



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

23 November 2023

**Joint Report of the Managing Director and the
Director of Finance & ICT**

**Performance Monitoring and Budget Monitoring/Forecast Outturn
2023-24 as at Quarter 2 (30 September 2023)**

(Strategic Leadership, Culture, Tourism and Climate Change
and Corporate Services and Budget)

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 (this is currently defined as £0.500m).

3. Purpose

3.1 To provide Cabinet with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2023-24, as at 30 September 2023 (Quarter 2).

4. Information and Analysis

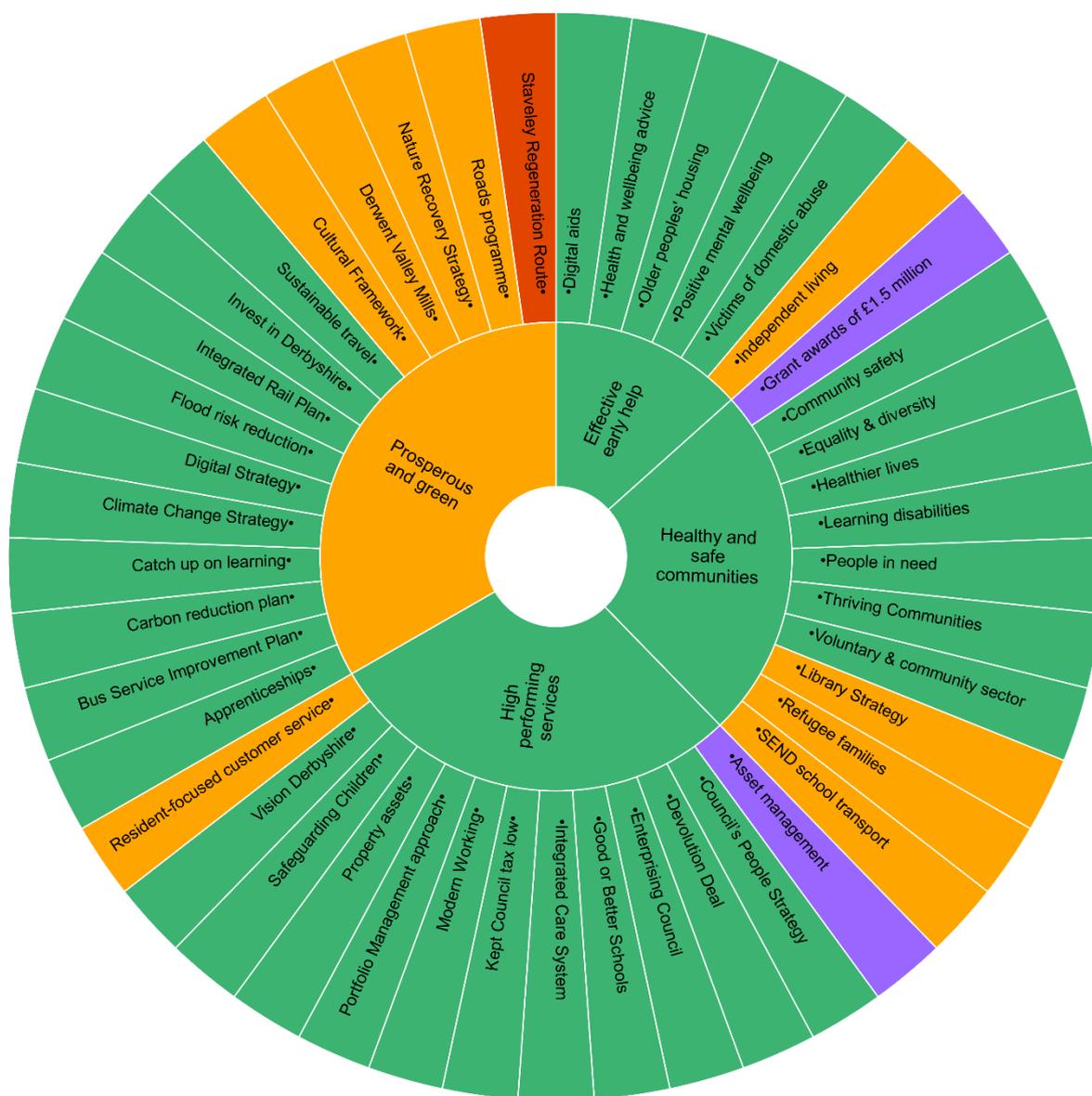
Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.
- 4.3 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 September 2023.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2023-24 as at 30 September 2023. Further reports will be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations.

