26.988	149,240	203.48	30.367	
Health/Dis. - Children bad health	670	4,872.38	3.264	670	5,487.59	3.677	
Health/Dis. - Children DLA	5,928	713.24	4.228	6,335	756.166	4.790	
Deprivation - Current free meals	21,422	268.27	5.747	25,984	254.582	6.615	
Deprivation - IDACI Band F	11,811	55.03	0.650	11,800	61.406	0.725	
Deprivation - IDACI Band E	16,028	72.57	1.163	16,202	81.057	1.313	
Deprivation - IDACI Band D	5,922	99.13	0.587	5,943	110.854	0.659	
Deprivation - IDACI Band C	7,363	105.27	0.775	7,422	117.629	0.873	
Deprivation - IDACI Band B	6,940	117.28	0.814	6,988	130.748	0.914	
Deprivation - IDACI Band A	1,674	155.23	0.260	1,683	172.555	0.290	
Low Attainment @ KS2	1,323	3,241.14	4.288	1,260	3,896.15	4.909	
Low Attainment @ KS4	1,664	2,380.89	3.962	1,556	2,755.36	4.287	
Historic spend			33.032			33.499	
Funding floor			0.000			0.163	
Sub total			85.758			93.082	
Memo item: £ per pop'n aged 2-18			£577.51			£623.70	
Hospital Education			0.289			0.294	
Basic entitlement	1,145	4,660.00	5.336	1,246	4,660.00	5.806	
Import/export adjustment	-454.5	6,000.00	-2.727	-454.5	6,000.00	-2.727	
Sub total			88.656			96.455	
2022-23 additional allocation (+4.12%)			0.000			3.839	
High Needs Block total			88.656			100.294	
Increase (£m)						+11.638	
Increase (%)						+13.12%	

High Needs Places 2022-23

Appendix 3

DfE	School	Places 2022-23		2022-23	Places 2021-22		2021-22	Budget		Change
		April	Sept	FTE	April	Sept	FTE	2022-23	2021-22	
	Enhanced Resource Schools (ERS)							£	£	£
2025	Springfield Junior School	11.00	14.00	12.75	8.00	11.00	9.75	76,500	58,500	18,000
2026	New Whittington Primary School	10.00	8.00	8.83	9.00	10.00	9.58	53,000	57,500	-4,500
2036	Dunston Primary & Nursery Academy	6.00	6.00	6.00	6.00	6.00	6.00	36,000	36,000	0
2037	Langley Mill Academy	8.00	9.00	8.58	6.00	8.00	7.17	51,500	43,000	8,500
2116	Aldercar Infant School	4.00	3.00	3.42	6.00	4.00	4.83	20,500	29,000	-8,500
2356	Elmsleigh Infant & Nursery School	16.00	16.00	16.00	16.00	16.00	16.00	96,000	96,000	0
4004	Outwood Academy Newbold	17.00	16.00	16.42	16.00	17.00	16.58	98,500	99,500	-1,000
4052	The Long Eaton School	11.00	11.00	11.00	11.00	11.00	11.00	66,000	66,000	0
410a	The Pingle Academy(Area)	29.00	33.00	31.33	29.00	29.00	29.00	188,000	174,000	14,000
410c	The Pingle Academy(Autism)	15.00	15.00	15.00	15.00	15.00	15.00	90,000	90,000	0
4013	Hope Valley College(Post 16)	18.00	18.00	18.00	18.00	18.00	18.00	108,000	108,000	0
2011	Brampton Primary School	14.00	14.00	14.00	14.00	14.00	14.00	84,000	84,000	0
2013	Chapel-en-le-Frith CofE VC Primary	19.00	19.00	19.00	19.00	19.00	19.00	114,000	114,000	0
2190	Pilsley Primary School	10.00	10.00	10.00	10.00	10.00	10.00	60,000	60,000	0
2268	Whaley Bridge Primary School	8.00	8.00	8.00	8.00	8.00	8.00	48,000	48,000	0
2333	Ashbourne Hilltop Prim & Nursery	4.00	3.00	3.42	5.00	4.00	4.42	20,500	26,500	-6,000
4019	Chapel-en-le-Frith High School	34.00	35.00	34.58	34.00	34.00	34.00	207,500	204,000	3,500
4074	William Allitt School	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
4089b	Aldercar High School(HI)	8.00	6.00	6.83	8.00	8.00	8.00	41,000	48,000	-7,000
4089d	Aldercar High School(Phys)	1.00	0.00	0.42	1.00	1.00	1.00	2,500	6,000	-3,500
4173	Tibshelf Community School	15.00	15.00	15.00	18.00	15.00	16.25	90,000	97,500	-7,500
	Sub total - ERS	258.00	259.00	258.58	257.00	258.00	257.58	1,551,500	1,545,500	6,000

		Places 2022-23		2022-23	Places 2021-22		2021-22	Budget		
		April	Sept	FTE	April	Sept	FTE	2022-23	2021-22	Change
Special Schools								£	£	£
7001	Holbrook School for Autism	128.00	132.00	130.33	127.00	128.00	127.58	1,303,333	1,275,833	27,500
7006	Ashgate Croft School	142.00	142.00	142.00	139.00	142.00	140.75	1,420,000	1,407,500	12,500
7012	Stubbin Wood School	165.00	180.00	173.75	150.00	165.00	158.75	1,737,500	1,587,500	150,000
7014	Bennerley Fields School	91.00	91.00	91.00	88.00	91.00	89.75	910,000	897,500	12,500
7017	Peak School	65.00	73.00	69.67	60.00	65.00	62.92	696,667	629,167	67,500
7019	Stanton Vale School	90.00	85.00	87.08	93.00	90.00	91.25	870,833	912,500	-41,667
7000	Holly House Special School	43.00	43.00	43.00	43.00	43.00	43.00	430,000	430,000	0
7005	Brackenfield Special School	112.00	134.00	124.83	82.00	112.00	99.50	1,248,333	995,000	253,333
7009	Swanwick School & Sports College	85.00	85.00	85.00	82.00	85.00	83.75	850,000	837,500	12,500
7018	Alfreton Park Comm. Special Sch	90.00	115.00	104.58	87.00	90.00	88.75	1,045,833	887,500	158,333
	Sub total - Special Schools	1,011.00	1,080.00	1,051.25	951.00	1,011.00	986.00	10,512,500	9,860,000	652,500
	Support Centres									
P106	South Derbyshire Support Centre	26.00	26.00	26.00	26.00	26.00	26.00	260,000	260,000	0
P102	A Valley & E'wash Support Centre	150.00	135.00	141.25	156.00	150.00	152.50	1,412,500	1,525,000	-112,500
P111	North East Derbys Support Centre	100.00	100.00	100.00	100.00	100.00	100.00	1,000,000	1,000,000	0
	Sub total Support Centres	276.00	261.00	267.25	282.00	276.00	278.50	2,672,500	2,785,000	-112,500

		Places 2022-23		2022-23	Places 2021-22		2021-22	Budget		
		April	August	FTE	April	August	FTE	2022-23	2021-22	Change
FE Colleges								£	£	£
	South Derbyshire Support Centre	67.00	67.00	67.00	67.00	67.00	67.00	402,000	402,000	0
	A Valley & Erewash Support Centre	73.00	73.00	73.00	61.00	73.00	69.00	438,000	414,000	24,000
	Sub total - FE Colleges	140.00	140.00	140.00	128.00	140.00	136.00	840,000	816,000	24,000

		Places 2022-23		2022-23	Places 2021-22		2021-22	Budget		
		April	August	FTE	April	August	FTE	2022-23	2021-22	Change
	Post 16							£	£	£
4000	Swanwick Hall School	1.00	1.00	1.00	0.00	1.00	0.67	6,000	4,000	2,000
4004s	Outwood Academy Newbold	1.00	1.00	1.00	1.00	1.00	1.00	6,000	6,000	0
4006	David Nieper Academy	0.00	1.00	0.67	0.00	0.00	0.00	4,000	0	4,000
4009	John Port Spencer Academy	2.00	2.00	2.00	0.00	2.00	1.33	12,000	8,000	4,000
4012	Glossopdale School	1.00	1.00	1.00	1.00	1.00	1.00	6,000	6,000	0
4052s	The Long Eaton School	1.00	1.00	1.00	1.00	1.00	1.00	6,000	6,000	0
4013s	Hope Valley College	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
4174	Highfields	1.00	1.00	1.00	2.00	1.00	1.33	6,000	8,000	-2,000
4196	Brookfield Community School	1.00	2.00	1.67	1.00	1.00	1.00	10,000	6,000	4,000
4500	Queen Elizabeth's Grammar	3.00	2.00	2.33	3.00	3.00	3.00	14,000	18,000	-4,000
5400	Netherthorpe School	3.00	3.00	3.00	1.00	3.00	2.33	18,000	14,000	4,000
5401	The Ecclesbourne School	4.00	3.00	3.33	6.00	4.00	4.67	20,000	28,000	-8,000
5408	Heanor Gate Science College	2.00	1.00	1.33	0.00	2.00	1.33	8,000	8,000	0
5409	Friesland School	1.00	1.00	1.00	0.00	1.00	0.67	6,000	4,000	2,000
5410	The Pingle Academy	1.00	1.00	1.00	2.00	1.00	1.33	6,000	8,000	-2,000
5413	St Mary's Catholic Academy	4.00	5.00	4.67	2.00	4.00	3.33	28,000	20,000	8,000
5416	The Ripley Academy	1.00	1.00	1.00	0.00	1.00	0.67	6,000	4,000	2,000
4089	Aldercar High School	9.00	20.00	16.33	13.00	9.00	10.33	98,000	62,000	36,000
4505	Anthony Gell School	2.00	3.00	2.67	2.00	2.00	2.00	16,000	12,000	4,000
4509	Dronfield Henry Fanshawe	1.00	1.00	1.00	2.00	1.00	1.33	6,000	8,000	-2,000
4510	Buxton Community School	0.00	1.00	0.67	1.00	0.00	0.33	4,000	2,000	2,000
5404	Belper School & 6th Form	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
5411	Lady Manners School	4.00	2.00	2.67	3.00	4.00	3.67	16,000	22,000	-6,000
	Sub total - Post 16	43.00	54.00	50.33	41.00	43.00	42.33	302,000	254,000	48,000
	TOTAL PLACES	1,728.00	1,794.00	1,767.42	1,659.00	1,728.00	1,700.42	15,878,500	15,260,500	618,000

Special School proposed top ups rates 2022-23**Appendix 4**

Special School Profile	Descriptor	2022-23 £	2021-22 £
MSI	Multi-Sensory Impairment	55,109.00	52,474.67
ECB	Extremely Challenging Behaviour	55,109.00	52,474.67
HD	High Dependency	27,021.00	25,729.67
SEMHD	Social Emotional & Mental Health Difficulties	27,021.00	25,729.67
ELD	Extreme Learning Difficulty	19,379.00	18,452.44
SEBD	Severe Emotional & Behavioural Difficulty	18,160.00	17,292.32
ECOM	Extreme Communication Difficulty	17,255.00	16,430.16
COM	Autism/Communication Difficulty	12,612.00	12,009.23
EBD	Emotional & Behavioural Difficulty	12,323.00	11,733.97
SSI	Severe Sight Impairment	6,541.00	6,228.46
PHYS	Severe Physical Impairment	6,541.00	6,228.46
SHI	Severe Hearing Impairment	6,541.00	6,228.46
SLD	Severe Learning Difficulty	6,541.00	6,228.46
OLD	Other Learning Difficulty	1,916.00	1,824.06

Pupil Referral Unit and ER School proposed top ups rates 2022-23

PRU Profile	2022-23 £	2021-22 £
General rate	8,926.00	8,337.00
Alternative Provision	3,627.00	3,388.00
ER School Profile	£	£
A – Area ERS	7,299.00	6,949.67
B – Deaf/Hearing Impaired ERS	8,790.00	8,369.46
C – Autism ERS	10,192.00	9,704.29
D – Physical Impairment ERS	22,094.00	21,035.63

Proposed centrally held high needs budgets 2022-23

Appendix 5

Budget Head	Budget 2021-22	Inflation	Demographic pressure	Savings	Budget 2022-23
	£000s	£000s	£000s	£000s	£000s
Access and Inclusion	115	0	0	0	115
Support for inclusion	519	0	0	0	519
Hospital tuition	82	0	28	0	110
Virtual School	1,018	19	3	0	1,040
PRU to provision transport	510	0	-410	0	100
Contrib'n to Education Psychology Service	400	0	0	0	400
Visually Impaired Support Service	669	8	13	0	690
Physical Impaired Support Service	557	6	-27	0	536
Hearing Impaired Support Service	570	6	24	0	600
SEN Equipment fund	250	0	0	0	250
Specialist Services overheads	197	0	0	0	197
Support Service for SEN (SSSEN)	4,982	52	0	0	5,034
Early Years SEN service (contribution to)	624	0	124	0	748
Behaviour Support Service	1,150	18	0	0	1,168
Behaviour Support/IPT overheads	374	0	0	0	374
Behaviour Support (TAPS)	319	0	5	0	324
Positive Play	205	4	-33	0	176
Derbyshire Nurture	321	5	-43	0	283
Integration Pathways Team	3,753	47	-243	-818	2,739
Excluded pupils income	-436	0	0	0	-436
Contribution to SEN transport	80	0	0	0	80
School Improvement	114	0	0	0	114
Vulnerable Children's fund	150	0	50	0	200
High Needs Mainstream Contingency fund	500	0	0	0	500
Direct Payments	225	0	0	0	225
Community Care posts	88	0	0	0	88
School based SLAs	280	8	0	0	288

Total central budgets	17,616	173	-509	-818	16,462
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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 MARCH 2022

Joint Report of the Executive Director for Children's Services and Executive Director of Corporate Services and Transformation

**Early Years Block Funding Settlement 2022-23
(Education)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 Yes, this is a key decision that will determine the early years-funded allocations of schools and early years providers across all divisions and communities within Derbyshire. It is financially significant in terms of spending and will impact on all divisions of the county.

3. Purpose

3.1 To inform Cabinet of the Early Years settlement of the Dedicated Schools Grant (DSG) and the related decisions of the Schools Forum, and to seek approval to the Early Years funding formula for 2022-23.

4. Information and Analysis

4.1 Settlement – Key Points

The early years funding rates for 2022-23 and implied funding totals were confirmed by the Department for Education on 16th December 2021. The allocations are summarised in Table 1 overleaf and details of the purposes of each element are provided in Appendix 2.

In addition to the DSG allocations, early years provision in mainstream schools and maintained nursery schools will receive a share of the additional £1.2bn allocated to schools for 2022-23. Funding will be paid at the rate of £24 per pupil.

