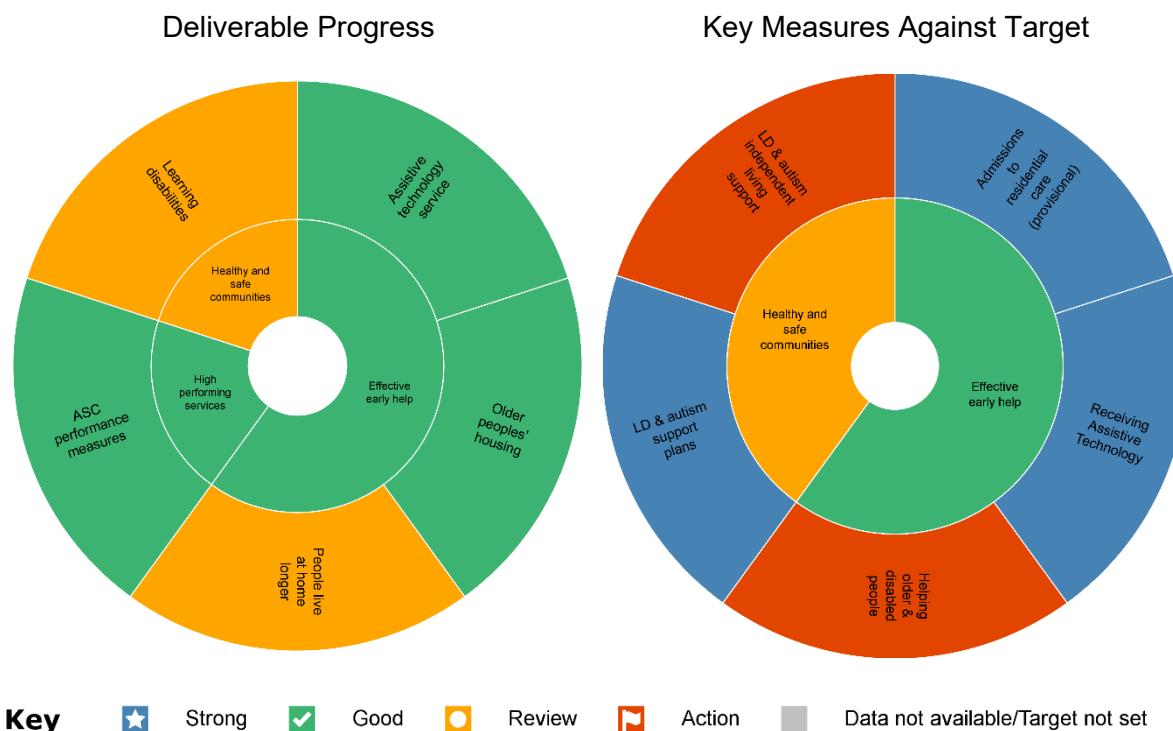


Adult Care - Portfolio Summary



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

Key areas of success are:

- Progress has been made, despite the ongoing impact of the pandemic, in ensuring people with a learning disability and / or who are autistic have an outcome-focused support plan in place and have access to more community-based opportunities.
- The Council has worked with a public engagement company, Sortify, to understand how people in Derbyshire want to live their best life possible - the findings of which are being incorporated into an Adult Social Care Strategy, to help shape the future of our service provision.
- A consultation exercise has been completed on the future arrangements for Assistive Technology in Derbyshire. The outcome of this will inform a procurement exercise in 2022-23.
- The number of people admitted into long-term residential, or nursing care, settings was significantly lower than anticipated during 2021-22.

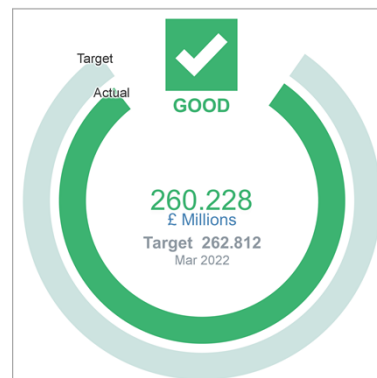
Key areas for consideration are:

- The consultation on the future of Day Opportunities for People with a Learning Disability and / or who are autistic is due to finish in June 2022, with the final proposals to be put before Cabinet in September 2022.

- A review of homecare has been undertaken and a programme of work is being developed to address how an enhanced reablement offer can be provided countywide, against the backdrop of rising hospital discharges and a shortfall in workforce.

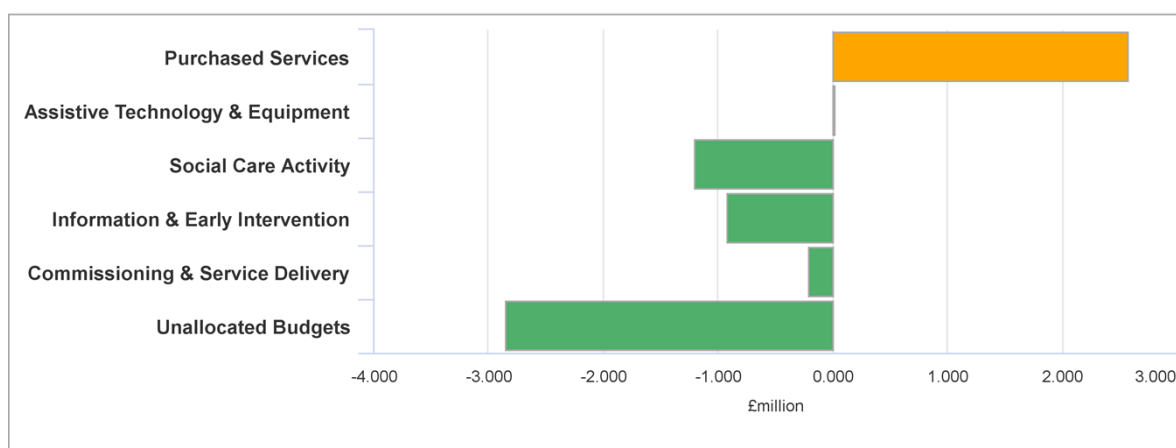
There is an underspend of £2.584m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Unallocated Budgets	(2.855)	✓	Amounts which have not yet been allocated to services. Held as contingency.
Purchased Services	2.571	✗	Increase in number of placements with the independent sector has significantly increased the level of voids (low occupancy) within the Council's in-house service provision leading to double running costs.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Social Care Activity	(1.198)	✓	Reduction in staff travel and increased Clinical Commissioning Groups (CCG) funding.
Information & Early Intervention	(0.923)	✓	Underspends on the Healthy Homes, Advocacy and Carer Services.
Commissioning & Service Delivery	(0.202)	✓	-
Other - Net Overspend	0.023	✗	-
TOTAL	(2.584)		

The budget savings target for 2021-22 is £7.441m, with a further £1.894m target brought forward from previous years. Of this total target of £9.335m, £6.765m was achieved by the end of the financial year. Therefore there was a £2.570m shortfall in the achievement of budget savings. However, this shortfall is underpinned by an allocation of £4.257m of one-off funding to provide flexibility to achieve the target in 2022-23.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Better Lives – Whole Life Disabilities Pathway	0.856
Better Lives – Older People's Pathway	5.564
Finance Review	0.345
Total Savings Achieved 2021-22	6.765

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Budget Support (Service Pressure)	4.257
Independent Living Fund (ILF) (Service Pressure)	2.534
Assistive Technology (Service Pressure)	1.500
Covid-19 Additional Care Packages - Hospital Discharge (Recharge to NHS England)	5.136