Performance Summary

- 4.5 The Council Plan refresh for 2023-25, which outlines the Council's priorities, key deliverables and performance measures, was approved by Council in March 2023.
- 4.6 The 2023-24 Performance Report for Quarter 2, attached at Appendix 3, sets out the position in full up to the end of September 2023 for each deliverable and associated key measures set out in the Council Plan. The Council is addressing significant in year budget pressures however good progress has continued to be made during Quarter 2 in delivering the Council Plan, with 78% of the 45 deliverables in the Plan showing "Good" or "Strong" progress. 20% have been rated as "Requiring Review" and 2% have been rated as "Requiring Action". Three of the deliverables rated "Requiring Review" are due to uncertainties around funding in the current context or the impact of the Council's cost control measures. It is likely that in future quarters greater impact will be seen on the delivery of the Council Plan as the Council further prioritises its resources.
- 4.7 Progress in delivering the Plan is shown in the graphic below.

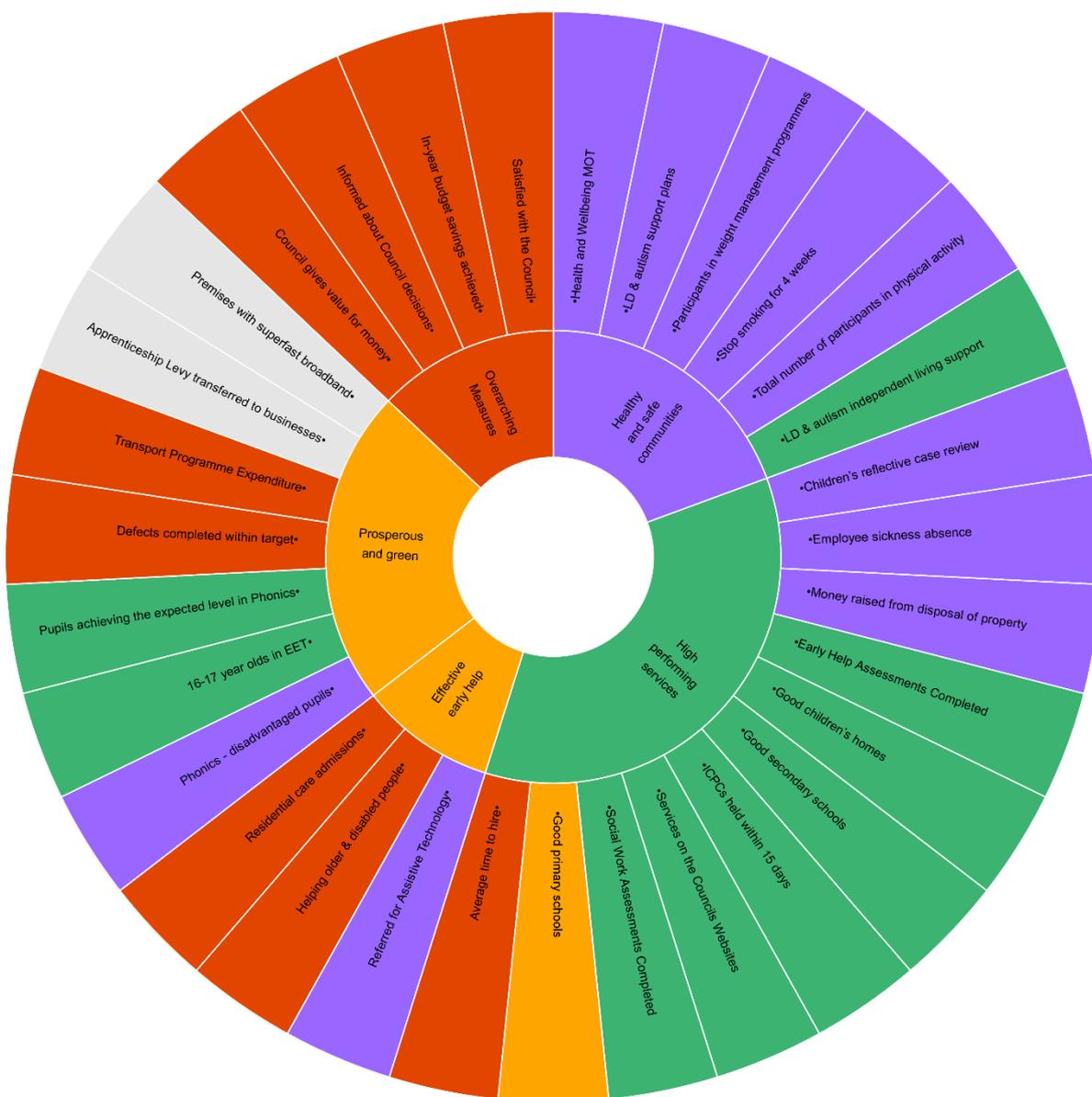
Deliverable Progress



Key ☆ Strong ✓ Good 🟡 Review 🛑 Action 🟠 Data not available/Target not set

4.8 The graphic below shows performance against target for each key measure identified in the Council Plan by priority. For the 29 key measures where data for 2023-24 against target is available, 10 are rated as “Strong”, with a further 9 rated as “Good”. There is 1 measure rated as “Requiring Review” and 9 are rated as “Requiring Action”. The 2 grey measures do not currently have targets set for 2023-24. Measures where data is not yet available for 2023-24 are not displayed in the wheel.

Key Measures Against Target



Performance by Priority

4.9 The resilient, healthy and safe communities priority shows overall “Good” performance for deliverables.

4.10 Key areas of success are as follows:

- A total of 250 grants to the value of £1.391m have now been approved as part of the programme implemented in February 2022.
- The Council has continued to support people and communities in need including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high.
- The latest figures for all Live Life Better Derbyshire (LLBD) services are above target and there is a high demand for LLBD services. The Walk Derbyshire innovation programme is progressing well and work has started to deliver the four neighbourhood pilots.