Table 1 – Early Years Indicative Settlement 2022-23

Item	2022-23	2021-22	
Early Years Block:			
No. 3 & 4 year olds - universal prov'n (part time equiv, PTE)	9,465.53	9,795.12	
Universal entitlement - 3 & 4 year old hourly rate	£4.61	£4.44	
Sub total universal hours 3&4 yr old funding (£m)	24.873	24.789	
No. 3 & 4 year olds - add'l 15 hours for working parents (PTE)	4,219.72	4,364.81	
Additional entitlement - 3 & 4 year old hourly rate	£4.61	£4.44	
Sub total additional hours 3&4 yr old funding (£m)	11.088	11.046	
Total hours 3& 4 yr old funding – Passporting baseline (£m)	35.961	35.835	a
Other Early Years allocations:			
Maintained Nursery School (MNS) Grant (£m)	0.984	0.998	
Funding for disadvantaged 2 year olds (£m)	4.032	4.397	
Early Years Pupil Premium (£m)	0.464	0.381	
Early Years Disability Access Fund (£m)	0.208	0.179	
Sub total – Other EY allocations	5.688	5.955	b
TOTAL EARLY YEARS BLOCK (£m)	41.649	41.790	c=b+a

The published allocations in Table 1 have been based on January 2021 census data. The actual early years quantum for 2022-23 will be based on the January 2022 and January 2023 census data.

No technical changes to the distribution of funding have been announced for 2022-23, LAs will therefore continue to have to meet a passporting test which requires that at least 95% of the universal and additional hours funding for 3 and 4 year olds must be delegated to providers with a maximum of 5% allowed to be held centrally.

The levels of Early Years central budgets are a matter for the Schools Forum and these were considered and agreed at its meeting on 27th January 2022. The early years formula is a matter for the Authority and must include a basic hourly rate and a deprivation indicator, in addition LAs can include indicators for rurality/sparsity, flexibility, quality and a lump sum for nursery schools.

4.2 Early Years Single Funding Formula (EYSFF)

This is the basis for funding nursery schools, nursery units attached to mainstream schools and private, voluntary and independent early years provision. The formula must include a basic hourly rate for all providers and a deprivation indicator, in addition LAs can include indicators for rurality/sparsity, flexibility, quality and a lump sum for nursery schools.

The proposed changes for 2022-23 are as follows:

- (i) A universal hourly rate of £4.30, an increase of £0.14 (3.36%) on 2021-22;

- (ii) An enhanced hourly rate for nursery schools of £0.56, an increase of £0.02 (3.7%), the current rate (£0.54) has been in place since 2019-20;
- (iii) Retention of the existing deprivation multiplier of £1.31 per hour per eligible child: the Early Years Pupil Premium which applies to the same cohort of children will increase by 13.2% in 2022-23;
- (iv) A nursery school lump sum of £92,500, an increase of £2,686 (2.99%). This would be in line with the percentage increase for mainstream schools and academies, also the current value has been unchanged for several years.

The estimated costs of applying the new EYSFF multipliers to the January 2021 data used to calculate the income in Table 1 are provided in Table 2 below.

Table 2 – Early Years Delegated Allocations 2022-23

	Nursery schools	Nursery units	PVI	Total	
Proposed Universal hourly rate	£4.30	£4.30	£4.30	-	
Proposed Enhanced hourly rate	£0.56	£0.00	£0.00	-	
Proposed Overall hourly rate	£4.86	£4.30	£4.30	-	A
3&4 year olds universal hrs	535.93	3107.44	5,822.16	9,465.53	B
3&4 year olds additional hrs	184.63	861.48	3,173.61	4,219.72	C
Delegated funding	£m	£m	£m	£m	
Universal allocation	1.485	7.616	14.270	23.371	=AxBx570hrs
Additional hours allocation	0.511	2.111	7.779	10.401	=AxCx570hrs
Sub total - hourly rate allocations	1.996	9.727	22.049	33.772	
Formula supplements:					
Lump sum	0.741	0.000	0.000	0.741	
Deprivation	0.087	0.572	0.355	1.014	
Rates	0.070	0.000	0.000	0.070	
Sub total - formula supplements	0.898	0.572	0.355	1.825	
Contingency – delegated	0.010	0.000	0.000	0.010	
Total delegated funding	2.904	10.299	22.404	35.607	

4.3 Early Years Central Budgets

At its meeting on 27th January 2022 the Schools Forum agreed the central early years budgets in Table 3 below.

Table 3 – Central Early Years Budgets 2022-23

	Approved 2022-23	Approved 2021-22
Service	£m	£m
Early Years Improvement Service	1.267	1.177
Early Years SEN Service (part, balance funded by High Needs Block)	0.058	0.153

Nursery school licences & misc funds	0.013	0.003
Total	1.338	1.333

Cabinet is asked to note the decisions of the Schools Forum in respect of central early years budgets for 2022-23.

4.4 Early Years – Overall funding and passporting tests

The cost of the proposed allocations in sections 4.2 and 4.3 would fully allocate the grant, excluding the Pupil Premium, 2 year old funding and the Disability Access funds, as shown in Table 4 below.

Table 4 – Summary of estimated income and proposed spend 2022-23

	Cost
	£m
Delegated Allocations per Table 2	35.607
Central Budgets per Table 3	1.338
Total spend	36.945
Universal/additional hours grant – Table 1	35.961
Maintained Nursery School grant – Table 1	0.984
Total grant	36.945

5. Consultation

- 5.1 The proposals were shared with the Schools Forum in January 2022 and were generally supported. The Schools Forum determined the level of centrally held early years budgets.

6. Alternative Options Considered

None.

7. Implications

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

8. Background Papers

- 8.1 Schools Funding settlement announcement 16th December 2021

9. Appendices

- 9.1 Appendix 1 - Implications.
9.2 Appendix 2 – Early Years Funding Components 2022-23

10. Recommendation(s)

That Cabinet:

- a) Notes the national early years funding rates for 2022-23;
- b) Notes the additional £24 per pupil to be paid to school-based early years providers in 2022-23;
- c) Approves the changes to the Early Years Single Funding Formula allocations for 2022-23 as set out in section 4.2; and
- d) Notes the central early years budgets approved by the Schools Forum.

11. Reasons for Recommendation(s)

- 11.1 To ensure the Authority meets its statutory obligations in determining early years allocations for 2022-23.

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

- 12.1 No.

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Implications

Financial

1.1 As set out in the report.

Legal

2.1 The proposed allocations are in line with DfE Guidance at:
<https://www.gov.uk/government/publications/early-years-funding-2022-to-2023/early-years-entitlements-local-authority-funding-of-providers-operational-guide-2022-to-2023>

Human Resources

3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 The proposals will support the Council's objective to work 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.

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

7.1 None

Universal/additional hours for 3 and 4 year olds - For 2022-23 all LAs will receive a £0.17 increase on their unprotected EYFF hourly rate. Where the resultant hourly rate is less than £4.61 per hour LAs will be guaranteed £4.61 via protection arrangements.

Derbyshire's unprotected EYFF rate for 2021-22 is £4.30, the £0.17 uplift increases this to £4.47. As this is below the £4.61 minimum, Derbyshire's rate is further lifted by the application of £0.14 protection. In effect, Derbyshire's actual rate has increased from £4.44 in 2021-22 to £4.61 in 2022-23, an increase of 3.83%. The final rate will be applied to both universal hours and the extended hours for eligible 3 and 4 year olds.

Funding for disadvantaged 2 year olds – the rates for all LAs have increased by £0.21 per hour, Derbyshire's 2022-23 rate being £5.57 (from £5.36) an increase of 3.92%. This funding is provided as part of a national scheme to support eligible pupils access childcare.

Early Years' Pupil Premium (EYPP) - the DfE have also confirmed that the national rate for 2022-23 will be £0.60 per eligible child per hour an increase of £0.07 (13.2%) on 2021-22. The EYPP gives providers extra funding to support eligible 3 & 4 year olds for up to 15 hours per week.

Disability Access Fund (DAF) - the 2022-23 rate is £800 per eligible child per year, an increase of £185 (30.1%) on 2021-22. DAF supports 3 & 4 years olds in receipt of nursery entitlement and Disability Living Allowance to access provision.

Maintained Nursery Schools (MNS) grant – supports the higher operational costs of nursery schools. The £0.984m for 2022-23 is very close to the 2021-22 figure (£0.998m). The 2022-23 grant has been calculated as the number of universal hours per year multiplied by £3.22 per hour. The unit rate is £0.11 (3.5%) higher than 2021-22.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday 10th March 2022

Report of the Executive Director - Adult Care

Domiciliary Home Care Fees 2022-23
(Cabinet Member for Adult Care)

1. Divisions Affected

County Wide

2. Key Decision

- 2.1 This is a key decision because it is likely to result in the Council incurring expenditure over £500,000.

3. Purpose

To seek Cabinet approval;

- to make an inflationary increase of 6.0% for independent sector home care provision from 1 April 2022
- to increase travel/visit rates by an average of 6.0% from 1 April 2022
- to increase the fee rate for in-house home care and extra care provision from 1 April 2022 by 6.0%
- to make an inflationary increase of up to 6.0% for specialist home care placements where evidence is provided of inflationary pressures

4. Information and Analysis

4.1 Background

COVID-19 has presented challenges that go beyond anything that could have expected. Derbyshire Home Care Providers have been crucial in providing essential personal care and support on behalf of some of the most vulnerable people in the community. Their staff have worked tirelessly throughout the pandemic and covered for each other when they have needed to self-isolate. Providers have remained resilient and have worked hard to keep recruiting and supporting staff to help respond positively to the impact of COVID 19. Despite the positive impact of vaccines, the impact of COVID 19 will persist for some time with Home Care workers undertaking crucial support.

The Government have over the past 24 months introduced several short-term funding initiatives targeted to help support Home Care providers with meeting the additional temporary costs associated with COVID 19. Funding allocations have been made to all home care providers based on the number of clients they support.

This grant funding has included

- Infection, Prevention and Control funding (IPC) for the period October 2021 to March 2022. This included three distinct allocations of funding, an allocation of £0.8m for the Infection Control £0.5m for the Testing Funding (TF) and £0.17m for the Vaccine Funding (VF). Total £1.5M
- Workforce Recruitment and Retention Fund for October 2021 to March 2022 Total £1.2M
- Workforce Recruitment and Retention Fund round 2 between 10 December 2021 and 31 March 2022 Total 1.8m
- Omicron Support Fund Total £0.2m

This funding has been welcomed by Providers as it has helped with meeting the additional infection and prevention arrangements with recruitment and retention of staff. Providers have also been able to obtain free additional Personal and Protective Equipment; an offer which has been extended to March 2023. The local CCG have made funds available to home care providers via the Council to make incentive payments to workers of up to £500 to help retain them in their roles.

There are approximately 3,953 people currently in receipt of long-term home care support provided by 55 independent sector home care

providers. The independent sector provides most of the long-term packages of care whilst the Council's in-house service now focuses on the provision of short-term care.

The Derbyshire Homecare Association ("the Association") represent many of the independent home care providers. It has requested, on behalf of their members, that the Council consider an increase in fees for 2022-23 to assist with meeting costs associated with the provision of homecare and the continued promotion of the National Living Wage. Adult Social Care has also received additional requests from other providers not represented by the Association for a fee increase to reflect inflationary pressures they are experiencing.

The Association were invited to a meeting held on the 18 January 2022 with the Council to discuss the sector's views about current market conditions and inflationary pressures. The views shared at this meeting have assisted the Council in detailing 2022-23 fee proposals described in this paper.

4.2 Costs Highlighted by Home Care Providers

In responding to the providers' request for an inflationary fee increase, the Council has identified the main budget headings that need to be considered when setting home care fee rates. Appendix 1 details these headings and the proposed inflationary increases and justification are set out below.

Providers have expressly asked that the analysis should also take account of additional costs associated with COVID 19. The Council has decided that the approach of responding to inflationary pressures remains most prudent with the expectation that targeted Government funding will continue to support providers with meeting any temporary costs associated with COVID 19. The Council is prepared to review this position if it is evidenced that some cost elements become regular working practice and that there are no alternative funding arrangements.

National Living Wage

Providers have identified that the National Living Wage is due to increase by 6.62% for staff aged 25 and over from 1 April 2022 (from £8.91 per hour to £9.50 per hour a 59p increase). They note that they have very few staff aged under 25 and that they do not want a two-level pay system, as this would be detrimental to recruitment and retention of under 25's to the industry. This increase in minimum wage is supported

by Providers however they would want to pay more than this to be able to recruit and retain staff and maintain differentials between staff groups.

Providers have consistently reported to the Council on-going difficulties with recruitment and retention of staff. They report that they are competing with other services that are increasing wage levels and offering better terms than they can offer. Providers have had to hand work back to the Council because they are no longer able to cover calls due to staff leaving. The impact has been a reduction in the numbers of people being supported by Home Care providers and the Council has faced difficulties in gaining support for new Home Care packages.

Council response

To reflect the National Living Wage, increase the Council has decided to apply a 59p increase on the calculation of hourly home care wages for all staff including those aged under 25.

National Insurance

The required increase in National Insurance contributions due to commence on the 1 April 2022 was another area that provider representatives requested that the Council should build into the modelling for fee rates.

Council response

The National Insurance contribution is accepted as an additional cost that Providers will now need to contribute towards. It is therefore proposed that the fee model used by the Council should reflect the additional National Insurance cost which will come into effect from 1 April 2022.

Travel time

The Association have highlighted that when Her Majesty's Revenue and Customs (HMRC) undertake checks of payment of wages by home care providers they are focused on ensuring that providers pay their home care staff at least the minimum wage for their travel time between calls. The Association would like the Council to ensure that the travel rates paid reflect journey time and allow them to meet their national minimum wage obligations.

Providers have also highlighted the substantial increase in fuel costs and have asked that the Council increases the Travel Payment to ensure staff are satisfactorily reimbursed for fuel and servicing.

Council response

The Council makes an additional payment per home care visit to assist providers in paying staff travel time and to meet the costs incurred by staff. The National Minimum Wage rules require home care providers to count travel time between visits towards the calculation of working time. The impact of the National Living Wage means that providers should have to pay staff more to compensate for the travel time element.

Travel payments

As noted, the Council pays an additional amount to providers for each home care visit to assist providers to meet costs associated with travelling from one call to the next. There are currently four values as shown in the table below:

Value per Home Care Visit	2021-22	Proposed 2022-23	Increase %
Urban	£2.38	£2.58	8.4%
Semi-Rural	£3.10	£3.30	6.5%
Rural	£4.05	£4.25	4.9%
Extra Rural	£6.00	£6.20	3.3%
Average			6.0%

The values are linked to population density at ward level and the likely travel time between calls. The highest travel payment is meant to encourage take up of new work in the more rural parts of the county where travel time between calls and impact of weather and isolated nature of the calls can be difficult to cover. It is noted that encouraging providers to take on new work in isolated rural areas is always challenging. The travel payment represents an element of staff time and a contribution towards the cost of using their vehicle. Providers have asked that the increase in travel payments is weighted slightly towards the lowest rate of travel.

Other cost increases.

Providers have also expressed concerns about other organisational costs, including but not limited to the increase in costs of Protective

Personal Equipment (PPE) and the increase use of alcohol gels to meet infection prevention and control procedures.

Providers have also raised concerns about the national standard of living increases and the increases in gas and electricity which will impact on their organisational on-costs.

Council Response

The Council acknowledges that PPE costs have increased substantially. However, providers can obtain free PPE from the national PPE hub and obtain up to 3 days of free PPE from the Council when waiting on a delivery.