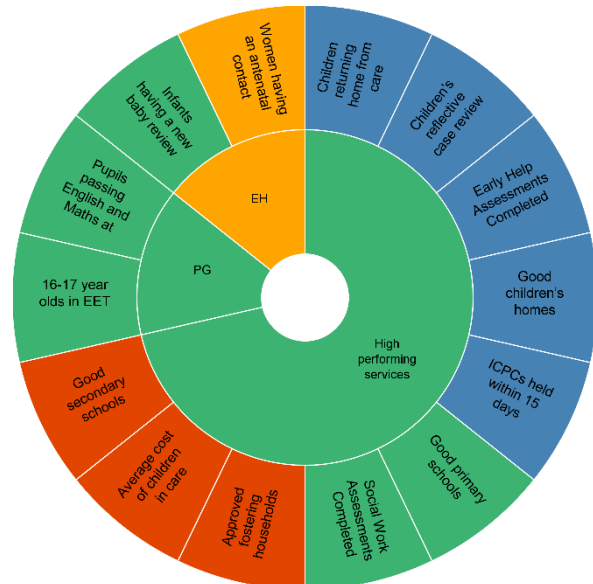
One-Off Funding	£m
Covid-19 Infection Control Fund, Omicron Support Fund, and Workforce Recruitment and Retention Fund (Ring-Fenced Grants)	23.115
Covid-19 Retention payments made to care providers (Recharge to NHS England)	1.720
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	4.468
One-Off Funding 2021-22	42.730

Children's Services and Safeguarding and Education - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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

Key areas of success are:

- Consistent, high quality early help and safeguarding services for children and families – the Council continues to see positive impact from the changes implemented across early help and safeguarding services, with improving practice consistency and solid performance across a range of performance measures. The Council's strengthened case audit processes, Reflective Case Reviews, are demonstrating greater consistency in practice and improvements in delivery of services in children's social care.
- High quality children's homes - 100% of Derbyshire's children's homes inspected are judged to be good or better with five homes judged as being outstanding. This is exceptional performance and an improvement on last year when two homes were judged as outstanding.
- Implementation of recommendations from the Council's children's services evaluation, to reduce demand, improve outcomes for children, young people and families and reduce expenditure - good progress has been made by all six of the workstreams of our Achieving Great Futures (AGF) programme during their 'implementation phase'. The Council expects to see this good progress translate into improved performance

measures and outcomes for children as well as realised financial savings over the next year.

- The Council's innovative 'Pause Derbyshire' programme - aimed at supporting the needs of women who have had multiple children removed with the aim of preventing this cycle recurring, is delivering clear, measurable impact. Starting in 2020, the programme and has now delivered 18 months support to the first community of women. During this period all the women have continued to take a pause in pregnancy.

Key areas for consideration are:

- The number of approved fostering households - has seen a downward trend during 2021-22. This is because the number of foster families leaving the service for a variety of reasons, including retirement and the impact of the pandemic on family life, is not keeping pace with the number of carers being approved. Work from the Achieving Great Futures programme relating to recruitment and retention is positive but this has not translated into changes in this balance of foster carer numbers in time to reach the end of March 2022 target.
- School inspections - this year has seen an increase in the proportion of pupils attending good or better primary and secondary schools. For primary schools, this improvement has been faster than improvements in the rate nationally, increasing the Council's national rank position. For secondary schools, the rate of improvement has not kept up with the rate nationally and performance remains significantly below the national rate. The deliverable will remain a priority for 2022-23.

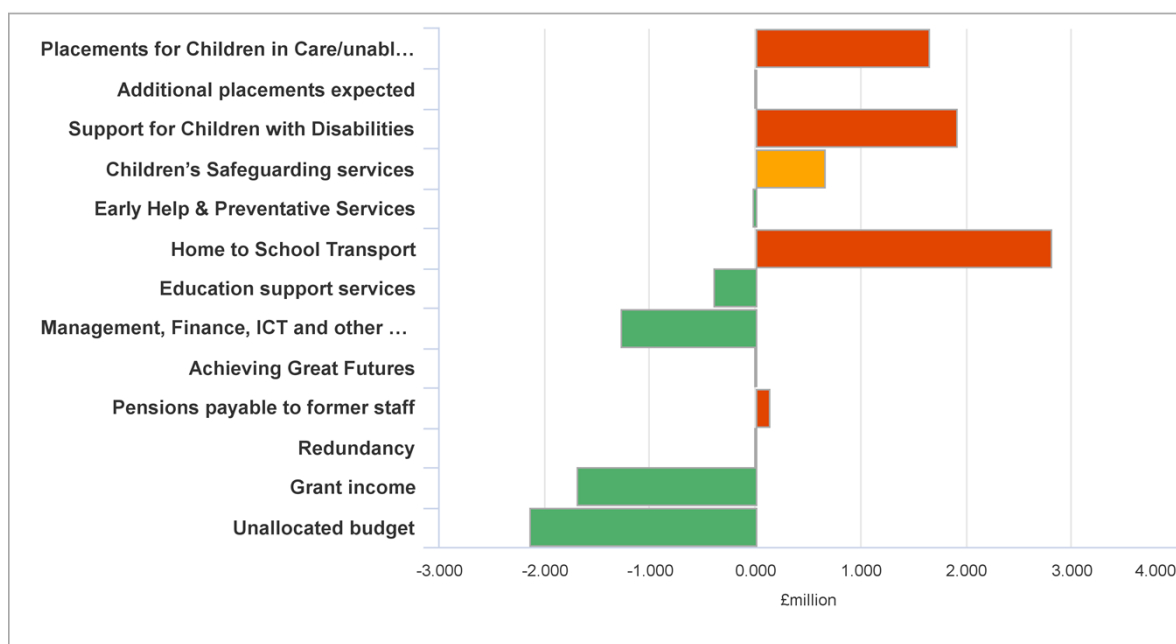
There is an overspend of £1.676m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget












The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Home to School Transport	2.807		An increase in the number of journeys and the average cost per journey being provided, mostly in respect of children with special educational needs (SEN). Additional specialised vehicles are required to transport individual

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			children and economic factors are affecting contractors.
Unallocated budget	(2.132)		Amounts which have not yet been allocated to services. These comprise in-year grant funding, of which the largest unallocated item is £1.112m from the Dedicated Schools Grant. The continuation of these funding streams beyond 31 March 2022 have not been confirmed.
Support for Children with Disabilities	1.918		The need to provide high cost packages to support children with complex needs to remain with their families or maintain their current placement.
Grant income	(1.682)		Additional income from Public Health.
Placements for Children in Care/unable to remain at home	1.649		There are currently more placements required than can be funded from the allocated budget. The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. In their 2020 Childrens Social Care Forecast Assessment Programme, Grant Thornton predicted that the rising cost and demand pressures of placements would continue over 2021-22 and 2022-23.
Management, Finance, ICT and	(1.268)		Temporary vacancies within Business Services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
other support services			
Children's Safeguarding services	0.657		The cost of employing agency Social Workers to ensure caseload levels remain appropriate and the market supplement for front line social workers.
Education support services	(0.394)		Underspends on Virtual School, Adult Community Education and SEND assessment teams.
Pensions payable to former staff	0.141		Enhanced pension obligations payable to staff who left under efficiency programmes during the early 1990s. Whilst the number of pensions being paid reduces each year, this is outweighed by the annual increase to those pensions still in payment.
Other - Net Underspend	(0.020)		-
TOTAL	1.676		