4.11 Areas for consideration are as follows:

- There has been a limited response from community groups to take forward community managed libraries. Therefore the work on refreshing the Library Strategy will consider options to sustain the service through co-location, re locations, digitisation and self service. Discussions will also include proposals on the optimum approach for the mobile library service.
- The Council’s delivery of home to school transport for children with special educational needs is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess the Council’s statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. A twelve month plan is in place to address the challenges with some actions already completed.
- The Council has continued to work with partners under a number of government schemes to enable refugee families to make Derbyshire their home. The provision of accommodation and support for those seeking asylum is becoming a significant issue however, as the small amount of funding available for central government support is being passported to Districts and Borough Councils. A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. Moving forwards consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal.

4.12 The high performing, value for money and resident-focused services priority shows overall “Good” performance for deliverables.

4.13 Key areas of success are as follows:

- Work to support the development of the East Midlands Combined County Authority Assurance Framework is underway, led by the Governance Group and recruitment into key regional roles has been completed.
- A range of evidence from the Council's quality assurance and performance framework shows consistency of approach and strong practice across the children's social care and early help workforce.
- Policy development in support of the People Strategy has been completed. Sickness absence figures for the year up to the end of Quarter 2 show an improvement against the previous year.
- All the supporting Corporate Property strategies and policies required to implement the Asset Management Strategy are now in place. A total of £2.91m has been raised so far this year from the sale of 17 property assets.