It is however accepted that inflation is at 5.4% and it is proposed to increase head office costs as shown in Appendix 1 by this value to assist with additional costs being experienced by individual businesses.

4.3 Council Proposals

The Council is constantly reviewing how the Home Care Market can be supported to be more efficient and effective to promote the availability of high-quality safe provision. The following details proposals and current service developments to enhance the market. Areas for development include:

Staff recruitment and retention

Providers continue to report that recruitment and retention of Home Care workers is extremely difficult. They highlight concerns about how low wages in the sector coupled with low unemployment in parts of the county and poor status of a career in social care impact on their ability to recruit and retain sufficiently well-trained staff.

The workforce has a high level of turnover locally and although some of this movement may be between jobs in the sector, providers frequently lose staff in whom they have made a considerable investment in terms of training and development. This volatility in the workforce creates instability in the market with Providers having to hand back work to the Council when they lose staff.

The recruitment and retention of staff is particularly problematic in the more rural parts of the county. The impact of the difficulties in recruiting staff is that Adult Care is unable to arrange packages of care which can impact for instance on delaying hospital discharge.

In response to the workforce challenge Adult Care and the local NHS have established Joined Up Care Derbyshire (JuCD). JuCD is co-ordinating a range of activities designed to meet the three Programme themes:

- Attraction and Recruitment
- Traineeships and Apprenticeships
- Retention and Progression

The Council have recruited project staff to specifically work with social care providers with a focus on attraction and recruitment.

Direct Care

The Council's Direct Care Service continue to shift priority from provision of long term to short-term care. The Direct Care service will focus more on provision of short-term care with an emphasis on assisting people who may have been unwell to regain skills. Direct Care will no longer take on new long-term care packages unless there is no alternative provider available. Private Providers will have to increase their own workforce capacity to facilitate this shift to ensure this change in priority is a success.

Providers Response

Providers are encouraged by the opportunity to expand their service offer but have asked for it to be noted that they are restricted by difficulties with recruiting and retaining staff which limits their opportunities to grow their service. They believe that it would be beneficial if the Council could increase fees to enable them to pay staff more and to introduce some block contracts to give certainty of activity

4.4 Proposals

The home care fee rate proposals for 2022-23 have taken account of the feedback received from Home Care providers about inflationary pressures as detailed earlier this report. Appendix 2 details how these inflationary pressures impact on the standard cost headings used in Derbyshire County Council Home Care fee model to give a proposed inflationary uplift of 6.0% for 2022-23.

The proposed inflationary value of 6.0% on the hourly rate for the provision of Independent Sector Home Care is also used as a standard

inflationary value for the other service types as shown in the table below.

Service Type	Rate 2021-22	Rate 2022-23
Independent Sector Home Care Hours	£16.08 per hour	£17.04 per hour
Independent Sector Sleep In (10pm-7am)	£83.70 per night	£88.74 per night
Independent Sector Live- In Carer	£1,424.71 per week	£1,510.18 per week
In-House Home Care Hours	£23.88 per hour	£25.32 per hour
In-House Extracare (Day)	£15.72 per hour	£16.68 per hour
In-House Extracare (Night)	£19.44 per hour	£20.64 per hour
Well Being	£14.35 per week	£15.19 per week

4.5 Impact of the Proposals on Independent Sector Specialist Fees

The proposals made in this report, and summarised in Appendix 2, focus on the basic fee rates for the provision of home care. The Council also funds specialist home care services for people who live in supported living care settings.

Supported living is an alternative to residential care, providing home care support and accommodation to people who are assessed as eligible for adult care services. In a supported living service, the housing provider and support provider are separate, and the client is a tenant with their accommodation costs being met by Housing Benefits. Accommodation is homely not institutional with clients contributing directly to daily tasks around their own home.

Specialist home care providers have reported that they are also experiencing unprecedented difficulties with recruitment and retention of staff with Providers having to cover staffing vacancies with Agency staffing which is costlier than fees received. It is proposed that an increase in payments of up to 6.0% can be agreed with providers that provide specialist home care provision in supported living care settings where they can evidence that their costs have increased.

5. Consultation

5.1 The Local Home Care Provider Association have been requested to

detail their member's concerns about current inflationary pressures so that the Council can ensure fee increases respond to these pressures. The outcome of these fee discussions will be further shared with Providers for their comments and are specifically addressed above

- 5.2 The Council is required as part of Care Act 2014 duties to undertake a fee setting exercise each year to ensure that fees allow for a sustainable market.

The Council intends to undertake such an exercise using a fee modelling tool recently developed on behalf of Association of Directors of Social Services and Local Government Association. This exercise is a requirement of the Market Sustainability and Fair Cost of Care Fund allocated by the Department of Health and Social Care. It is intended that all Councils will undertake this exercise to prepare their markets for reform in line with the recent White Paper.

Councils will carry out activities and provide evidence to DCHS of the following to access future funds:

- conduct a cost of care exercise to determine the sustainable rates and identify how close they are to it
- engage with local providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the local market (particularly the 65+ residential care market, but also additional pressures to domiciliary care)
- use this additional funding to genuinely increase fee rates, as appropriate to local circumstances.

6. Alternative Options Considered

- 6.1 Not to increase the fees from 1 April 2022. This would severely impact the market as providers would be unable to pay their staff the national minimum wage increase. Any failure to pay increased fees would destabilise what is already a fragile market that is struggling to recruit and retain staff. This would also further reduce Providers' ability to pick up new home care packages which would result in further delaying hospital discharges and failure to support people to live safely at home.
- 6.2 Pay providers more than has been proposed in this paper. The Council believes that the fee modelling is fair and affordable, and the fees are above those paid by other Local Authorities in the East Midlands. The new proposed fee modelling described in 5.2 above will assist in better understanding whether increasing rates further in the future will be good value.

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 – Fee Modelling

10. Recommendation(s)

That Cabinet agrees to :

- a) make an inflationary increase of 6.0% for independent sector home care provision from 1 April 2022;
- b) to increase travel/visit rates by an average of 6.0% from 1 April 2022;
- c) to increase the fee rate for in-house home care and extra care provision from 1 April 2022 by 6.0%;
- d) to make an inflationary increase of up to 6.0% for specialist home care placements where evidence is provided of inflationary pressures.

11. Reasons for Recommendation(s)

- 11.1 The recommendations to increase a range of fee levels by 6.0% will enable providers to pay their staff the equivalent of the National Minimum wage increase from the 1 April 2022.
- 11.2 The proposed increases are in line with the duty placed on the Council by the Care Act 2014 to promote a sustainable market.
- 11.3 Failure to increase fees in line with inflationary pressures will undermine the Council's ability to secure services for people with an assessed social care need.

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

12.1 No

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Implications

Financial

- 1.1 The proposed increase of 6.0% on home care fees and 6.0% on travel rates from 1 April 2022 will cost an estimated £3.648m. The proposed increase of up to 6.0% from 1 April 2022 on specialist homecare fees for Supported Living Schemes will cost an estimated £2.274m per annum. The proposed increase of 6.0% from 1 April 2022 on the Well Being Service will cost an estimated £0.019m per annum.

The estimated cost of this proposal to increase fee rates from 1 April 2022 is £5.941m per annum. This will be funded from the service pressure growth bid for Adult Care fee increases which was approved as part of the Revenue Budget Report 2022-23 by Full Council on 2nd February 2022

Legal

- 2.1 section 5 of the Care Act 2014 places a duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:
- a) has a variety of providers to choose from who (taken together) provide a variety of services;
 - b) has a variety of high-quality services to choose from; and
 - c) has sufficient information to make an informed decision about how to meet the needs in question.

In performing that duty, the Council must have regard to the importance of ensuring the sustainability of the market. Sufficient inquiries should be undertaken, to ensure the Council is properly informed of the local market conditions.

The Care and Support Statutory Guidance further details the duties on local authorities to facilitate markets that offer a diverse range of high-quality and appropriate services. The Council must assure itself that the fee levels do not compromise the provider's ability to (1) support and promote the wellbeing of people receiving care and support; (2) meet the statutory obligations to pay at least the national minimum wage; and (3) provide effective training and development of staff.

Case law is clear that the Council should take steps to ensure that fee levels reflect the actual cost of care. The rates should also take into

account the legitimate current and future costs, and the potential for improved performance and most cost-effective ways of working. The Council is under a duty to promote diversity and quality in the market of care and support provision.

Human Resources

- 3.1 There are no human resources considerations associated with this report.

Information Technology

- 4.1 There are no Information Technology considerations associated with this report.

Equalities Impact

- 5.1 Providers are required to adhere to Derbyshire County Council's Equal Opportunities policies.

Corporate objectives and priorities for change

- 6.1 This proposal will support local business to recruit and retain staff to provide support to people so that they may continue to live in their own homes to control their personal circumstances and aspirations.

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

- 7.1 In preparing this report the relevance of the following factors has been considered: human resources, health, environmental, transport, and crime and disorder considerations.
- 7.2 These services are reliant on Home Care staff travelling between client's homes. The primary mode of transport is the use of cars to enable staff to efficiently move between calls during all sorts of weather and during antisocial hours. Some of these calls are also undertaken across the rural locations of the County. Calls are often time critical and the Council must cover the cost of the transport and the pay of the staff member as they travel between calls. The cars used are often owned by the care worker and they are likely to be older models that will be higher emitters of carbon as the use of alternatives are currently not covered by the fees paid by the Council.

Proposed Home Care Fee Rate for 2022-23 Fee Model

	2021-22	Proposed 2022-23	Increase
	£	£	%
Wages	10.24	10.82	5.7%
Employers NI	0.52	0.65	25.0%
Pension	0.31	0.33	5.7%
Hourly Cost	11.07	11.80	6.6%
Holiday Pay 4 weeks	0.85	0.90	5.8%
Sickness pay assume 2 weeks per year	0.42	0.45	7.1%
5 training days per year	0.22	0.23	4.5%
Bank holidays 8 days per year	0.33	0.36	9.0%
Net Hourly Rate	12.89	13.74	6.6%
Head office and profit	3.18	3.31	4.0%
Total Hourly Rate	16.07	17.05	6.1%
<u>Rounded Rate</u>	16.08	17.04	6.0%

Assumptions Used in Calculating Fee Rates for 2022-23

The following considerations are made in developing the fee proposals.

- Contribution towards hourly wage has been increased by £0.59 to reflect the increase to National Living Wage from 1 April 2022
- Employers National Insurance contribution will need to increase by up to 25% for staff paid at above £184 per week.
- Holiday Pay is calculated at 4 weeks plus an additional 8 days bank holiday entitlement. This is equivalent to 5.6 weeks statutory minimum annual leave entitlement.
- 2.23% Pension Contribution
- Training day funding allocation at 5 days
- Head office costs - increased by 4%

Hourly Rate

It is practicable to ensure the hourly rate is divisible by 12 to allow for payments to be made in 5-minute blocks. The Council is currently implementing a new recording and scheduling system which will likely facilitate a change in how fees are set from April 2022.



DERBYSHIRE COUNTY COUNCIL

CABINET

CARE HOME AND DAY CARE FEES 2022-23

Report of the Executive Director of Adult Care

Thursday, 10 March 2022

Report of the Executive Director - Adult Care

1. Divisions Affected

County Wide

2. Key Decision

Yes

3. Purpose

To seek Cabinet approval to:

- increase the rate paid to independent sector residential care homes for the financial year 2022-23 by 6.1% per week;
- increase the rate paid to independent sector nursing homes for the financial year 2022-23 by 6.1% per week
- make an inflationary payment of up to 6.1% for specialist care home placements where evidence is provided of inflationary pressures;
- set a rate of £45.38 per day (from £42.78 per day) for a day care placement in a care home;
- increase the rates for in-house day care and residential care by 6.1%;
- increase the dementia fee rate to £50.75 per week (from £47.81)
- make an inflationary payment of up to 3% for well-performing block contracts in specific circumstances.

4. Information and Analysis

The past 24 months has been unprecedented for the Care Industry, the impact of the COVID 19 pandemic has been widespread and it has brought many challenges. Locally there has been remarkable resilience shown by provider services, their staff have worked tirelessly to support some of the most vulnerable people in our communities and tried to keep up the spirits of people who haven't been able to have meaningful contact with their families due to restrictions on visiting people in care homes.

The impact of COVID 19 on the Care Market has been incredibly complex. Since the onset of the pandemic Providers have received a great deal of new national guidance and regular updates to help ensure that their services are safe and provide the best support to residents and staff. Providers, especially sole traders, report that sometimes this has felt overwhelming and that they were grateful for the support that officers from Adult Care, Public Health and the local NHS offered to help them manage the impact of strict infection control procedures in their services.

The Government have continued over the past 24 months to provide several short -term funding initiatives targeted to help support providers with meeting the additional temporary costs associated with COVID 19. The Council was asked to distribute this grant funding to Care Home Providers in Derbyshire to assist with meeting the costs associated with provision of infection prevention and control procedures, developing managed visiting arrangements for family members, the undertaking of regular testing of residents and staff and to assist with the promotion of vaccinations. The Council has also assisted with the distribution of funds targeted to assist with recruitment and retention of staff. These funds have included

- Infection, Prevention and Control funding (IPC) for the period October 2021 to March 2022. This included three distinct allocations of funding, an allocation of £2.86m for the Infection Control £1.42m for the Testing Funding (TF) and £0.2m for the Vaccine Funding (VF). Total £4.48M
- Workforce Recruitment and Retention Fund for October 2021 to March 2022 Total £1.2M
- Workforce Recruitment and Retention Fund round 2 between 10 December 2021 and 31 March 2022 Total £2.35m
- Omicron Support Fund Total £0.7m

Providers have continued to obtain free Personal and Protective Equipment (PPE) throughout this period from the Government PPE Portal, an offer which has been extended to March 2023.

4.1 Background

The focus of this paper is to consider the inflationary pressures experienced by Care Homes and to make recommendations about future funding arrangements.

The Council has contract arrangements in place with over 174 independent sector care homes for older people that, as of January 2021, provide support on behalf of the Council to approximately 2,584 people as detailed below:

- 787 people in nursing placements where the person needs constant involvement of, or supervision by a qualified nurse;
- 1,797 residential placements.

A further 293 people are supported in Council run Care Homes.

4.2 Fee Levels

A comprehensive review of fee levels for independent sector care services is undertaken annually. To assist with this review representatives of the Derbyshire Care Providers Association (“the Association”) were invited to meet with Councillor Hoy Cabinet Member for Adult Social Care and Gemma Poulter, Assistant Director for Adult Social Care and Health on the 28 January 2022 to set out particular business pressures affecting the care market and their costs.

The views shared at this meeting have assisted the Council in detailing 2022-23 fee proposals described in this paper. The Council has also received additional requests from other Care Home providers not represented by the Association for a fee increase to reflect inflationary pressures these have also been considered when setting fee proposals.

As in previous years the focus will be on reflecting the inflationary pressures on care home provision in setting fees for 2022-23.

The Association continue to express its view that the detailed fee analysis and consultation previously undertaken by the Council with providers was flawed and the fee rates do not cover their actual costs. The Association have requested that the Council undertake a new study to better understand their costs. The Council will continue using the previously

used fee setting methodology for determining the fees for 2022-23.