The budget savings target for 2021-22 is £0.085m, with a further £1.965m target brought forward from previous years. Of this total target of £2.050m, £1.372m was achieved by the end of the financial year. Therefore there was a £0.678m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Leaner Early Help management structure	0.065
Information streamlining and efficiencies	0.020
Local Children's Safeguarding Board	0.012
Home to School Transport (3 initiatives)	0.045
Accommodation of children in care	0.450

Description	£m
Information & ICT	0.035
Disability - Step Down	0.045
Forward to foster	0.700
Total Savings Achieved 2021-22	1.372

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Children in Care Legal Proceedings (Service Pressure)	0.950
Care Leavers (Service Pressure)	0.510
Sports and Outdoor (SORE) (Service Pressure)	0.362
Participation (Service Pressure)	0.177
Programmes Team (Service Pressure)	0.333
Process Improvement (Service Pressure)	0.193
Dedicated Schools Grant income transferred to contribute to costs incurred within Children's Services supporting Early Help services and children with additional needs (Ring-Fenced-Grant)	1.112
Covid-19 Additional Home to School Transport, Winter, Local grants (Ring-Fenced Grants)	3.107
Other non-recurrent grant income including Holiday Activities and Food (HAF) Programme and Household Support. This additional one-off income is offset by the cost of delivering the initiatives (Ring-Fenced Grants)	7.807
Contribution to children's centres and Early Help services from Public Health (recharge to Public Health)	1.500
The Children's Services transformation programme Achieving Great Futures that will run during 2021-22 and 2022-23 financial years (funded from the General Reserve)	5.998
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.496
One-Off Funding 2021-22	23.545

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key ★ Strong ✓ Good ◯ Review 📌 Action ■ Data not available/Target not set

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

Key areas of success are:

- Worked with Derbyshire business to create 71 apprenticeship opportunities, equating to £0.381m of unspent Apprenticeship Levy. These relate to apprenticeships in the following sectors: health and social care, early years, construction, engineering/manufacturing, visitor economy and digital.
- Provided support and advice on 400 separate occasions to local businesses as the UK leaves the European Union Support and advice to local helping them to maximise new opportunities and ensure compliance with relevant legislation.
- Implementation of the Covid-19 Economic Recovery Strategy Action Plan, including £1m Business Start-up programme and a £2m Green Entrepreneurs scheme, has been good, with new businesses supported and the Green Entrepreneur scheme supporting innovation in low carbon.
- The Covid-19 Employment and Skills Recovery Action Plan is progressing. So far, 122 residents have been supported with eleven securing work and 145 businesses supported creating twelve jobs. The Adult Careers Service supported 1,744 residents during the year, most being priority residents, with 280 going into employment and a further

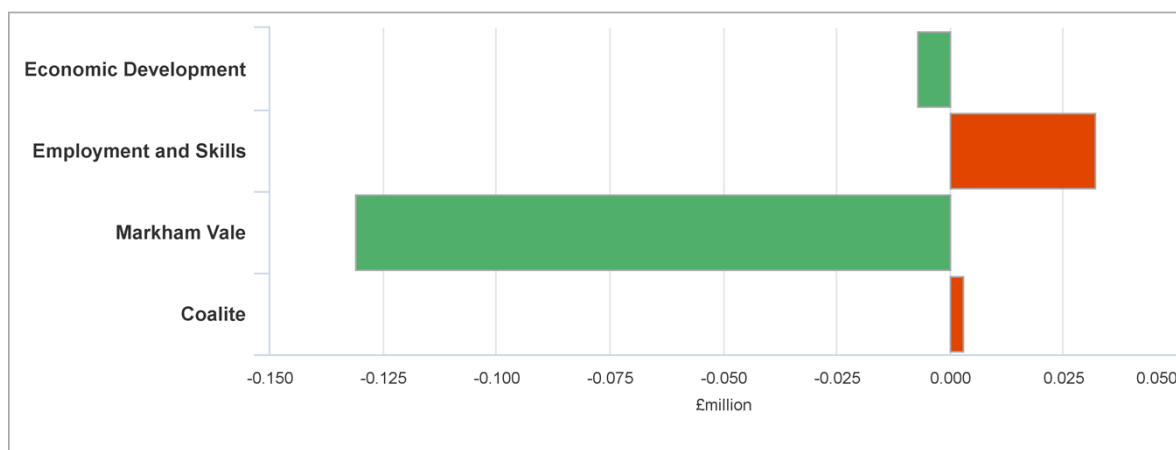
257 undertaking learning to progress them into employment. The Youth Hub opened officially to residents in January 2022, with 36 residents attending multi-service support.

- Progress to attract more businesses to relocate to Derbyshire, or expand through delivery of the "Invest in Derbyshire" plan, is good, with a higher number than average of enquiries in 2021-22 due to companies expanding or changing their operations because of Covid-19.
- The Council's approach to Good Growth, to maximise low carbon economic opportunities, continues to grow through the Green Entrepreneurs Fund and other low carbon mobility projects.
- The viability assessment to progress the Chesterfield to Staveley Regeneration Route has been completed with the preparation of the Outline Business Case due in Quarter 2 2022-23.

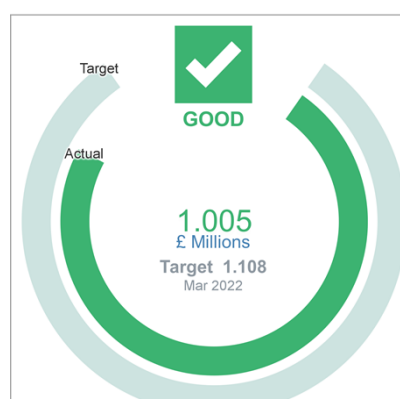
There is an underspend of £0.103m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.



The main variances were:

Under (-)/Over Spend by Service Line



Outturn against Target Budget



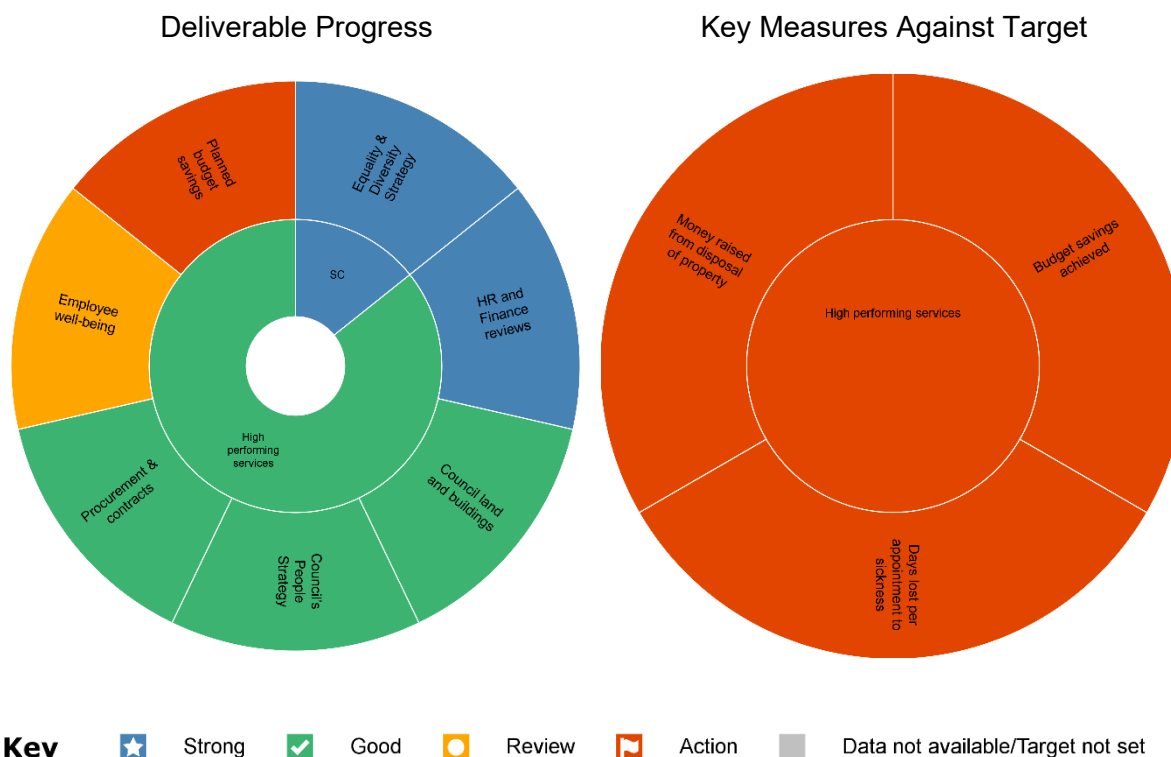
Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Markham Vale	(0.131)		Increased income from facilities charges and reduced expenditure on landscaping and drainage contracts.
Other - Net Overspend	0.028		-
TOTAL	(0.103)		

The budget savings target for 2021-22 is £0.000m, with a further £0.636m target brought forward from previous years. Of this total target of £0.636m, £0.000m was achieved by the end of the financial year. Therefore there was a £0.636m shortfall in the achievement of budget savings.

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
HS2 (Service Pressure)	0.250
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.023
One-Off Funding 2021-22	0.273

Corporate Services and Budget - Portfolio Summary



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

Key areas of success are:

- The Council continues to centralise its property assets and during the year raised £2.783m from the sale of land and buildings no longer required. Whilst this is below target, this is due to a delay on a sale expected in Quarter 4, which will be completed in 2022-23.
- The new [Equality, Diversity and Inclusion Strategy](#) was approved and launched in March 2022.

Key areas for consideration are:

- The budget savings for 2021-22 are significantly lower than planned due to the ongoing impact of Covid-19. However these are being actively managed to ensure the Council remains within its agreed budgetary position.
- The year end figure of 10.7 days lost per appointment to sickness is above the target of 9, with this measure and the new percentage of available hours lost both increasing during the year.

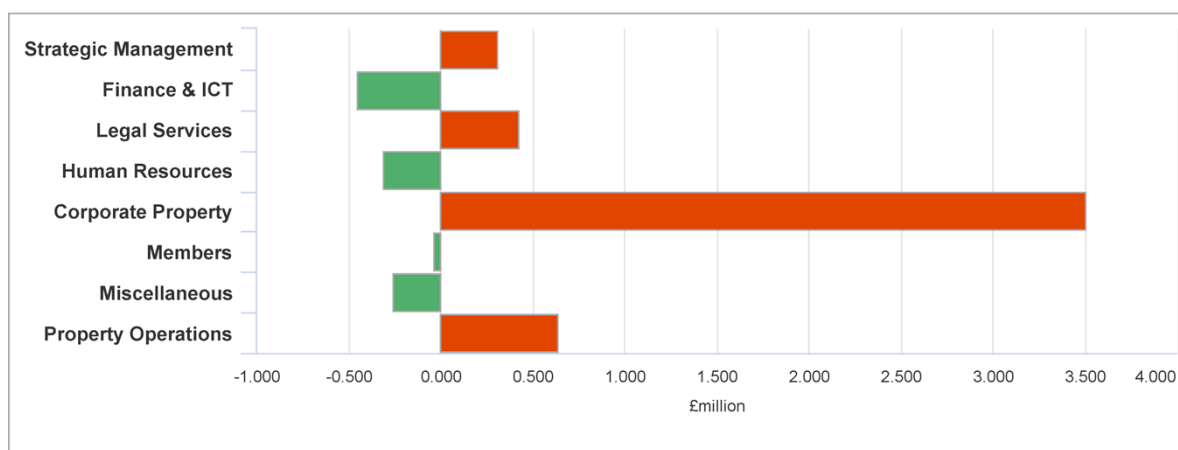
There is an overspend of £3.820m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget










The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Corporate Property	3.505		Mainly due to £2.512m of savings targets not achieved in 2021-22. It is hoped that these savings can be delivered in a future year through the use of PSP Derbyshire LLP to rationalise the property base, reduce running costs and realise capital receipts. Industrial Development is £0.430m overspent as units cannot achieve 100% occupancy and some rents

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			are offered at below market rates for occupying charities or rent-free periods in exchange for tenants undertaking essential repair and maintenance work. There is a £0.366m overspend on County Buildings due to the running costs of buildings that are awaiting disposal or repurpose.
Property Operations	0.640		A deficit on the Property DSO trading account
Finance & ICT	(0.451)		<p>An underspend in Finance of £0.274m mainly due to vacancies and also recharges to other departmental budgets, such as the DSG and Public Health Grant, is higher than anticipated.</p> <p>The remaining underspend is due to vacancies in the ICT service. Difficulties recruiting persist, reflecting a shortage of ICT professionals in the market. Over 25 positions have remained unfilled throughout the year.</p> <p>It is proposed to contribute £0.010m to an earmarked reserve to support the modernisation of the ICT Traded Services team and £0.200m to provide temporary agency resources for the Operations team. These amounts have already been accounted for in the Corporate Services and Budget portfolio's outturn position.</p>
Legal Services	0.422		Previous years' savings having not been achieved in full. The new Legal Services operating model known as the Core Offer was

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			introduced in October 2021. The impact of introducing the Core Offer is still unknown at this stage, though research has shown substantial benefits have been delivered in other local authorities that have introduced a similar model.
Strategic Management	0.311		Due to unallocated savings targets of £0.336m for Channel Shift and £0.130m for the SAP project. Savings from these programmes will be allocated to departments as the benefits are realised from individual schemes. These overspends are offset by a £0.153m underspend on the Transformation budget; this was committed in 2021-22 to fund Business Change posts for six months, however, these posts were never filled.
Human Resources	(0.309)		£0.160m due to vacancies. £0.146m on the training budget arising due to a review of the Learning & Development Section that has resulted in the training programme not being completed this financial year.
Miscellaneous	(0.261)		Includes movement in the allowance for bad debt of £0.045m and £0.050m of unidentified income.
Other - Net Underspend	(0.037)		-
TOTAL	3.820		

The budget savings target for 2021-22 is £2.197m, with a further £3.363m target brought forward from previous years. Of this total target of £5.560m, £1.163m was achieved by the end of the financial year. Therefore there was a £4.397m shortfall in the achievement of budget savings.