It is the Council's intention to undertake a new baseline fee setting exercise during 2022-23 by requesting detailed information from all Care Home Providers about all their costs. This exercise is a requirement of the Market Sustainability and Fair Cost of Care Fund allocated by the Department of Health and Social Care. It is intended that all Councils will undertake this exercise to prepare their markets for reform in line with the recent White Paper "People at the Heart of Care: adult social care reform".

This cost of care exercise will help identify sustainable fee rates by engaging with Providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the the over 65 Care Home market.

4.3 Background

The Association believes that the Council has not taken account adequately enough the financial impact of COVID 19 on their businesses, that the Council's fee model is flawed, and that the Council financially supports its own homes better than the private sector. They have expressed concerns that if the Council does not provide further funds that the market will no longer be sustainable. Some of the concerns highlighted by the Association are considered below.

- Impact of COVID 19 on their Businesses

Care Home providers expressed great concern that the current average occupancy levels in Care Homes has reduced compared to the same period two years ago before the COVID 19 pandemic. It is understood that Care Homes experienced above average deaths of their residents during the first year linked to the impact of COVID 19 and that they have subsequently experienced a reduction in the number of referrals made by health and social care for placements and a reduction in self-funded placements. Providers have reported that the impact of COVID 19 especially following the first wave has impacted on people's confidence in Care Homes being a safe place. They have reported a reduction in the number of referrals especially of self-funders as people look to be supported at home.

Providers have noted that the reduced occupancy levels and the lack of confidence in securing new residents will likely result in providers being unable to sustain their businesses. The Council is requested to ensure that fees paid support the care home market to be sustainable and to increase the value of the fees to address the drop in occupancy.

The Association has asserted that the current occupancy level is 80% and that the Council operates a fee model based on 90%. They have requested that the fee model needs to be updated to reflect the current situation.

- Council Response and Analysis

The number of vacancies reported by care homes in the county changed from 6.5% in January 2020 to 20% in January 2022. The method for collecting this information has changed during this time with homes now being encouraged to identify all the unused registered care beds whether they are available for use or not on a national care tracker. The previous local approach used to collect data in January 2020 identified how many beds were vacant and available to be used, any rooms or wings of a home that were not in use due to business reasons were not counted. Clearly this difference in data collection does not facilitate a direct comparison but it is certainly accepted that there has been a reduction in occupancy levels over the past 12 months.

The market has remained stable over the past year with only two service closures. One home closed following many years of poor performance resulting in action being taken by the Care Quality Commission and contract sanctions on new placements by the Council and Clinical Commissioning Group resulting in low occupancy. The Provider took the decision to close following long term difficulties in responding to their poor performance. The other home closure was a business decision following a reduction in occupancy resulting in the service no longer being viable.

The fee model used by the Council was developed with a 10% vacancy threshold. The Council's view is that the fee model should not be amended to increase the contribution towards sustaining empty beds in the Care Home sector. Whilst a viable and sustainable market is one that operates with higher occupancy, there is uncertainty over the future role of Care Home beds following the impact of COVID 19 due to individual choice for care. The Council has decided not to increase fee levels to help cover the costs of empty beds whilst this uncertainty exists. This will be a consideration when undertaking any new Fair Cost of Care fee setting exercise as referenced in this report.

- Staff Costs

The Association in their meeting with the Council on the 28 January 2022 and on the 4 February 2022 argue that the Council's fee model does not reflect the true costs of staffing and in their view the funds allocated in the fee model means they are unable to pay above the minimum wage. Providers have argued that the Council's fee model is flawed and that they believe that the Council's figures used for staffing are at a minimum £70 lower than it should be. They have also questioned why the Council's model does not include a budget line for use of agency staffing to cover costs of absent staff.

They identified that the National Living Wage is due to increase by 6.6% for staff aged 25 and over from 1 April 2022 (from £8.91 per hour to £9.50 per hour a 59p increase). They note that they have very few staff aged under 25 and that they do not want a two-level pay system, as this would be detrimental to recruitment and retention of under 25's to the industry. This increase in minimum wage is supported by Providers however they would want to pay more than this to be able to recruit and retain staff and maintain differentials between staff groups. Providers report that it is difficult to recruit and retain staff and the costs associated with this have increased and ask that the budget value associated with these costs are increased to reflect their concerns.

Providers also referenced the increase in employers National Insurance contributions due on the 1 April 2022 and hoped that the Council would acknowledge this as a new unforeseen cost that should be included in the fee calculation.

- Council response

For the increase of the National Living Wage, the Council has decided to use the 6.6% minimum wage increase for all staff costs including staff aged under 25 to assist with maintaining wage differentials. The Council's fee model is based on previous feedback from Providers of their own costs. Every home has different staffing levels reflecting the environment and client needs and legislation does not indicate what safe staffing levels are and there is no officially recognised tool for calculating appropriate staffing levels.

The Council notes and agreed to the Association's request for the fee model to be reviewed for future fee setting as part of Fair Price for Care exercise. This work will also address any outstanding concerns relating to agency staff costs.

The Government has made several grant contributions via the Council to Care Homes during 2021-22 to assist with temporary additional staffing costs associated with COVID 19, this has included the use of agency staff. This has included an increase in fees of 5% as an interim value for 10th December 2021 to 31st March 2022 using the Department of Health and Social Care Workforce Recruitment and Retention Grant to enable Providers to pay their staff an increased wage before the annual fee uplift.

In response to the workforce challenges described by the Association, Adult Care and the local NHS have established Joined Up Care Derbyshire (JuCD). JuCD is co-ordinating a range of activities designed to meet the three Programme themes:

- Attraction and Recruitment
- Traineeships and Apprenticeships
- Retention and Progression

The Council has recruited project staff to specifically work with social care providers with a focus on attraction and recruitment. The Council also continues to offer free places on its own in-house training courses.

- Nursing provision

The Association has requested that the Council respond in the fee setting exercise to concerns in respect of sustainability of Care Homes with Nursing. It has been highlighted that people are often very unwell when they attend a nursing home and their stay is short so there is greater movement of residents impacting on continuity of occupancy rates. The Association has highlighted that they experience extreme difficulties with recruitment and retention of nursing staff. They have also noted that a small number of homes have recently deregistered from providing nursing beds with the intention of only offering residential beds and that others are also considering the same action. Providers report the costs of using agency staff when they hold staff vacancies due to recruitment delays or sickness are greater than the funds received for nursing placements.

The Association have noted that the Council has previously signalled that there is likely to be an increased need for nursing beds in the next 10 years and have questioned how the Council is going to encourage investment. The Association have asserted that the current level of funding does not allow for any new investment into the County of Derbyshire and in their view any failure to increase the Council's contribution will contribute to further de-registration of nursing homes.

- Council Response

The sustainability of the Nursing Care Home market is of great importance to the Council as it assists with ensuring that there are suitable places for people to live following a period of admission in hospital.

NHS-funded nursing care was first introduced in England by the Health and Social Care Act 2001. Since its introduction, the NHS has funded a contribution towards the costs of nursing care, known as NHS-funded nursing care (NHS FNC) at nationally set standard rates for those individuals who are assessed as eligible for NHS FNC. The NHS at a national level determine the reasonable costs of providing the nursing element of care in a registered nursing home for FNC eligible residents. Reasonable costs are those which should allow care homes to provide sufficient numbers of suitably qualified, competent, skilled and experienced persons to provide NHS FNC. The NHS FNC rate for 2021-22 is £187.60. The Council contributes a further £43.33 per placement per week to assist with nursing costs, this value was originally identified (since inflated by the Council) following an independent review of NHS FNC on behalf of the NHS. This value was the shortfall between the eligible NHS FNC costs and the costs of nursing provision. It is proposed that this value of £43.33 per

week is increased by the standard rate of 6.1% inflation as suggested later in this paper.

The Council accepts that any new investment into increasing the availability of nursing beds will need to be part of a broader funding strategy with the local NHS. The planning for such investment will need to take account of the impact of COVID 19 on the market.

- Additional Cost Pressures

Providers have expressed concern about the rising inflationary pressures and have asked that the Council respond to these in the fee setting exercise. They particularly highlighted the uncertainty of inflationary increases associated with gas and electricity. One provider suggested cost increases of 28%.

Food costs have also been highlighted by providers with evidence from food suppliers showing an average 8% increase in costs. They also believe that the Council's budget line of £24.63 for food per week per client is too low with a suggestion that it should be nearer £29.00 per week.

The Association also highlighted that in their view the Council has undervalued a number of the costs in the fee model. They have particularly highlighted that due to COVID 19 obtaining/renewing care home insurance has been especially difficult with some insurance providers leaving the market and others increasing their premiums. This increase in premiums has been in response to perceived increased risk associated with additional claims associated with the impact of COVID 19 being made against individual homes. The Association have provided copies of documents from an Insurance Broker stating the weekly cost of new insurance is £7.55 against the Council's current value of £3.98.

They also asked that the costs for provision of agency staffing and recruitment costs are also reconsidered as some providers have needed to use agency staffing to cover for staff needing to self-isolate.

They have also highlighted the additional costs associated with maintaining infection prevention and control procedures in their homes and how this has required additional staff time and purchase of additional cleaning products.

Council Response

The Council notes the average insurance costs provided by an Insurance Broker and shared with the council by the Association. The Council has decided to use a standard inflationary value of 4.5% noting that we are not sighted on costs of all providers and they will all have different insurance values. The proposed new fair price for care analysis due to be undertaken later this year will canvass all providers and better understand the average market cost.

The Council notes the concerns about the additional agency staff costs some providers have experienced as a direct result of managing the impact of COVID 19. These costs were covered by the Infection Control grants distributed by the Council on behalf of the Government. The Council is prepared as previously stated to review these arrangements as part of next year's fair price for care analysis.

- Direct Care Provision

The Association has also expressed concern about the level of funding of the Council's own Care Home provision and especially the fees paid for the beds in the Community Care Centres. They have argued that the fee rates and capital costs paid for Direct Care provision are greater than the Council is prepared to pay for equivalent provision in the independent sector. The Association believes that the Independent Sector provides "Best Value" for the local taxpayer and that the Council spends more on its own Care Homes than it does on individual placements in the independent sector.

- Council Response:

The Council notes their concerns.

4.4 Fee Rate Methodology

The method for identifying the proposed fee rates builds on the work previously undertaken to identify a basic care home fee rate as detailed in the paper presented to Cabinet on the 9 September 2014. As part of this work the Council asked care home providers to complete a questionnaire to evidence their costs. The Council then used standard cost headings to analyse the returns before identifying values against each cost head - see Appendix 2.

To develop fee rate proposals for 2022-23, the amount paid under each cost heading has been increased based on a set of assumptions about inflationary pressures – see Appendix 2. These proposals have taken account of the feedback received from The Association and other Care Home providers. Based on this analysis, it is proposed to increase fee rates for basic care home provision by £37.94 per week which is equivalent to a 6.1% increase on the fee rate for 2021-22.

This methodology has been consistently challenged by the Association and a request has been made at meetings for the Council to commission an independent review of the actual costs of care. The Council is satisfied that its analysis and transparent methodology as shown in Appendix 2 is correct. However, as referenced earlier in this report the Government is requiring Local Authorities to undertake a new Fair Price for Care assessment of Care Home fees to take account of the impact of changes to how Self -Funders are treated as set out in the White Paper "People at the Heart of Care: adult social care reform".

4.5 Care Home Fees for other Client Groups and Specialist Placements

The proposals made in this report, and summarised in Appendix 2, focus on the basic Care Home fee rates for older people. It is proposed to also increase the base fee rates for Residential Care Home by 6.1% and Nursing Homes by 6.1% for other client group placements. This includes care home provision for people with a physical disability, people with learning disabilities and people with mental ill health- see Appendix 3.

The changes proposed to the basic fee rates for other client groups will not change the level of funding already paid against specialist care home placements where fee rates have been individually negotiated to ensure that the needs of people who require complex support/care arrangements are met. The fees for specialist placements are often substantially more than the standard care home fees.

The additional funding (top-up) paid for a specialist placement reflects the greater investment in staff and training to meet an individual's needs. It is proposed that up to 6% can be agreed with providers in receipt of specialist placements where they can evidence their increase in costs.

4.6 Dementia Fee Rate

An additional payment of £47.81 per week is currently paid towards supporting people with a diagnosis of dementia which is payable to homes that meet set criteria of dementia-friendly provision. It is proposed this payment is increased by 6.1 % to give a new value of £50.75 per week from 1 April 2022.

The Dementia fee was introduced to encourage homes to demonstrate that they have the skills, experience, environment and organisational culture in place to provide high quality dementia care. The Council presented this criterion as many providers describe their service as being able to meet the needs of people with dementia, but are unable to evidence that staff have adequate training, that the culture of the service is dementia friendly or that the environment has been adapted to be suitable for someone with a diagnosis of dementia. The importance of this award will continue to be promoted with care home providers to increase the take up.

4.7 Day Care Placements in Care Homes for Older People

Some people who are supported to live in their own homes can use day care places in care homes for older people. The care home is often situated close to where an individual resides and the homes frequently help with transport to and from the home, as well as providing meals. In some cases, homes will also provide a bathing service and are very flexible with places being made available at weekends and evenings, which can help Carers to get a break. This arrangement has been underutilised during the pandemic as Care Homes have been recommended to restrict visitors into their homes. The Council still wants this opportunity to be available once COVID 19 procedures allow.

The standard fee rate paid by the Council for day care placements in independent sector care homes is currently £42.78 per day. It is proposed for 2021-22 that this fee level to be paid to providers is increased by 6.1% to provide a new daily fee of £45.38 per day.

4.8 Block Contracts

Adult Care has a small number of block contracts with independent sector profit and not for profit organisations. A number of these agreements were established before the updated National Living Wage rate and National Insurance contributions due on the 1 April 2022. A number of these providers have requested an inflationary increase to assist them with meeting these and other additional unforeseen costs. It is proposed that payments of up to 3% can be agreed by the Executive Director of Adult Social Care and Health where Providers submit detailed evidence via open book accounting of their increase in costs. The decision making will include evidence showing that they are currently meeting their agreed targets for activity and performance and that they are unable to make efficiencies without impacting on the quality of provision.

4.9 Market Sustainability

The Council is required as part of Care Act 2014 duties to undertake a fee setting exercise each year to ensure that fees allow for a sustainable market.

The Council intends to undertake such an exercise as part of meeting a requirement of the Market Sustainability and Fair Cost of Care Fund allocated by the Department of Health and Social Care. It is intended that all Councils will undertake this exercise to prepare their markets for reform in line with the recent White Paper.

Councils will carry out activities and provide evidence to DCHS of the following to access future funds:

- conduct a cost of care exercise to determine the sustainable rates and identify how close they are to it
- engage with local providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the local market (particularly the over 65 Care Home market)
- use this additional funding to increase fee rates, as appropriate to local circumstances.

5. Alternative Options Considered

To offer no increase in fee levels from 1st April 2022. This would severely impact the market as providers would be unable to pay their staff the

national minimum wage increase. The Council has a responsibility of ensuring the sustainability of the market and ensuring that fees take account of inflationary increases to support a range of providers across the County to provide choice. Any failure to pay increased fees would destabilise what is already a fragile market that is struggling to recruit and retain staff.

Alternatively, the Council could increase the fees to match the requests being submitted by the Association and other Care Home Providers. The Council believes that the fee modelling described in this paper is fair and affordable. The new proposed fee modelling described in 4.9 above will assist in better understanding whether increasing rates further in the future will be good value.

6. Implications

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

7. Background Papers

None identified

8. Appendices

8.1 Appendix 1 – Implications

8.2 Appendix 2 – Fee Modelling

8.3 Appendix 3 – Usual Cost of Care Fee Rates – From 1 April 2022

9. Recommendation

That Cabinet agrees:

- increase the rate paid to independent sector residential care homes for the financial year 2022-23 by 6.1% per week;
- increase the rate paid to independent sector nursing homes for the financial year 2022-23 by 6.1% per week
- make an inflationary payment of up to 6.1% for specialist care home placements where evidence is provided of inflationary pressures;
- an updated fee rate of £45.38 per day (from £42.78 per day) for a day care placement in a care home;
- increase the rates for in-house day care and residential care by 6.1%;
- an updated dementia rate of £50.75 per week (from £47.81)

- make an inflationary payment of up to 3% for well-performing block contracts in specific circumstances.

10. Reasons for Recommendation

The recommendations to increase a range of fee levels by % will enable providers to pay their staff the equivalent of the National Minimum wage increase from the 1 April 2022.

The proposed increases are in line with the duty placed on the Council by the Care Act 2014 to promote a sustainable market.

Failure to increase fees in line with inflationary pressures will undermine the Council's ability to secure services for people with an assessed social care need.

11. Is it necessary to waive the call-in period?

No

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Implications

Financial

- 1.1 The estimated cost of this proposal to increase fee rates from 1 April 2022 is £8.696m per annum. This will be funded from the service pressure growth bid for Adult Care fee increases which was approved as part of the Revenue Budget Report 2022-23 by Full Council on 2nd February 2022.

Legal

- 2.1 Section 5 of the Care Act 2014 places a duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:
- a) has a variety of providers to choose from who (taken together) provide a variety of services;
 - b) has a variety of high-quality services to choose from; and
 - c) has sufficient information to make an informed decision about how to meet the needs in question.

In performing that duty, the Council must have regard to the importance of ensuring the sustainability of the market. Sufficient inquiries should be undertaken, to ensure the Council is properly informed of the local market conditions.

The Care and Support Statutory Guidance further details the duties on local authorities to facilitate markets that offer a diverse range of high-quality and appropriate services. The Council must assure itself that the fee levels do not compromise the provider's ability to (1) support and promote the wellbeing of people receiving care and support; (2) meet the statutory obligations to pay at least the national minimum wage; and (3) provide effective training and development of staff.

Case law is clear that the Council should take steps to ensure that fee levels reflect the actual cost of care. The rates should also take into account the legitimate current and future costs, and the potential for improved performance and most cost-effective ways of working.

The Council is under a duty to promote diversity and quality in the market of care and support provision. The Association has put forward an argument that the Council is in breach of this statutory duty, as the current rates are below the actual cost of care. The Council is satisfied that the methodology used in calculating the proposed fee increase is

equitable and properly reflects the increased cost pressures highlighted by the providers.

Human Resources

- 3.1 There are no human resources considerations associated with this report.

Information Technology

- 4.1 There are no Information Technology considerations associated with this report.

Equalities Impact

- 5.1 Providers are required to adhere to Derbyshire County Council's Equal Opportunities policies.

Corporate objectives and priorities for change

- 6.1 This proposal will support local business to recruit and retain staff to provide support to people so that they may continue to live in their own homes to control their personal circumstances and aspirations.

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

- 7.1 In preparing this report the relevance of the following factors has been considered: human resources, health, environmental, transport, and crime and disorder considerations.

Fee Modelling

Inflation Assumptions used by Derbyshire County Council to Identify Fee Rates for 2022-23

In considering the budget lines in the fee cost model below the Council utilised the Office of National Statistics' Consumer Price Inflation (CPI) report for December 2021 as a proxy for understanding the costs in the care industry.

Some of the budget lines used in Appendix 2 do not have a direct corresponding goods or services division in the CPI report in such cases individual judgements have been made about how inflation may contribute to the costs of running a care home. The CPI report noted that standard inflation for care home provision is 4.5% which is used as default in this fee modelling tool.

Staffing

From April 2022 Providers will be required to pay all staff over 25 at least the national living wage of £9.50 per hour which is equivalent to a 6.6% increase on the national living wage rate of £8.91 set in April 2021.

The Council has decided to use the 6.6% minimum wage increase for all staff costs including staff aged under 25. It is also proposed that any other costs linked to staffing eg pension are also increased by 6.6%.

From 1 April 2022 Employer National Insurance Contributions (NI) will increase by 1.25% with additional funds raised being used to fund the NHS and social care. A new budget line has been added to the model with a value identified for Employers National Insurance contribution which it is proposed will need to increase by up to 6.6% as contribution to additional NI costs.

Repairs and Maintenance

There are no direct comparisons with CPI available for these areas of cost except for service costs at 0.2% otherwise we have used inflationary costs of 4.5% for the other budget lines.

Other Non-Staff Costs

Food inflation in CPI report is identified at 4.5% the Council proposes to use value

For utilities the Council has used the average overall value of standard inflation value by 20% reflecting the current concerns about inflation.

There is no direct comparison for Insurance Costs in the CPI tables; the value used in the Council's fee model is £3.98 per person per week. The Care Association have shared information from a local insurance Broker that in their view the average price per bed is £7.55. Noting that all care homes are different sizes and undertake different activity and at different stages of renewal of their insurance it is proposed to use 4.5% standard inflationary value.

Registration Fees:

Neither the Care Quality Commission or Disclosure Barring Service have reported increases in fees for 2022-23 so this value will remain the same.

CARE HOMES

PERSONAL CARE ONLY FOR FRAIL OLDER PEOPLE	2021/20	2022/23 Inflation	2022/23
A) STAFF, INCLUDING EMPLOYERS' ON-COSTS			
TOTAL CARE ASSISTANTS (inc senior) STAFF	227.88	6.60%	242.92
Catering, cleaning and laundry staff cost per resident	51.36	6.60%	54.75
Other Staff Costs (excluding management and admin)	4.93	6.60%	5.26
Management, administration, reception staff cost per resident	70.99	6.60%	75.68
National Insurance	21.34	6.60%	22.75
Pension Cost	11.30	6.60%	12.05
TOTAL STAFF	387.80		413.41
B) REPAIRS AND MAINTENANCE			
Maintenance capital expenditure	18.14	4.50%	18.96
Repairs and maintenance (revenue costs)	10.24	4.50%	10.70
Contract maintenance of equipment	2.02	0.20%	2.02
TOTAL REPAIRS AND MAINTENANCE	30.40		31.68
C) OTHER NON-STAFF CURRENT COSTS AT HOME			
Food	24.63	4.50%	25.74
Utilities (gas, oil, electricity, water, telephone)	23.32	20.00%	27.98
Handyman and gardening (on contract)	9.51	4.50%	9.94
Insurance	3.98	4.50%	4.16
Total medical supplies and continence products	3.96	1.50%	4.02
Trade and clinical waste	2.67	4.50%	2.79
Registration fees (including DBS checks)	3.57	0.00%	3.57
Recruitment	0.78	4.50%	0.82
Direct training expenses (fees, facilities, travel and materials)	10.85	4.50%	11.34
Other non-staff current expenses	22.15	4.50%	23.15
Equipment Costs	3.86	1.50%	3.92
TOTAL NON-STAFF CURRENT EXPENSES	109.28		117.43

TOTAL EXCLUDING CAPITAL	527.48		562.52
Return on capital	50.44	0.50%	50.69
Summary Weekly Fee	<u>577.92</u>		<u>613.21</u>
Divisible by 7	577.92		613.20
% Increase		6.10%	

Appendix 3

Usual Cost of Care Fee Rates – From 1 April 2022

	Weekly Standard Rate	Quality Premium Rate (Additional £22.75 per week)
	£	£
INDEPENDENT SECTOR		
Residential Placement		
Older People/Mental Health/Drug & Alcohol	613.20	635.95
Physical Disability (>65)	700.07	722.82
Learning Disability	632.17	654.92
Nursing Placement		
Older People/Mental Health/Drug & Alcohol	659.12	681.87
Physical Disability (>65)	695.94	718.69
Learning Disability	627.69	650.44
Nursing fees exclude Funded Nursing Care contribution.		
Dementia Care Payment		
Residential & Nursing	50.75	
Day Care (per day)		
Residential & Nursing	45.38	
IN HOUSE PROVISION		
Residential Placement		
Homes for Older People	817.81	
Homes for Older People (Preserved Right Pre 01/10/20)	635.95	
Community Support Beds / Specialist Dementia	1,324.75	
Community Support Beds / Specialist Dementia (Preserved Rights 01/08/18 to 30/09/20)	1,177.89	
Community Support Beds / Specialist Dementia (Preserved Rights Pre 01/08/18)	635.95	
LD Residential	1,384.11	
Day Care (per day)		
Older People	44.40	
Learning Disability	58.28	



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 March 2022

Report of the Executive Director for Adult Social care and Health

**Learning Disability Day Opportunities Service Redesign
(Adult Care)**

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a Key Decision because, if the proposed changes are made, it is likely to:

- a) result in the Council incurring expenditure which is, or making savings which are, significant having regard to the budget for the service or function concerned; and
- b) be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 Cabinet is asked to approve the undertaking of a public consultation, including consultation with the current Learning Disability day service users, on two options concerning the future delivery of day opportunities for people with a learning disability and/or who are autistic.

4. Information and Analysis

- 4.1 This report outlines two options for consultation on the future delivery of day opportunities for people with a learning disability and/or who are autistic. This does not affect older adult's day services and all references to day services throughout this report relate to those services for people with a learning disability and/or who are autistic.

Background and context

- 4.2 Our aim is to support Derbyshire people with a learning disability and/or who are autistic to live the lives they want to live – safe, fulfilled lives in their local communities.
- 4.3 The proposed new approach is based on feedback from people who we support who told us they wanted to live safe, fulfilled lives as independently as possible in their communities with equal access to opportunities and services such as social and leisure, housing, jobs, health and transport. The proposals are also informed by the recent White Paper 'People at the heart of care' which sets out a vision for adult social care that has people and families at its heart.
- 4.4 Our emphasis is on future planning for independence including helping people to gain valuable daily living skills and confidence so they can explore options for how they might want to live and be supported.
- 4.5 We will continue to involve those with learning disabilities and/or who are autistic, their families and carers in creating solutions that reflect their individual strengths and needs.
- 4.6 This will be around sustainable models of support that recognise people with disabilities have the potential to be an active part of their community.
- 4.7 By working with people and their families, we aim to help them to achieve their ambitions, progress and develop, leading to:
- Better informed choice
 - Increased employment rates
 - Increased community and digital inclusion
 - Recognition that people are the experts of their own experience
 - Effective contingency planning
- 4.8 Alongside the principles of the Care Act 2014, the recent White Paper 'People at the heart of care' is driven by people with experience of Adult

Care and promotes the approach we wish to take in Derbyshire in terms of person-centred support, co-production, independence and enabling people to live as part of their community.

- 4.9 In Spring 2020, a team of Social Work practitioners (The Hub) started to reassess all people with a learning disability and/or who are autistic who attended a Council-run day centre prior to the COVID-19 pandemic.
- 4.10 Since then, the Hub Team has worked with everyone living in the community who previously attended a Council day service. The Hub has completed outcome focussed assessments, exploring a range of opportunities for people to build support plans that provide a variety of activities (a blended support plan).
- 4.11 Examples of activity that people are now undertaking include voluntary work, direct payment support, work placements, digital inclusion, private, voluntary, and independent sector day opportunities and inclusion into community groups. One family member of a person who previously had a five day building-based service and is now receiving alternative opportunities that maximise her independence and involvement in the community in the form of a work placement in a local children's nursery said, *"the opportunities being provided are really good, it feels like she is finally leaving school after all these years, she is moving into the world"*.
- 4.12 A summary of the outcome focussed assessments completed since 2020 is as follows:
- **190 people** are now accessing alternative activities to a Derbyshire County Council day centre through the form of a blended support plan approach.
 - **28 people** are now accessing some alternative activities alongside an average of two and a half days attending a Derbyshire County Council day centre.
 - **111 people** have returned to a Derbyshire County Council day centre, although capacity remains constrained due to the current infection control procedures due to COVID- 19.

New Model – Option One

- 4.13 Our findings from the assessment process referred to above show that two thirds of people who historically attended a Derbyshire County Council (DCC) day centre have chosen completely, or in part, alternative opportunities and activities – moving away from a DCC building-based traditional service. We have very little demand for a

building-based service for new people coming into Adult Care such as through transition from Children's Services to Adult's Services. Currently there is no waiting list for new people to attend the day centres, although we do recognise that we have people currently attending who would wish to increase their number of days. Young people and their families want to be included in communities, live as independent a life as possible and seek employment opportunities. We are confident that we can support people to fulfil their aspirations and be active participants in their communities with the following model of working. We know that for some people with complex needs a building-based service needs to be part of their care and support plan. This would be determined through an outcome focused assessment under the Care Act 2014.

- 4.14 **Enhancing the Community Connector Service** we have a team of 18 full-time community connectors who cover the county and support people with a learning disability and/or who are autistic to use all opportunities available to them. These can include travel training, employment opportunities, social activities, direct payments, private voluntary independent sector, voluntary work, digital support, relationship building, community groups, education and learning, work experience.
- 4.15 The new model would increase the Community Connectors team to 25 full time practitioners and an additional deputy manager alongside the existing management structure. We propose to stabilise this team by having permanent posts rather than temporary/fixed term. There is a huge demand for this service from Adult Social Care Teams and Children's Services transition referrals – with a current waiting list of approximately 150 people. Anyone requesting support from Adult Social care who has a learning disability and/or who is autistic would go via the Community Connectors service as well as the team having availability to work with anyone currently known to Adult Care, for example those that accessed a DCC day service previously. This would also provide redeployment opportunities for any Day Service Workers affected by other elements within the new model.
- 4.16 In addition to the Community Connector Service, we recognise that people who have returned to a DCC day centre as their only provision need some additional support due to practical barriers in the community or the confidence of the person and/or their carers. We are therefore proposing a new **Support Service Team** alongside the Community Connectors to provide more intensive support to people and their families to navigate these changes. This would be for up to two years to support people through the transition to alternative opportunities in

addition to their DCC day centre. The Chesterfield Resource Team and Southcroft support teams would also be included in this service design as they currently support working age adults in the community.