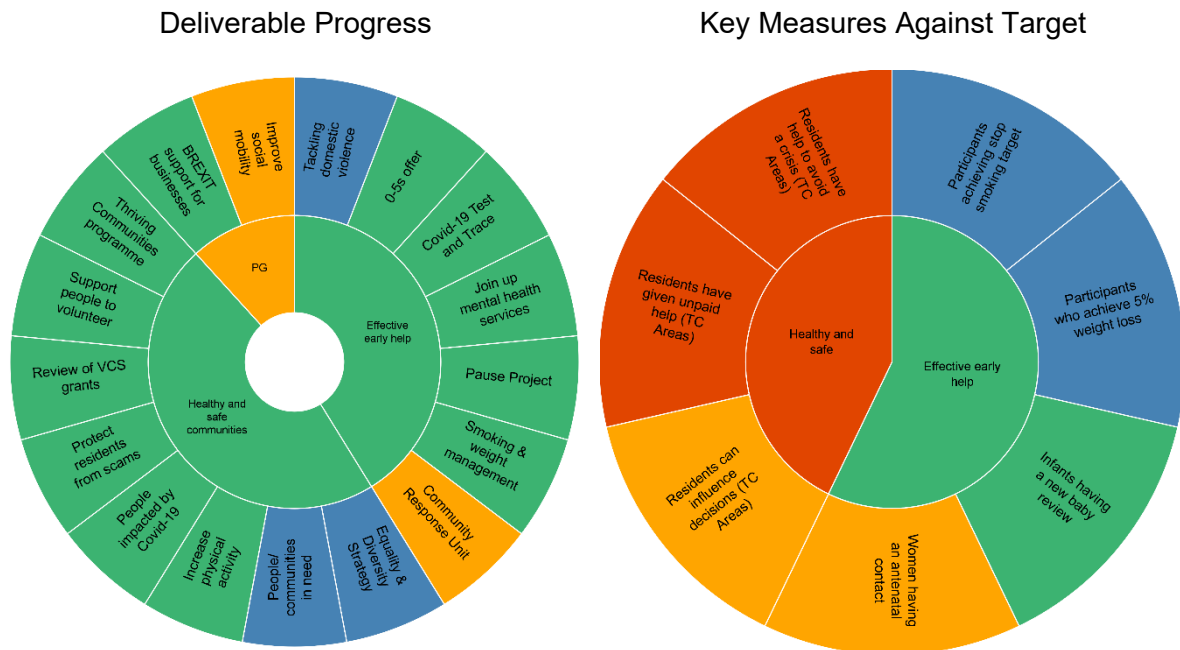
Savings were achieved in 2021-22 in the following areas:

Description	£m
ICT restructure	0.200
ICT rationalisation of systems	0.256
Finance - Insurance reductions	0.250
Finance restructure	0.044
SAP upgrade	0.100
Review HR structures	0.313
Total Savings Achieved 2021-22	1.163

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Legal Services (Service Pressure)	0.300
Budget Support (Service Pressure)	0.390
Digitisation of Employment Records (Service Pressure)	0.100
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.945
One-Off Funding 2021-22	2.735

Health and Communities - Portfolio Summary



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

Key areas of success are:

- Live Life Better Derbyshire services, which support people to stop smoking and lose weight, have shown strong performance during Quarter 2 and Quarter 3 and achieved a record number of 1,757 people quitting smoking, with the quit rate of 67% well above the England average.
- The volume of work undertaken by the Derbyshire Discretionary Fund has been the highest ever. Additional funding resources have enabled the Council to enhance support to residents through difficult times associated with the impact of the Covid-19 pandemic, and latterly the emerging cost of living crisis.
- A number of deliverables for 2021-22 have been achieved, including 'Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic' and 'Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire'. The other deliverables for 2021-22 will continue and form part of the reporting during 2022-23.

Key areas for consideration are:

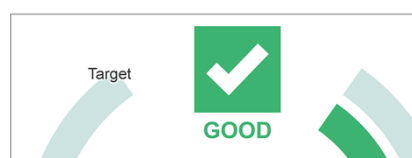
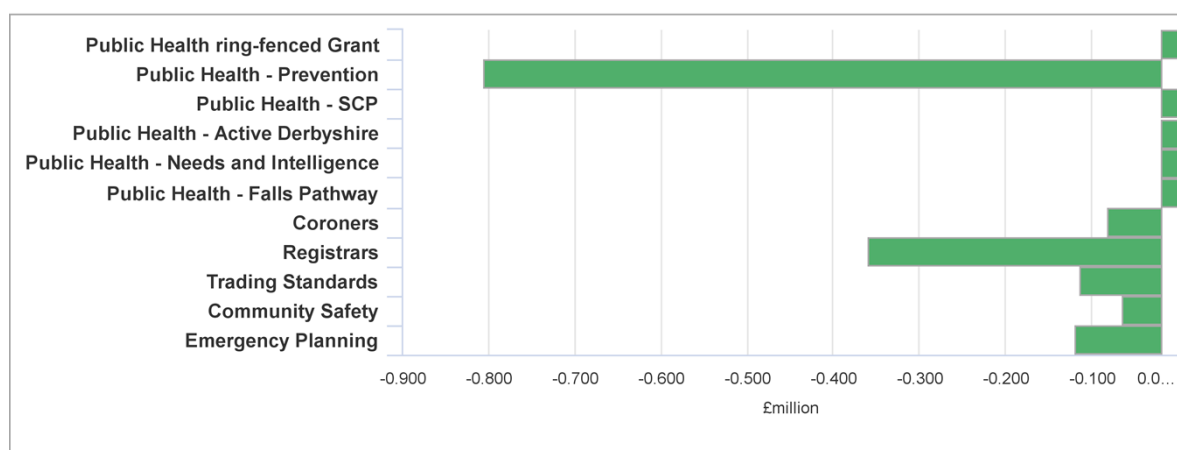
- The 'Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing' deliverable will overlap into 2022-23, to include the transfer of the CRU Call Centre function to the Health and Wellbeing Team, as it requires further discussion and agreement before it can be completed. This will be carried out as part of the prototyping and development of the team currently underway which will be completed by November 2022.
- The percentage of residents in Thriving Community areas responding to the annual survey that they have enough people around them to avoid a crisis, agreeing they can influence decisions and who have given unpaid help are all below target. However, this is based on a low number of responses, and new measures have been developed to provide more meaningful performance information about the impact of the approach.

Key areas to note are:

- The 'Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus' deliverable will not be continuing into 2022-23 due to the national 'Living with Covid' plan and the amalgamation of the management of Covid-19 into respiratory disease control. Community testing and contact tracing has ceased nationally. The response to any Covid-19 outbreaks and national guidance will be incorporated into the wider communicable disease management work of the Health Protection team alongside UKHSA.

There is an underspend of £1.543m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Public Health - Prevention	(0.805)	✓	Costs which would ordinarily have been met from the portfolio's own budget allocation have been met from additional government grant and from Public Health ring-fenced Grant funding Covid-19 responsibilities.
Registrars	(0.359)	✓	A temporary increase in registration income following the easing of Covid-19 restrictions from events such as weddings which had been postponed.
Emergency Planning	(0.120)	✓	Lower staffing levels and additional income than budgeted.
Trading Standards	(0.114)	✓	Due to vacancy control. This will assist in managing a planned restructure of the function.
Other - Net Underspend	(0.145)	✓	-
TOTAL	(1.543)		

The budget savings target for 2021-22 is £0.271m. An over-achievement of budget savings of £0.016m has been brought forward from previous years. Of this total target of £0.255m, £0.213m was achieved by the end of the financial year. Therefore there was a £0.042m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Community Safety - increase cost of training	0.007
Trading Standards - reduction in staffing	0.040
Public Health - funding of Prevention from Public Health Grant	0.155

Description	£m
Public Health - review of Prevention Services	0.011
Total Savings Achieved 2021-22	0.213