- 4.17 The Community Connectors and Support Service would also be heavily involved in influencing development of service provision, community activity and form links with employers and education to enhance the offer and opportunities for people with a learning disability and/or who are autistic across the whole of Derbyshire. Taking this approach will embed a progression model within the new offer, support independence and improve contingency planning reducing the likelihood of residential care when carers are no longer able to support.
- 4.18 **Dynamic Commissioning** we are being proactive with identifying gaps in provision for day opportunities for people with a learning disability and/or who are autistic. We have a new support request form which captures demand and types of opportunities people are requesting along with the area of preference. We are then meeting with providers to feed back and encourage tenders to meet the needs of people assessed. We are working closely with the private, voluntary, and independent sector to align their models and encourage the development of creative ideas. As part of this we are encouraging micro providers and people using pooled budgets through direct payments to access local, shared support where appropriate. We are linking in with community groups and initiatives such as Thriving Communities to build connections and opportunities for people.
- 4.19 **Practitioner Support** - The Hub Team would continue on a smaller scale to support with the transition of this new model. The practitioners will support people, their families, and carers to achieve independent outcomes. The practitioners will also re-assess those people in residential and supported living who previously attended DCC building-based services. These people have been found alternatives by their area Social Worker however we are keen review to ensure this is sustainable long-term support. We will also review anybody affected by the proposed changes.
- 4.20 **Building-based day services.** The following proposals for building-based services would be implemented through a phased approach over a twelve-month period as set out below. This would be achieved with the development of the aforementioned services and the expected reduction of infection prevention control measures which will significantly increase building-based capacity.
- 4.21 **Phase one**

- Discontinued use of four building-based day services - Ashbourne and Waltham (Derbyshire Dales), Oxcroft (Bolsover) and Renishaw (North East Derbyshire) due to lack of demand.
- People who have been attending these services have already been supported to access alternative provision either in the community or at another DCC or private, voluntary, or independently (PVI) operated day centre.
- There are thirteen PVI providers operating across Derbyshire Dales and nine operating across Bolsover and North East Derbyshire.
- This activity would take place over a three-month period.

4.22 **Phase two**

- People attending Whitemoor (Amber Valley) would have their service transferred to Parkwood (Amber Valley). This is a more suitable building as it has significantly more facilities for example a café, training rooms and an IT suite.
- Coal Aston (North East Derbyshire), Carter Lane and Whitwell (both in Bolsover) day services would be discontinued for use. People accessing a service from these centres would be referred into the Community Connector service to identify alternative community-based opportunities or another DCC building-based offer. There are also nine PVI providers that operate across Bolsover and North East Derbyshire.
- Newhall Day Centre (South Derbyshire) would cease provision of a building-based service. People attending the service would be referred to the Community Connector service to identify alternative community-based opportunities or another DCC building-based offer. Additionally, there are ten PVI providers of day opportunities that operate across South Derbyshire.
- This activity would take place over a three-month period following phase one.

4.23 **Phase three** would be implemented over a six-month period. This will be a consolidation of the remaining building-based day services across four centres:

- Alderbrook (High Peak)
- No Limits (Chesterfield)
- Outlook (Erewash)
- Parkwood (Amber Valley)

The transition to the new model would take twelve months from any decision being made.

4.24 A total of **139 people currently access a day centre** as part of their support plan.

- **48 people** would be affected by these proposals.
- **91 people** would not be affected by these proposals as they attend one of the four-day centres, which will remain open, though the proposed new model would also open up alternative opportunities for this cohort.
- The majority of people with complex needs live in the locality of these day centres.

4.25 It is proposed, as part of the new model, that DCC would provide transport to anyone where their DCC day opportunity service is relocated as part of the proposals should they wish to continue to access it.

4.26 Whilst alternatives activities and support have been found for the 151 people who live in residential care or supported living who attended building-based day services prior to March 2020, the intention is to re-assess to ensure all opportunities have been explored for their long term future. The expected reduction of infection prevention control measures which will significantly increase building-based capacity, will ensure opportunity for those who would benefit from this service could return.

Option Two available to the Council

4.27 The alternative to the proposed new model is that the Council continues as at present with twelve traditional building-based services. It should be noted that in doing so, we would be unable to free up investment for the proposed new model of community-based support. This would have implications for the long-term financial sustainability of both Adult Social Care services and the wider Council, as demand for this type of service is reducing. The Council would continue to provide services that are out of line with many other local authorities and national guidance such as the recent Social Care Reform White Paper 'People at the Heart of Care', and "The impact of the COVID pandemic on adults with learning disabilities and / or autism, their family carers and service provision" report by the Association of Directors of Adults Social Services.

Previous Consultation

- 4.28 The proposals for a community-based offer build on work undertaken by the Council between 2018-2020 as part of the 'My Life, My Way' engagement programme. They are not a reflection of temporary measures that have been put in place to Learning Disability day services arising from the Covid-19 pandemic.
- 4.29 Learning Disability Procurement Review: Following approval by Cabinet on 20th December 2018, formal engagement commenced with attendees of Derbyshire County Council Learning Disability Day Centres and family carers on proposals for the future model of support and service delivery for day opportunities. This engagement started on 2nd January 2019 and closed on 31st March 2019, with a final report presented to the Council's Cabinet on 6 June 2019.
- 4.30 The outcome of this engagement was the introduction of a progression model to support more people to access training, skills and opportunities for volunteering or employment, where appropriate, via a Community Connector service. The new eligibility criteria came into effect in November 2019 and applied only to new referrals into the service. It was intended that those already attending a service would have a review to determine their level of support moving forwards and whether the options proposed through the progression model would be appropriate.
- 4.31 These reviews commenced in January 2020 in the High Peak (Alderbrook), Amber Valley (Parkwood initially) and South Derbyshire areas. Significant work had been completed across the service to understand people with a learning disability and/or who are autistic could be supported to gain independence and work towards volunteering or employment. A series of networking events for employment related services and social care professionals i.e. Community Connectors, CVS, and DWP had started and were being well received.

Analysis of the current position

- 4.32 The Council currently operates twelve building-based day centres for people with a learning disability and / or who are autistic:
- Alderbrook, Chinley - High Peak
 - Ashbourne and Wirksworth (combined service), Derbyshire Dales
 - Carter Lane, Whitwell - Bolsover
 - Coal Aston, Dronfield – North East Derbyshire
 - Newhall, Swadlincote - South Derbyshire
 - No limits, Chesterfield

- Outlook, Long Eaton - Erewash
- Oxcroft Lane, Bolsover
- Parkwood, Alferton – Amber Valley
- Renishaw, Eckington – North East Derbyshire
- Whitemoor, Belper – Amber Valley
- Whitwell, Bolsover

4.33 Prior to the temporary decision taken by the Cabinet Member for Adult Care, on 13th January 2022, to consolidate Learning Disability Day Services on a needs-basis in response to reasons relating to covid-19, there were nine building-based day centres open with Infection Prevention Controls in place:

- Alderbrook, Chinley - High Peak
- Carter Lane, Whitwell - Bolsover
- Coal Aston, Dronfield – North East Derbyshire
- Newhall, Swadlincote - South Derbyshire
- No limits, Chesterfield
- Outlook, Long Eaton - Erewash
- Parkwood, Alferton – Amber Valley
- Whitemoor, Belper – Amber Valley
- Whitwell, Bolsover

The Oxcroft Lane service (Bolsover) has joined with Carter Lane to become one service. Renishaw has joined with Coal Aston.

4.34 Currently there are 111 people in total who are only attending a DCC service across the nine day centres open, some of whom would wish to increase the number of days they attend. There are no centres operating a waiting list for new referrals.

Centre	Location	Number of Attendees
Alderbrook	Chinley	11
Carter Lane	Bolsover	3
Coal Aston	Dronfield	5
Newhall	Swadlincote	9
No Limits	Chesterfield	11
Outlook	Long Eaton	18
Parkwood	Alfreton	22
Whitemoor	Belper	26
Whitwell	Bolsover	6
Total		111

The current budget for the learning disability day centre provision is £6.7m with a projected spend of £6.2m, which excludes transport costs.

5. Consultation

- 5.1 If this report is approved, it is proposed that formal public consultation will commence on 28 March 2022 and last for 12 weeks ending on 19 June 2022. A public consultation exercise would be carried out seeking people's views on the two options being presented.
- 5.2 We will support current individual day centre users and their carers to understand and engage with the consultation process and the potential implications for them by offering support to participate in the consultation via a one-to-one interview, where requested, and creating an easy read information pack to ensure the relevant information is presented in an accessible and clear format.
- 5.3 Adult Social Care's Stakeholder Engagement Team (SECT) will arrange and coordinate, subject to risk assessments and any COVID restrictions and advice from Public Health and Health and Safety at the time, a series of face-to-face consultation meetings for current individual day centre users and their carers. In the event that restrictions prevent face to face meetings taking place then arrangements will be made to replace them with virtual meetings via Microsoft's Teams platform.
- 5.4 The SECT will arrange and coordinate three virtual public consultation meetings. Interested parties and members of the public will be invited to book a place on one of the three virtual public meetings via publicity and communications.
- 5.5 The SECT will develop an easy read version of a questionnaire for participants to complete. The questionnaire will be reflective of the proposal/s and give opportunity for participants to comment and give feedback on their views. The questionnaire will be placed on DCC's Have Your Say webpage where consultees will be encouraged to visit and complete a questionnaire.
- 5.6 All Stakeholders will also be given the opportunity to give their views by sending a letter, via email to ASCH.Tell.AdultCare@derbyshire.gov.uk or via telephone contact for SECT. Stakeholders will be given the opportunity to either email a message or leave a telephone voice mail requesting a call back from a member of SECT. SECT members will then record any feedback via telephone interviews and/or assist participants to complete an online questionnaire

5.7 Subject to this report being approved and the consultation exercise undertaken it is anticipated that, once the consultation responses have been considered and an Equality Impact Analysis completed, a further report will be presented to Cabinet regarding the proposed next steps in August 2022.

6. Alternative Options Considered

6.1 In the formulation of the new model being presented in this report additional options have been considered but are not being consulted upon. These options are outlined below.

6.2 Close fewer building-based day centres. However, the centres being proposed as part of the proposed new model have been considered most appropriate to be so based on:

- Locality – ensuring we have sufficient geographically accessible day services; and
- Sufficient capacity – the proposed configuration of buildings would provide the expected capacity to meet future demand.

It is, therefore, considered that other configurations from those proposed in the proposed new model would not meet these criteria.

6.4 Close all building-based day centres. This would see a move to a fully community-based offer with no directly provided building based services by the Council. It is recognised that this option would pose serious challenges to those people who experience barriers to accessing community services, alongside a lack of alternative building-based provision across the County.

7. Implications

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

8. Background Papers

8.1 Cabinet on 20 December 2018 - Reshaping the learning disability day care offer and commencing consultation on the future service model for all other services for people with a learning disability.

- 8.2 Cabinet on 6 June 2019 - Outcomes from the consultation on reshaping the council's day care offer for people who have a learning disability and/or Autism
- 8.3 Department of Health and Social Care (2021), *People at the Heart of Care: adult social care reform white paper*.
- 8.4 The Association of Directors of Adult Social Services (2021), *The impact of the COVID pandemic on adults with learning disabilities and / or autism, their family carers and service provision*.

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 – Private, Voluntary, and Independent providers of day opportunities for people with a learning disability and / or who are autistic.

10. Recommendation(s)

That Cabinet:

- a) Approves the programme of formal public consultation for a period of 12 weeks on the two options concerning the future of Day Opportunities for people with a learning disability and / or who are autistic.
- b) Receives a further report following the conclusion of the consultation process, including a full Equality Impact Analysis and Staffing Report.

11. Reasons for Recommendation(s)

- 11.1 Proposals to make significant changes in service provision require consultation with the public and those directly affected, including people who use the service, staff and carers and relevant stakeholders to ensure that their views can be taken into account when a final decision is made. Consultation for 12 weeks is proposed to ensure the Council complies with its legal obligations.
- 11.2 A further report following the conclusion of a consultation is recommended to ensure that Cabinet is fully informed of the outcome of

the consultation and Equality Impact Analysis when it makes a decision on the future of the Day Opportunities.

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

12.1 No

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Implications

Financial

- 1.1 The gross budget available as a result of the proposed closure of the eight building-based day centres would be in the region of £3.454m. However, an estimated £1.552m would be required to fund alternative support options for clients along with £0.272m for the creation of a Support Service Team. This would result in a cost reduction of £1.630m which would contribute to the budget savings target allocated to Adult Social Care & Health. These figures don't include provision for potential redundancy costs and site clearance/security costs. Also, potential receipts from sale of land/property are not included.

Legal

- 2.1 Section 1 Care Act 2014 imposes a general duty on the Council to promote an individual's well-being whenever exercising any function under Part 1 Care Act 2014.
- 2.2 'Well-being' is not defined within the Care Act 2014 and is a broad concept. Section 1(2) lists nine individual aspects of well-being as follows:
- (a) personal dignity (including treatment of the individual with respect);
 - (b) physical and mental health and emotional well-being;
 - (c) protection from abuse and neglect;
 - (d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided);
 - (e) participation in work, education, training or recreation;
 - (f) social and economic well-being;
 - (g) domestic, family and personal relationships;
 - (h) suitability of living accommodation;
 - (i) the individual's contribution to society.

Although the well-being principle applies specifically when the local authority makes a decision in relation to an individual, the Care and Support Statutory Guidance is clear that the principle should also be considered by the Council when it undertakes broader, strategic functions.

- 2.3 Section 5 Care Act 2014 places a separate duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:
 - a) has a variety of providers to choose from who (taken together) provide a variety of services;
 - b) has a variety of high quality services to choose from; and
 - c) has sufficient information to make an informed decision about how to meet the needs in question.

- 2.4 Section 18 Care Act 2014 provides that where an adult is assessed as having eligible needs, the Council is under a duty to meet those needs; one way of meeting those needs is by attending a day centre. Should an individual's current day centre close, alternative arrangements to meet those eligible needs must be made. Where a care plan is to be altered, the Council must have regard to, amongst other things, the outcomes the individual wishes to achieve and the impact on a person's well-being. The report details steps which would be taken to support individuals to navigate these changes and identify alternative opportunities to DCC day centre provision.

- 2.5 Proposals to make significant changes in service provision require consultation with the public and those directly affected, including service users, their family/carers, staff and relevant stakeholders.

- 2.6 Case law has established minimum requirements of consultation, which are:
 - a) Consultation must be at a time when proposals are at a formative stage;
 - b) Sufficient information must be given to permit a person to "give an intelligent consideration and response";
 - c) Adequate time must be given for consideration and response; and
 - d) The results of the consultation must be conscientiously taken into account in finalising any proposal and provided to the decision maker to inform their decision

- 2.7 In assessing these proposals, the Council should also have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010.

2.8 The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (*section 149(1) (a)*).
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (*section 149(1) (b)*). This involves having due regard to the needs to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (*section 149(4)*); and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it (*section 149(1)(C)*).

2.9 Preliminary consideration has been given to the impact of the proposals on persons with protected characteristics in drawing up these proposals. In particular it is recognised that the methods and content of the consultation will need to be designed so as to fully reflect the needs of the relevant protected groups, in particular older people and disabled people.