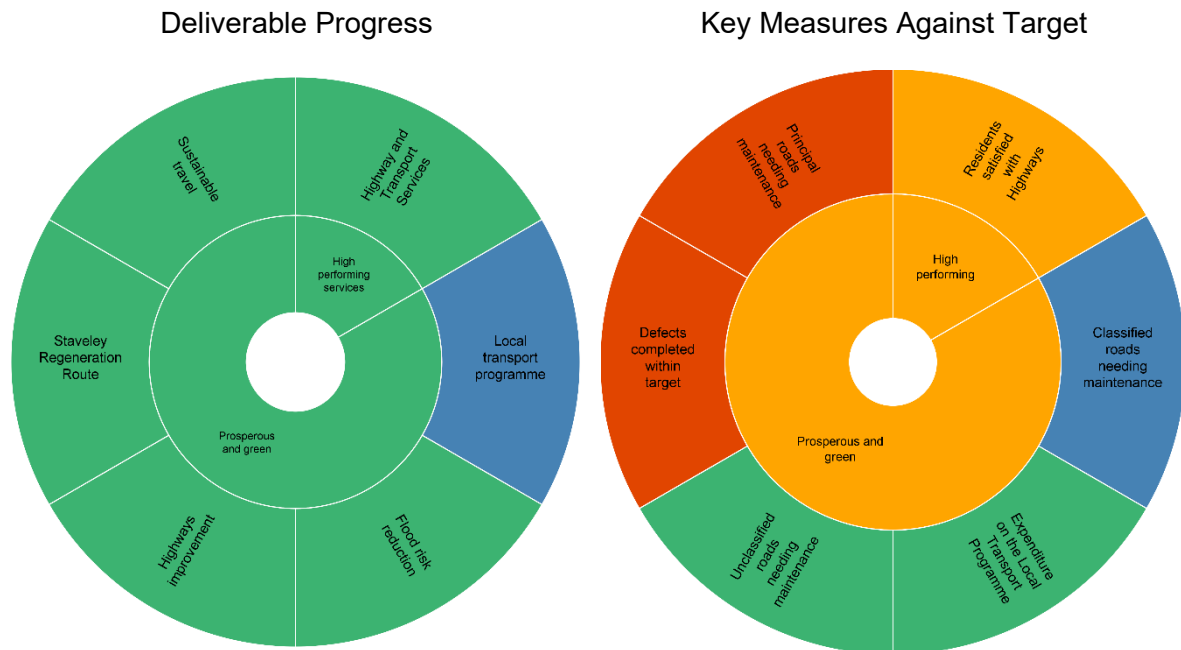
One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Covid-19 Test and Trace Service Support Grant (Ring-Fenced-Grant)	0.160
Covid-19 Contain Outbreak Management Fund (COMF) (Ring-Fenced-Grant)	5.389
Covid-19 Clinically Extremely Vulnerable (CEV) Funding (Ring-Fenced-Grant)	1.991
Covid-19 Mass Community Testing (Ring-Fenced-Grant)	2.117
Covid-19 Practical Support for those Self-isolating (Ring-Fenced-Grant)	0.020
Covid-19 Contribution from Public Health Grant (Ring-Fenced-Grant)	0.150
Covid-19 Additional Home to School Transport (Ring-Fenced-Grant)	0.385
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.174
One-Off Funding 2021-22	10.386

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Grant Funding Prospectus and Framework 2022-23	1.650
Total Commitments	1.650

Highways Assets and Transport - Portfolio Summary



Key ★ Strong ✓ Good ○ Review 📌 Action □ Data not available/Target not set

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

Key areas of success are:

- The £40m Highways Capital Programme has been delivered in the 2021-22 financial year as planned, delivering a wide range of improvements to all highway assets.
- Highways targeted improvements include: the enhanced capital programme, minimising the number of defects and outstanding jobs on the network and improving communication and engagement with stakeholders to improve levels of satisfaction.
- The 19.6% of classified roads needing maintenance is positively below the target of 23% needing maintenance.
- The 29.9% unclassified road network where maintenance should be considered is positively below the target of 31%.
- Hardship payments, through the Discretionary Fund, have been provided to 39 households affected by flooding in 2022 to reduce the risk of flooding.
- The viability assessment for the Chesterfield to Staveley Regeneration Route has been completed with the Outline Business Case submitted in Quarter 2 2022-23.

- Feasibility studies and work packages continue to progress to develop a strategic approach to travel and transport across the County, including the Bus Service Improvement Plan.

Key areas for consideration are:

- Residents levels of satisfaction with the Council's Highways Service has reduced to 53% but targeted improvements have been identified and are being acted upon to address this.
- Defects completed on target were at 59.9% at the end of Quarter 4 but has since increased to 73.7%, although still below the target of 90%. The number of defects in Quarter 4 have notably increased compared to the rest of the year.
- 2% of principal roads where maintenance should be considered is above the target of 13%. This has been factored into the Value Management process to enable development of the 2022-23 programme of works.

Key areas to note are:

- The increased investment to the Highways Capital Programme benefits all highway assets and will not immediately be reflected in the performance of measures specifically relating to roads requiring maintenance or defects.
- Annual road condition surveys are undertaken during each summer and, over time, a continued annual programme of investment in Derbyshire's roads will contribute to improving the condition of the network and reducing the percentage of roads needing maintenance or having defects.

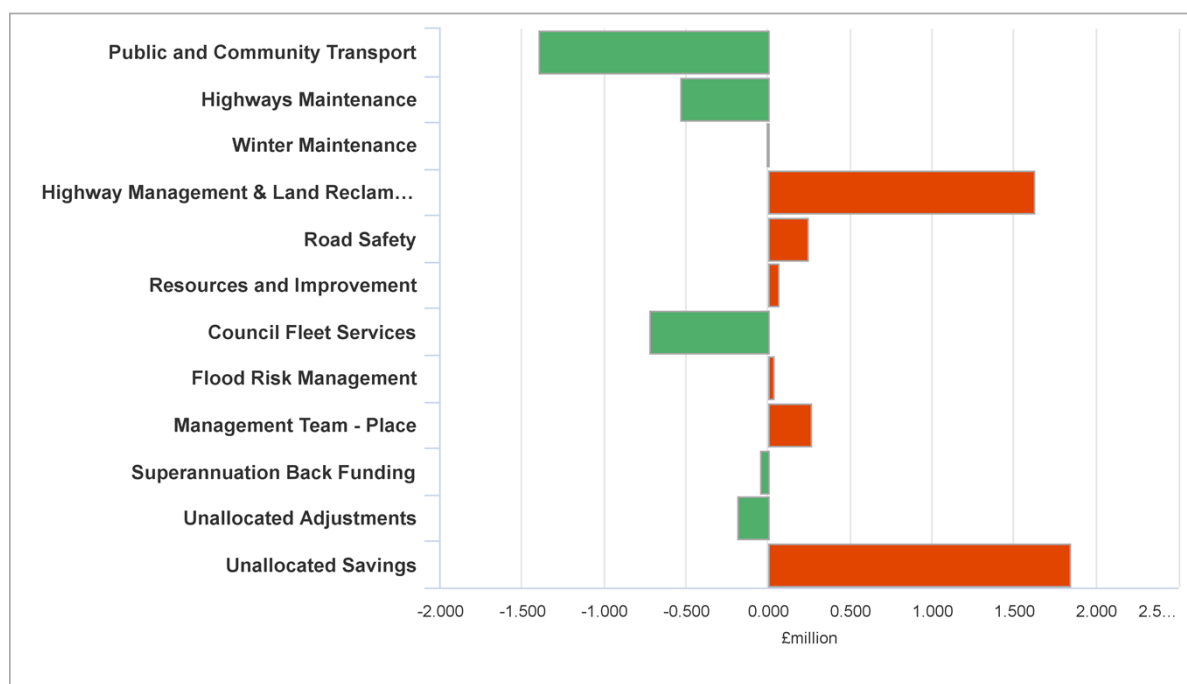
There is an overspend of £1.225m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget











The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Unallocated Budget Savings	1.842		Savings targets not yet allocated to specific services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Highway Management & Land Reclamation	1.624		Under-recovery of salaries recharged to capital schemes and the Highways Maintenance budget due to staff shortages.
Public and Community Transport	(1.393)		Reduction in demand for concessionary fares in respect of Gold Card holders.
Council Fleet Services	(0.715)		Introduction of the CVS (vehicle contract hire) desk to assist with short term vehicle provision. Also, increased income from expansion of vehicle maintenance provision and public MOT testing.
Highways Maintenance	(0.526)		Reduction of staff and works being undertaken by Highways Construction Services has resulted in lower levels of activity and therefore costs to the Highways Maintenance budget.
Management Team - Place	0.261		Costs of recruitment to the Executive Director's post and agency costs for the Capital Programme Manager.
Road Safety	0.250		A savings initiative, based on additional income being generated, has been delayed as legislation has yet to be enacted.
Unallocated Adjustments	(0.179)		Movement in the allowance for bad debt.
Other - Net Overspend	0.061		-
TOTAL	1.225		

The budget savings target for 2021-22 is £1.239m, with a further £1.842m target brought forward from previous years. Of this total target of £3.081m,

£0.025m was achieved by the end of the financial year. Therefore there was a £3.056m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Civil Parking	0.025
Total Savings Achieved 2021-22	0.025

One-off factors which supported the 2021-22 outturn position were as follows:

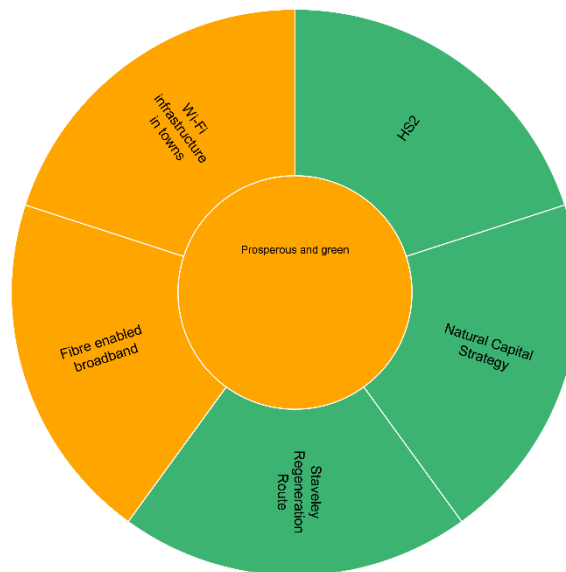
One-Off Funding	£m
Winter Maintenance (Use of Reserve)	0.765
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.266
One-Off Funding 2021-22	1.031

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
The Derwent Valley Cycle Route and Access to Shirebrook feasibility studies	0.240
Highways Commuted Sums	0.200
Total Commitments	0.440

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



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

Key areas of success are:

- Prepared a Countywide response to the Integrated Rail Plan in relation to HS2, significant work took place during Quarter 4 to raise the visibility and voice of the Council in relation to the Integrated Rail Plan proposals.
- The Natural Capital Strategy is on track to be completed by the end of Quarter 2 2022-23 and will identify the current natural capital resource of Derbyshire, its social and economic value, eco-system services the County will require and enhancement in natural capital that will be required to support services.
- The viability assessment to progress the Chesterfield to Staveley Regeneration Route is complete with the Outline Business Case planned to be submitted in Quarter 2 2022-23.

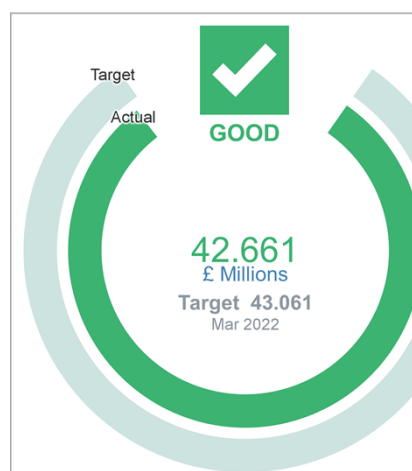
Key areas for consideration are:

- Funding to implement Wi-Fi infrastructure in 27 town centres is yet to be secured although potential funding sources have been identified and actions are being undertaken to secure and drive forward this area of work.

- Seventeen projects in Quarter 4 are progressing towards the implementation of the gigabit top up voucher scheme and increase the take-up of fibre enabled broadband across Derbyshire but are not yet implemented.

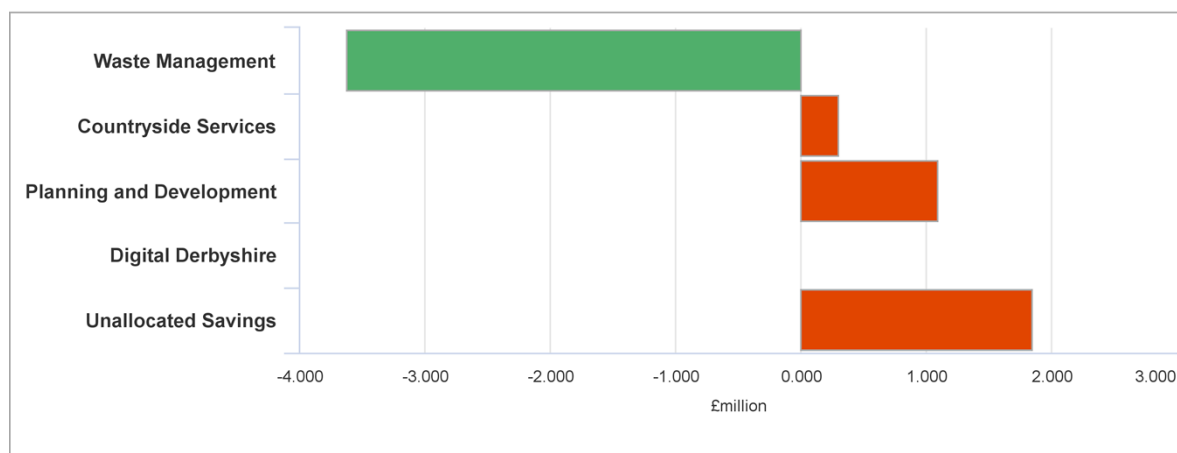
There is an underspend of £0.400m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget





The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Waste Management	(3.626)	✓	Lower than anticipated tonnages.
Unallocated Savings	1.842	✗	Savings targets not yet allocated to specific services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Planning and Development	1.090		Savings targets allocated but not yet achieved relating to Planning (£0.330m) and Transport Strategy (£0.212m). Also, under-recovery of salaries in Transport Strategy which would previously have been recharged to capital schemes.
Countryside Services	0.294		A savings target based on increased income on Countryside Destination sites has not yet been fully achieved due to the impacts of Covid-19.
TOTAL	(0.400)		

The budget savings target for 2021-22 is £0.774m, with a further £1.836m target brought forward from previous years. Of this total target of £2.610m, £0.150m was achieved by the end of the financial year. Therefore there was a £2.460m shortfall in the achievement of budget savings.