2.10 In addition, regard has been paid to the Equality Impact Analysis (EIA) carried out in respect of the care pathway redesigns as is referred to in the report. A full EIA will be prepared during the consultation process reflecting issues that are raised during the consultation process. This will be reported in full to Cabinet and a full copy of the EIA made available to Members in order that any adverse impact along with any potential mitigation can be fully assessed. Cabinet members will be reminded at that time of the need to have careful regard to the conclusions of the EIA.

Human Resources

- 3.1 Any workforce implications arising from the proposals will be the subject of further reports on the conclusion of public consultation. Staff will be included in the public consultation and as mentioned in Section 5 of the report, separate engagement with, and support for, all staff of the day services that are the subject of this report will be carried out as part of any consultation exercise.

Information Technology

- 4.1 None directly arising.

Equalities Impact

- 5.1 The Council has a duty to recognise and mitigate the impact of any changes it proposes upon people in protected groups. The proposals in this report affect people with a learning disability and / or who are autistic currently accessing day services provided by Derbyshire County Council.
- 5.2 There are 111 people currently accessing day opportunities at a centre provided by Derbyshire County Council. Of these, 52% are men and 48% women; 98% are of working age with 2% aged 65 or over; 96% are White British with 4% from other backgrounds.
- 5.3 The Council will take account of the challenges which the people affected by the proposals in this report face, both in terms of participation in the consultation and in ensuring that the impact of any changes is mitigated if they are to be implemented. Family, and carers will be invited to participate in the consultation and advocacy services will be arranged for people who require them.
- 5.4 A full Equality Impact Analysis will be undertaken and this will be reported to Cabinet on the completion of the consultation on the proposals in this report, should a consultation exercise be approved by Cabinet.

Corporate objectives and priorities for change

- 6.1 In the Council Plan 2021 – 2025 the Council states that listening to, engaging, and involving local people to ensure services are responsive and take account of what matter most to people, as being a core value.
- 6.2 In the Council Plan 2021 – 2025 the Council states that as part of its actions to create Resilient, healthy, and safe communities it will work with people with learning disabilities and/or who are autistic to develop Council

services to ensure they are tailored to meet individuals needs and help people achieve their personal goals. By 2025 it is expected that the Council will have enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on public services

- 6.3 The Council commits to work together with its partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive, and to spend money wisely making the best use of the resources that it has.

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

- 7.1 As set out in the report.

Independent providers of day opportunities for people with a learning disability and / or who are autistic

Countywide:

- Derbyshire Autism Services Ltd.
- One to One Support Services Ltd

Amber Valley:

- Autism East Midlands - Mundy Street Day Service
- CCT Community Enablement Team Ltd
- Craftwood Community Interest Group
- Grow Outside C.I.C - Ripley
- Leonard Cheshire - Community Activity Group
- Lovehands Care Services Ltd
- Umbrella

Bolsover:

- CCT Community Enablement Team Ltd
- EMH Care and Support - Five Senses
- Freedom Centre
- New Roots Care & Education
- Rhubarb Farm

Chesterfield:

- Ability Ash Lodge
- Ability Victoria Street
- CCT Community Enablement Team Ltd
- Cygnet Healthcare Ltd. - Sheffield Day Service
- Edmund Street Activity Centre -
- Fairplay Independent Living Group
- Fairplay One to One Support
- Freedom Centre
- High Ashes Rural Project C.I.C - Building With Friends
- Leonard Cheshire - Community Activity Group
- Macintyre - Holmewood
- Macintyre - Queens Park
- Macintyre - Swanwick Memorial Hall
- New Roots Care & Education
- Rhubarb Farm

Derbyshire Dales:

- Beckside Care Farm
- CCT Community Enablement Team Ltd
- EMH Care and Support - Golding Grange
- EMH Care and Support - JT Project
- EMH Care and Support - Medway
- Freedom Centre
- Good News Family Care (Homes) Ltd - Good News Care Farm
- Greenaway Workshop - Craft Package
- High Ashes Rural Project C.I.C - Building With Friends
- Leonard Cheshire - Allotment/Gardening Group
- Little Canyon Outreach Service

Erewash:

- Cygnet Healthcare Ltd. - Long Eaton Day Service
- Leonard Cheshire - Community Activity Group
- Leonard Cheshire - Swimming/Spa
- Umbrella

High Peak:

- Bright Opportunities
- Connex Community Support - Care and Support
- Good News Family Care (Homes) Ltd - Good News Care Farm

North East Derbyshire:

- Derbyshire Stroke and Neuro Rehab Centre - Day Centre
- EMH Care and Support - Five Senses
- Freedom Centre
- High Ashes Rural Project C.I.C - Building With Friends
- New Roots Care & Education
- Rhubarb Farm

South Derbyshire:

- Cygnet Healthcare Ltd. - Long Eaton Day Service
- EMH Care and Support - JT Project
- Grow Outside C.I.C - Church Gresley
- Hickling House
- Leonard Cheshire - Community Activity Group
- Lovehands Care Services Ltd
- The Mixed Craft Workshop Derby Ltd
- Umbrella

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 March 2022

Report of the Executive Director - Adult Care

Older People's Independent Living Services Consultation and Review
(Cabinet Member for Adult Care)

1. Divisions Affected

1.1 Countywide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To seek agreement to undertake a 12-week consultation on the future provision of the Derbyshire County Council funded Older People's Independent Living Services (OP ILS) and Falls Recovery Service (FRS)

3.2 To inform Cabinet of a system-wide review of the Falls Recovery Service this is currently embedded in the Older People's Independent Living Services Contract

4. Information and Analysis

4.1 Background

4.2 The Council has been funding a range of legacy low-level OP ILS support for many years. These services were initially set up after the

Government's Supporting People programme was launched in 2003. This funding was ringfenced until 2009 and from 2010 DCC has funded OP ILS from its core ASC budget.

- 4.3 The purpose of the funding was to deliver older people's floating support to people across all tenures to enable them to maintain their tenancy. The key aim of floating support was to promote personal independence through the development of skills and support networks therefore reducing reliance on formal provision. However, in some areas the expected outcomes are not being realised and there is a lack of equity in accessing the service depending on the kind of tenure the person holds.
- 4.4 Since 2019, new service specifications for OPILS have been in place at a total cost of £1.543m and are delivered in lots across the county on a district/borough footprint as follows:
- i. Chesterfield Borough Council Housing Services Team deliver provision in Amber Valley, Chesterfield and North East Derbyshire across three contracts as an Inter Authority Agreement (IAA)
 - ii. Bolsover District Council Housing Team deliver provision in Bolsover (IAA)
 - iii. High Peak Borough Council Housing Team deliver provision in High Peak (IAA)
 - iv. South Derbyshire District Council Housing Services deliver provision in South Derbyshire (IAA)
 - v. Revival, an independent commissioned provider, deliver services in Derbyshire Dales and Erewash via two contracts.
- 4.5 The current service specifications clearly set out that the service providers should pro-actively work with individuals in receipt of the service to promote their independence and progression through the service, helping to engage service users with other support and community activities
- 4.6 Commissioners and contract managers have worked hard with providers over the past two years to transform current provision from an 'output and task-focused service', to one which is linked to personalised support and delivers outcomes set out in the current service specification. However, monitoring data indicates that most of the contracts are still not being delivered in the way outlined and are instead continuing to reinforce dependence on the service.

4.7 **Analysis of People Currently Accessing OP ILS.**

4.8 The monitoring data shows that the majority of people currently using the service live in social housing and that the Local Authority or Housing Association are their Registered Social Landlord (see Table 1). This strongly suggests that the services are not being adequately targeted to all Derbyshire residents, including owner occupiers and those renting their home privately, as set out in the current service specification.

4.9 Table 1- from contract management date for Q1 2021/2022

Tenure	Percentage
Council Stock or Housing Association	92.10%
Owner Occupier	6.86%
Unknown	1.75%
Private Rented	0.21%
Other	0.05%
Shared Ownership	0.03%

4.10 Due to the way the contract is delivered as a rolling programme of referrals and closures, and the differences in how monitoring data is submitted by providers, it is not possible to give an accurate in year count of people who are currently supported by this service. Actual start and end dates for each client are not reported so identifying the number of unique clients is not possible. Using the quarterly reports however, and the number of new and closed clients, offers a snapshot of utilisation.

4.11 In quarter one reporting for the period 2021/22, there were 2,874 people accessing an OP ILS offer across the County. Of these, on average, 39% were male and 61% female.

4.12 The demographic data indicates that on average, of people currently utilising the service, 56% are over 75 years of age, 42% between 55 – 74 and 2% under 55. However, due to the different methods of data recording of age range by providers, this is an estimate.

4.13 The monitoring data over the past 18-month period, where the Districts and Boroughs deliver the service, show very little progression of people moving through the service towards independence. The number of people accessing the service has fluctuated very little in these areas and the number of people exiting the service has been limited to those whose life circumstances have changed significantly. It could be inferred from the balance of new referrals vs old referrals that new people taking

up the tenancy of the vacated social housing stock are automatically being referred to the OP ILS.

4.14 In contrast, data from the recently commissioned voluntary sector provider delivering the service in Derbyshire Dales and Erewash, shows a clear progression model of delivery, with a steady flow of people moving in and out of service over a 12-week period. This evidence indicates a higher rate of enablement for individuals in supporting them to overcome any difficulties, maintain their independence and access activities and support in their local community (see Table 2).

4.15 Table 2 Open Cases in Q1 2021-2022

Area	Open Cases Q1
Amber Valley	679
Bolsover	941
Chesterfield	465
Derbyshire Dales	4
Erewash	11
High Peak	522
North East Derbyshire	83
South Derbyshire	169

4.16 **The current OP ILS Service Specification**

4.17 The Service is designed to deliver housing related support, it does not deliver any element of personal care which would necessitate registration with the Care Quality Commission, as required by the Health and Social Care Act 2012.

4.18 The Service is designed to be tenure neutral, to enable people to live safely and independently in their own home and preferred community for as long as is practicable. The Service provides information, advice and support to ensure people’s home environments are safe, suitable and maintained to meet their needs – including onward referral to other relevant services where appropriate.

4.19 **Eligibility**

4.20 Eligibility for the OP ILS is not based on any assessed eligible needs as defined in the Care Act 2014. People wishing to access the service must meet all of the following key criteria. It is the provider of the service who checks that a person meets the eligibility criteria:

- Resident in the administrative county of Derbyshire

- Have an identified housing support need
 - Risk management
 - Tenancy support – helping people retain their accommodation or support to gain the skills to live independently
 - Health and Safety support
 - Health and wellbeing
 - Accessing other services
- Be aged 55 or over (people under this age can be considered if they have support needs preparing for adulthood which cannot be met by any other service in Derbyshire. This has to be in agreement with Commissioners).
- Assessed as being in receipt of a low income, usually being in receipt of welfare benefits.

4.21 The above represent only the key elements of the criteria, see Appendix 2 for a detailed breakdown of eligibility.

4.22 The service is designed to work proactively with people to identify personal goals, agree any support needs and respond to any urgent needs. This should take a time limited tiered approach, being a more intensive service initially, working through to a managed exit strategy. Regular quarterly reviews should be carried out to assess whether goals set out in their support plan have been met and to set new goals if required. For those who no longer require support because their needs have been met, a follow up check-in call should be made after three months of exiting the service. This is to ensure that people are continuing to self-manage their housing support needs.

4.23 One Local Authority provider has recently undertaken a desktop review of their ILS clients to determine their need for the service, to support its own planning for local priorities and to work in a more efficient and system focused way. By using a Red (high needs), Amber (some needs) and Green (very low or no needs) methodology, a significant number of users of their service were identified as not requiring the level of regular service they were receiving.

4.24 Of the individuals currently in receipt of the OP ILS service,

- 81% were rated as Green (very low or no needs), having regular and sustained family support and/or carers, independent travel, able to access services and local amenities, financially stable with accessible funds, have a Careline type service and have stocks of food in the home.
- 15% were rated as Amber (some need), having limited local family support and/or carers, limited access to amenities, limited

access to funds to pay for home delivery or pre-prepared meals, small stock of food and basics like toilet paper, do have a Careline type service and may require assistance to top up gas/electricity

- 4% were rated as Red (high needs), meaning they have no support networks, are unable to access local amenities, don't have a Careline type service, low food stocks, unable to top up gas and electric meters independently and are receiving regular hospital/ medical treatment

4.25 Those rated as Green, are all individuals who do not currently meet the eligibility criteria set out in the service specification/description. Those classed as having higher needs, would still not necessarily meet the eligibility criteria for adult social care. We would expect to find consistent results across the county if a similar exercise by providers delivering under an Inter Authority Agreement (IAA).

4.26 There is no statutory duty for ASCH to provide or fund this very low level of support. However, there is a Care Act duty for ASCH to 'prevent, reduce and delay' eligible needs and now a strong emphasis within the Adult Social Care Reform White Paper 'People at the Heart of Care' to ensure that every decision about care is also a decision about housing. This offers ASCH an opportunity to carefully consider the purpose of the current service in fulfilling its statutory duties.

4.27 **Falls Recovery Service**

4.28 The Falls Recovery Service (FRS) is built in as an addition to the OP ILS contract. It uses the providers infrastructure financed through the OP ILS contract (contact centre, response staff and management) to deliver an as needed FRS that is linked directly to a community alarm. Only people signed up to a community alarm service are able to access the FRS. The FRS has been in place for several years and is funded via a Better Care Fund (BCF) budget of £0.157m per annum (2021/22). The BCF additional contribution covers a £34 fee paid for each call out the service providers attend.

4.29 The FRS delivers considerable benefits to the wider health and social care system in Derbyshire by utilising resources within the OP ILS to support people who have fallen and are not injured, to be lifted safely from the floor and remain at home, rather than be attended by ambulance services to carry out the lift and potentially be conveyed to

hospital. However, it is only people in receipt of the OP ILS who have a community alarm that are able to benefit from this offer.

- 4.30 Whilst the current service does deliver considerable benefits, the current delivery model has several risks associated with it, including:
- i. The service is not currently registered with the Care Quality Commission (CQC) and unable to provide personal care, despite the service often visiting people who may have a personal care need due to nature, duration of response or location of the fall. In these instances, a family member needs to attend or if no one available, then there is no option other than to call out East Midlands Ambulance Service.
 - ii. FRS response teams have only received basic first aid training. They respond to a call following a telephone triage assessment done with the client via the community alarm response call centre. There are potential risks associated with a responder attending a person who may not have been fully able to verbalise their physical injuries. This might result in a responder attending a call out where there may be a risk of inflicting further injury where they are unable to clinically assess the actual extent of injuries to an individual.
 - iii. There is very limited follow up from any clinical professionals following the notification that a person has fallen. Ideally a check by a suitably qualified clinician should follow to ensure that the person has no undiagnosed underlying health condition and a medication review undertaken and referrals made into the falls prevention programme to prevent further repeated falls.
- 4.31 The service is currently linked to the community alarm and telecare response systems. Realigning the service within the wider health and social care system would enable it to be integrated with NHS 111, out of hours and urgent care response provision and not be reliant on an individual having a community alarm and/or telecare system installed in their home. This would widen out the offer to other citizens of Derbyshire who are at risk of repeated falls and currently rely on a purely EMAS response. Aligning with NHS resources would also allow appropriate clinical input and oversight for people following a fall.
- 4.32 Changes made to the existing OP ILS will impact on the continuation of the FRS in its current format. Work is already underway with Joined Up Care partners to review how the FRS could be delivered more equitably and effectively. ASCH commissioners are working

with Public Health, ICS colleagues and Providers to explore how the FRS could be better integrated into the wider health system.

4.33 ASCH is currently the only funder for the infrastructure used to deliver this service that is providing significant financial benefits to NHS partners across the County (including Acute Hospitals, East Midlands Ambulance Service (EMAS) and Primary Care Networks (PCNs). The multi-agency review team described above are developing options for alternative methods of delivering a FRS, which will be considered by Joined Up Care Derbyshire Place Board. This will include proposals for an integrated falls recovery service funded by all system partners. The paper will present a range of matters that includes data sharing, system costs built on evidence from the whole system (PCNs, DCHS, EMAS, PH, District and Borough Providers, ASCH), the implications of changing the current service, and benefits for the system and citizens. This jointly authored paper will mitigate the impact of the proposal to cease funding the OP ILS in its current format and offer a more equitable offer to all citizens at risk of falling, not just those who have a community alarm. It is anticipated that this work will be completed before the proposed cessation of the OP ILS and it may transpire that the outcome of the FRS review recommends that FRS should operate entirely independently of the OP ILS infrastructure in any event.

4.34 **Previous Contract Engagement**

4.35 Prior to the onset of the COVID-19 pandemic, engagement had commenced with partners regarding the re-design of the OP ILS service provision. Due to the significant impact of the pandemic, this engagement had to be paused whilst emergency responses were delivered throughout the whole health and social care system. This means that existing contracts and IAA's that had been extended to enable a collaborative approach to service redesign are now coming to an end before this complex work with partners is able to be completed

4.36 The current contracts were previously extended to 31 March 2022. Business cases have now been agreed to extend these contracts on a further one year plus six months plus six months basis. These contract extensions (to 31 March 2024) will allow sufficient time to carry out proposed consultation with people who currently receive this service. They will also allow the necessary time needed for collaboration and co-production with district and borough colleagues and other providers to consider the future support offer within the emerging Integrated Care System and Vision Derbyshire framework.

5. Consultation

- 5.1 The Council has a duty to consult where proposals are made that may result in the reduction or cessation of a service provision. ASCH's proposal is to cease the current contracted service provision. The consultation will be carried out to seek the views of current recipients of the service, what cessation of the service would mean for them, and the impact they feel this will have on them. It will also ask what they value about the current service and how it might be improved.
- 5.2 The consultation will clearly state the proposals to cease the current OP ILS service provision, with the intention to develop a new, improved offer that is available to all adults (rather than those over 55) that targets those most in need of short-term support to maximise their independence. This offer would be developed alongside a practical housing support offer which will aim to maximise access to other helpful interventions such as Disabled Facilities Grants and minor adaptations that will help people to remain in their own homes for as long as possible.
- 5.3 The proposed short-term targeted support service would be similar to that described in the current service specification. The eligibility criteria may change to ensure that the new offer would target the prevention, reduction and delay of eligible Care Act needs, and support those who already have Care Act eligible needs, for example those who are most in need of help to remain living independently and who will benefit the most.
- 5.4 Adult Social Care is seeking to consult for 10 weeks with all individuals who are currently in receipt of the OP ILS. It is proposed that the consultation will run from the 28 March 2022 to the 19 June 2022.
- 5.5 Consultation activity will include an online questionnaire, paper version (on request) and letters to the OP ILS clients. The consultation will be promoted at existing stakeholder groups and networks. There will also be an option for telephone conversations with the Stakeholder Engagement and Consultation Team and attendance at online virtual meetings.
- 5.6 The results of the consultation will enable ASCH, working collaboratively with partners, to undertake a full equality impact assessment. This will set out considerations of the impact of any proposed changes on people who use the service, help to develop appropriate mitigations and to inform future proposals for a targeted offer for those most in need of

support to help them to continue living independently in their own homes.

- 5.7 Some current users of the IAA provided services may continue to be supported by the relevant housing authority under the registered social housing providers responsibility as outlined in the regulator of Social housing Tenancy Standards 2012. Discussions around the detail of what this could look like will form part of the equality impact analysis.
- 5.8 Following the consultation, results will be analysed, and a further report tabled to Cabinet for consideration, outlining the key themes, issues and findings which need to be considered to inform the future of OP ILS and Falls Recovery Service provision.
- 5.9 System partners and current providers have expressed their willingness to collaborate in supporting these changes and help to shape the development of a new offer of integrated support for people most in need.
- 5.10 Irrespective of the consultation outcome, individuals in receipt of the service will be made aware of further changes to service provision as the current contracted arrangements will need to be re-procured on a competitive basis and a new service model developed and implemented.

6. Alternative Options Considered

6.1 Option 1

6.2 The alternative to consulting on future arrangements would be to do nothing. The Council could continue with current arrangements i.e. providing the OP ILS and FRS with the current providers. This would require an ongoing annual investment of £1.543m from the Adult Care core budget. However, this would not address the needs of a growing number of people who require targeted support alongside practical housing interventions to remain living independently in their own home and does not represent value for money for the Council.

6.3 Since the current service specifications were put in place under the new contractual arrangements in 2019 commissioners and contract managers have worked intensively with providers of the service to ensure the outcomes of these specifications were being met. Despite this the monitoring data indicates that most of the contracts are still not being delivered in the way outlined.

- 6.4 The current offer is no longer fit for purpose as it relies on out-dated methods of delivery and engagement which no longer offer effective support in line with the Council's duties under the Care Act. It is also inequitable in that the current eligibility criteria excludes people under the age of 55 and it continues to offer support to many for whom it is not necessary as their level of need is very low.
- 6.5 **Option 2:**
- 6.6 Not to consult on the future arrangements, let the current contracts come to a natural end and competitively tender a like for like service on the current specification on the open market.
- 6.7 However, this would not address the needs of a growing number of people who require targeted support alongside practical housing interventions to remain living independently in their own home and does not represent value for money for the Council.
- 6.8 As outlined above, the current offer is no longer fit for purpose as it relies on out-dated methods of delivery and engagement which no longer offer effective support in line with the Council's duties under the Care Act. It is also inequitable in that the current eligibility criteria excludes people under the age of 55 and it continues to offer support to many for whom it is not necessary as their level of need is very low.

7. Implications

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

8. Background Papers

- 8.1 [People at the Heart of Care: Adult Social Care Reform White Paper.](#)
- 8.2 [Improving Health and Care through the home: A National Memorandum of Understanding February 2018.](#)
- 8.3 [Regulator of Social Housing: Tenancy Standards 2012](#)

9. Appendices

- 9.1 Appendix 1 – Implications
- 9.2 Appendix 2 – Eligibility Criteria for current OP ILS.

10. Recommendation(s)

That Cabinet:

- a) Approves a programme of formal consultation for a 12-week period on the future provision of the Derbyshire County Council funded Older People's Independent Living Services (ILS) and Falls Recovery Service (FRS)
- b) Notes and supports the system-wide review of the Falls Recovery Service
- c) Receives a further report following the conclusion of the consultation process, including a full Equality Impact Analysis

11. Reasons for Recommendation(s)

- 11.1 The current OP ILS service is not meeting the Council's statutory duties in relation to the Care Act, it is not targeting those most in need of support to maximise their independence and is not offering value for money for the Council.
- 11.2 DCC has a responsibility to oversee the financial use of the Better Care Fund budget alongside the NHS and will need to be kept informed of the wider review of the FRS being undertaken by Joined Up Care Derbyshire and the implications this work may have on the BCF budget for Derbyshire citizens

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

- 12.1 No

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Implications**Financial**

1.1 Regard has been made to financial implications. The current contractual commitment for the OP ILS for 2021-22 is summarised in the table below. Falls Recovery funding is drawn down on a case by case basis from the Better Care Fund with a current budget for 2021/2022 of £0.157m.

1.2

Service number	Area	Provider	Annual contract value
AT11336	Amber Valley	Chesterfield BC	£ 0.353m
AT11337	Bolsover	Bolsover DC	£ 0.280m
AT11338	Chesterfield	Chesterfield BC	£ 0.200m
AT11339	Derbyshire Dales	Revival	£ 0.144m
AT11340	Erewash	Revival	£ 0.144m
AT11341	High Peak	High Peak BC	£ 0.220m
AT11342	NE Derbyshire	Chesterfield BC	£ 0.072m
AT11343	South Derbyshire	South Derbyshire DC	£ 0.130m
County wide cost			£1.543m

1.3 the current total cost of the Older People's Independent Living Service is £1.543m and is covered by the ASCH core budget. It is highly likely that savings could be realised for ASCH alongside continued investment to develop a more targeted offer of support. Further proposals would be brought back to Cabinet for consideration following completion of the proposed consultation.

Legal

- 2.1 Section 2 Care Act 2014 requires local authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:
- contribute towards preventing or delaying the development by adults in its area of needs for care and support.
 - contribute towards preventing or delaying the development by carers in its area of needs for support.
 - reduce the needs for care and support of adults in its area.

- reduce the needs for support of carers in its area.
- 2.2 The Care and Support Statutory Guidance is clear that the care and support system must work to actively promote well-being and independence and does not wait to respond until people are in crisis by ensuring early interventions which prevent need or delay deterioration wherever possible. The importance of preventative services is highlighted further within Section 1(3)(c) Care Act 2014, which requires local authorities to have regard to the importance of preventing or delaying the development of needs for care and support.
- 2.3 Adults who are in receipt of preventative services will not necessarily require a wider package of care and may receive this support in isolation.
- 2.4 Section 5 Care Act 2014 places a separate duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:
- a) has a variety of providers to choose from who (taken together) provide a variety of services;
 - b) has a variety of high quality services to choose from; and
 - c) has sufficient information to make an informed decision about how to meet the needs in question.
- 2.5 The Council has a duty to consult where proposals are made that may result in the reduction or cessation of a service provision with those directly affected, including service users and their family/carers. ASCH's proposal is to cease the current contracted service provision.
- 2.6 Case law has established minimum requirements of consultation, which are:
- a) Consultation must be at a time when proposals are at a formative stage;
 - b) Sufficient information must be given to permit a person to "give an intelligent consideration and response";
 - c) Adequate time must be given for consideration and response; and
 - d) The results of the consultation must be conscientiously taken into account in finalising any proposal and provided to the decision maker to inform their decision
- 2.7 In assessing these proposals, the Council should also have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010.

2.8 The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (*section 149(1) (a)*).
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (*section 149(1) (b)*). This involves having due regard to the needs to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (*section 149(4)*); and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it (*section 149(1)(C)*).

2.9 Preliminary consideration has been given to the impact of the proposals on persons with protected characteristics in drawing up these proposals. In particular, it is recognised that the methods and content of the consultation will need to be designed so as to fully reflect the needs of the relevant protected groups, in particular older people and disabled people.

2.10 In addition, regard has been paid to the Equality Impact Analysis (EIA) carried out in respect of the care pathway redesigns as is referred to in the report. A full EIA will be prepared during the consultation process reflecting issues that are raised during the consultation process. This will be reported in full to Cabinet and a full copy of the EIA made available to Members in order that any adverse impact along with any potential mitigation can be fully assessed. Cabinet members will be reminded at that time of the need to have careful regard to the conclusions of the EIA.

Human Resources

- 3.1 There are no human resources considerations associated with this report.

Information Technology

- 4.1 There are no information technology considerations associated with this report.

Equalities Impact

- 5.1 An Equality Impact Analysis will be undertaken to assess the proposals on the protected characteristic groups. The Equality Analysis will include an assessment of the response to the consultation and engagement and will include a range of recommendations and potential mitigations

Corporate objectives and priorities for change

- 6.1 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.

As part of the Enterprising Council approach and under the Moving Adult Social Care Forward agenda, ASCH intend to review and refine current legacy services to ensure that citizens of Derbyshire who are most in need of support to live independently in their own home, can access this easily and in a timely way t

- 6.2 Vision Derbyshire: It is proposed that this consultation will be the precursor to a wider engagement and collaborative review. Vision Derbyshire is a collective of local authorities within Derbyshire aiming to deliver priority projects which have a positive impact on people's lives and achieve greater council efficiency. Vision Derbyshire work collectively to maximise existing resources to address complex challenges and shape future services to delivery better outcomes for local people and places.
- 6.3 Joined Up Care Derbyshire: Also known as Derbyshire's Integrated Care System (ICS) brings together health and social care organisations across Derbyshire. Working together more closely than ever before, the ambition is to provide the best care and support for people in their local communities and ensure services are as efficient and effective as possible. The review process will engage with partners within the ICS to

ensure the design and delivery of any future offer can be delivered as effectively as possible, can be accessed seamlessly by those in need and reduce duplication.

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

- 7.1 In preparing this report the relevance of the following factors has been considered: Social Value, Human Rights, equality of opportunity, health, environmental, transport, property, social value and crime and disorder considerations

Eligibility Criteria for the Current OP ILS

In line with the Equality Act (2010) requirements and subject to the eligibility criteria detailed in section 8.2, the Service will be accessible to and suitable for all sections of the community, including:

- people who are physically frail or disabled
- people with a long-term condition, such as a dementia or Parkinson's Disease
- people who have mental ill health, sensory or physical health needs
- people with a Learning Disability and/or Autistic Spectrum Disorder
- people of all ethnicities, and being sensitive to the cultural needs of the various groups
- people from other sections of the community who are identified as having difficulty accessing local services

People wishing to access the Service must meet **all** of the following eligibility criteria:

- Resident in the administrative county of Derbyshire or have a local connection as defined by the Housing Act 1996.
- Have an identified housing support need (see appendix 2)
- Be aged 55 or over (people under this age can be considered if they have particular support needs which cannot be met by any other service in Derbyshire – to be agreed with Commissioners)
- Assessed as being in receipt of a low income, as detailed in section 8.3 below.

Confirmation of low income eligibility will be subject to financial assessment undertaken by the Provider but is likely to be achieved if the person is in receipt of one or more of the following benefits: Income Support, Employment Support Allowance, Universal Credit, Housing Benefit, Income Based Job Seekers Allowance and guaranteed Pension Credit, Personal Independence Payment.

Where eligibility has been confirmed, the Service will be delivered across all tenures – i.e. Council/Private and Registered Providers (previously Registered Social Landlords), and homeowners.

In order to support the reduction of homelessness, referrals from/for people who have been offered a tenancy will be considered, subject to discussion with Commissioners.

The following people are excluded from receiving the Service:

- People who are not resident in, or do not have a local connection with Derbyshire.
- People who live in the Derby City Local Authority Area.
- People who are aged 54 and under (see section 8.2 for exceptions).

The Council reserves the right to alter the eligibility criteria for this Service throughout the contract period, if required.

The FRS element is available to all residents of Derbyshire who have a Community Alarm or Telecare equipment in their home, which is connected to a monitoring centre. The Telecare equipment is subject to separate commissioning and contracting arrangements and telecare providers will establish eligibility for clients to receive the FRS.

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