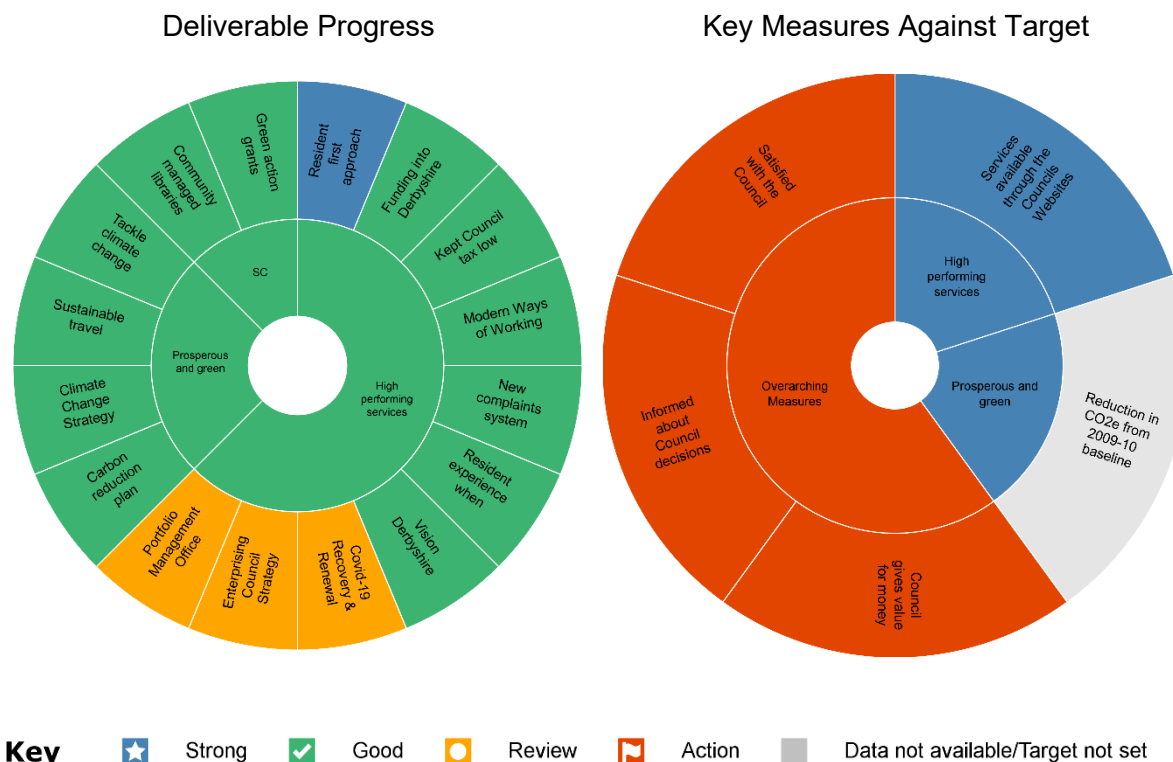
Savings were achieved in 2021-22 in the following areas:

Description	£m
Digital Derbyshire	0.150
Total Savings Achieved 2021-22	0.150

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Elvaston Masterplan (Service Pressure)	0.550
Budget Support (Service Pressure)	0.230
Kick Start Fund (Use of Reserves)	0.638
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	2.595
One-Off Funding 2021-22	4.013

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



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

Key areas of success are:

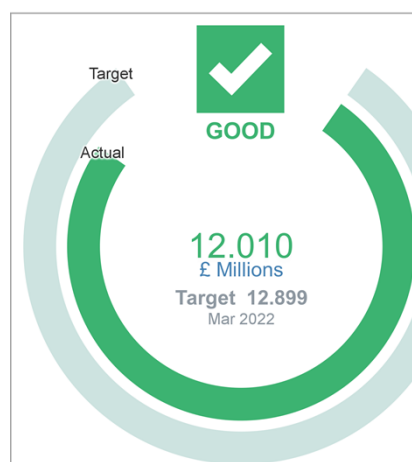
- The Customer Relationship Management system has been successfully implemented, with 140 services made available online in the first phase.
- Phase one of the Modern Ways of Working programme has been completed with the focus on the safe and effective return to offices.

Key areas for consideration are:

- Responses to the annual Your Council Your Voice survey showed residents' perceptions were lower than previous years. A small, time-limited cross departmental task and finish group has been established to look at the survey results and recommend appropriate action.
- Covid-19 impacted the progress of work in respect of the establishing a Portfolio Management Office, developing an organisational recovery strategy and addressing social mobility. The work and resources required to move these forwards have been identified and they will be progressed during 2022-23, managed as part of the Vision Derbyshire and Enterprising Council work streams.

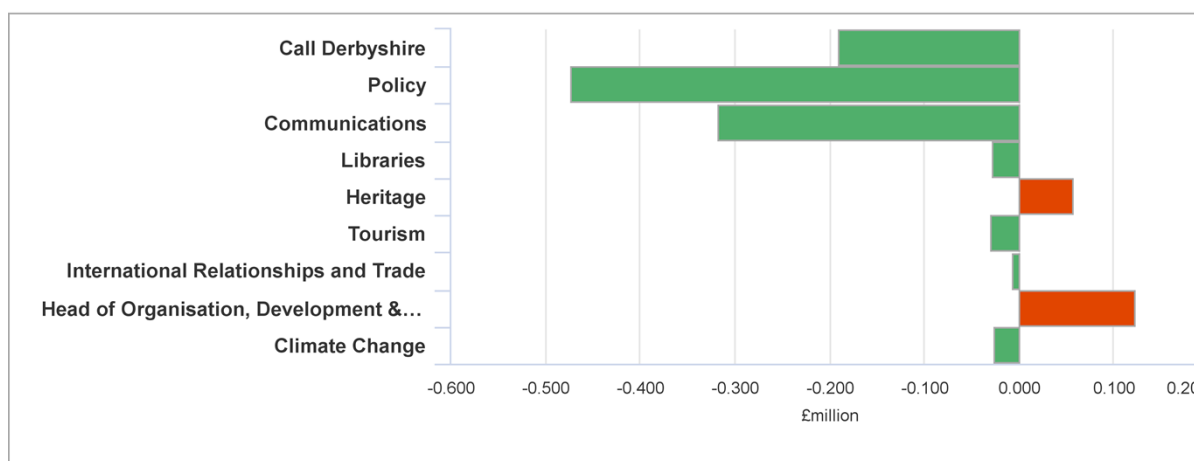
There is an underspend of £0.889m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Policy	(0.472)	✓	£0.140m underspend due to vacant posts not yet filled. An underspend of £0.150m on the Thriving Communities project resulting from work with communities being paused due to the pandemic; it is proposed to carry forward this amount for use in 2022-23. Budget growth was provided to support the

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			development of a more equitable distribution of Voluntary and Community Sector (VCS) Infrastructure funding across the county, but only half has been allocated this financial year. It is proposed to carry forward the underspend of £0.076m relating to VCS grants for use in 2022-23.
Communications	(0.318)	✓	Underspend due to vacancy control. This will assist in managing a planned restructure of the function. Also, one off funding from Public Health towards the Communications Team's support with the Covid-19 pandemic response.
Call Derbyshire	(0.191)	✓	Underspend due to staff turnover.
Head of Organisation, Development & Policy	0.123	✗	Following restructure of the Human Resources service, underspends are no longer available to fund this post.
Other – Net Underspend	(0.031)	✓	-
TOTAL	(0.889)		

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

Savings were achieved in 2021-22 in the following areas:

Description	£m
Policy - Rationalisation of complaints and procedures	0.078
Libraries - transfer to Community Managed Libraries	0.156

Description	£m
Total Savings Achieved 2021-22	0.234

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.531
One-Off Funding 2021-22	0.531

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Thriving Communities Project	0.150
Voluntary and Community Sector (VCS) grant funding	0.076
Total Commitments	0.226