4.14 Areas for consideration are as follows:

- In support of a resident focused approach, 153 services have been made available online. Progress on the Council's new Customer Service Portal is delayed however, whilst priorities for ICT resources are reviewed. Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed road maps.
- The Time to Hire measure reflects days between a vacancy being shortlisted and the contract being prepared. Quarter 2 has seen a slight increase in the year to date figure from the Quarter 1 position of 62.5 days to 64.1 days. However, during September there has been a reduction from previous months as a result of Disclosure and Barring Service (DBS) check delays easing. Changes to onboarding processes and an anticipated reduction in DBS delays should see the average time to hire figure reduce during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year.

4.15 The effective early help for individuals and communities priority shows overall "Good" performance for deliverables.

4.16 Key areas of success are as follows:

- The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and conversation about mental health and suicide prevention, including Y Not Festival, Pride events, football matches and a Baton of Hope event in Glossop.

- A total of 228 people are being actively supported with health and wellbeing advice and coaching to reduce the need for adult social care services
- Since 2021 a total of 762 people with a learning disability and/or who are autistic have been supported to develop an outcome focused support plan.

4.17 Areas for consideration are as follows:

- Progress to finalise the new ways of working with older people and people with a disability to increase their independence is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. The redesign of the Homecare Short Term Service to improve capacity and efficiency has now concluded and the outcome report is being finalised.

4.18 The priority for a prosperous and green Derbyshire shows overall 'Requiring Review' performance for deliverables.

4.19 Key areas of success are as follows:

- The provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics suggest an improvement in our national rank position and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally.
- The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions.
- Following receipt of year 2 funding, the partnership work to deliver the £47 million Bus Improvement Plan continued at pace during Quarter 2. This included enhancements to 17 bus services delivering greater frequency and extension into the evenings and weekends.

4.20 Areas for consideration are as follows:

- The Council is in the final year of delivery of the £120 million 3 year Local Transport Programme. Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, against a target of £22m, however delivered work on the ground was in excess of £19m. A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24

target of £43m to deliver the programme within target timescales. Any shortfall in this amount will be carried forward to the start of the 2024-25 financial year.

- A decision from Government on the Outline Business case for the Chesterfield to Staveley Regeneration route is awaited and therefore all work has been paused to minimise financial risk. The need for certainty over funding has been raised by all parties with Government.
- Delivery of the Derbyshire Cultural Framework may be impacted as the £1m cultural recovery framework reserve which supports delivery has been identified as potential to support the Council's current budget position.
- There is a high level of support amongst partners for the production of a Development Framework for The Derwent Valley Mills World Heritage Site Development Framework, however it is likely that this work will be impacted by the Council's current financial controls.

4.21 With regard to the key measure to achieve all in year budget savings, £3.929m is forecast to be achieved against a target of £16.190m. The Council is reviewing all its savings initiatives and further developing its programme of savings proposals. This is referred to in paragraph 4.59.

4.22 The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. Actions taken to mitigate the overspend are set out in paragraph 4.31.

4.23 Performance monitoring shows that the Council is continuing to make good progress in delivering the Council Plan, however due to the in-year financial pressures the Council will need to prioritise effort and resource moving forwards. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Revenue Outturn Summary

4.24 The Council's forecast outturn for 2023-24 as at Quarter 2 (30 September 2023), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £397.167m and Public Health grant of £45.232m, other ring-fenced grants and income from other third parties and their associated spend.

Table 1: Portfolio Forecast Outturn

	Budget	Forecast Actuals	Projected Outturn Over/(Under) Spend	Budget Performance  Overspend  Underspend
	£m	£m	£m	
Adult Care	295.569	301.290	5.721	
Children's Services and Safeguarding and Education	156.525	174.426	17.901	
Clean Growth and Regeneration	0.787	0.513	(0.274)	
Corporate Services and Budget	67.136	68.078	0.942	
Health and Communities (exc. Public Health)	10.534	10.246	(0.288)	
Highways Assets and Transport	52.826	60.153	7.327	
Infrastructure and Environment	48.745	48.539	(0.206)	
Strategic Leadership, Culture, Tourism and Climate Change	11.193	11.425	0.232	
Total Portfolio Outturn	643.315	674.670	31.355	
Risk Management	21.255	19.636	(1.619)	
Debt Charges	38.019	47.947	9.928	
Interest and Dividend Income	(5.140)	(13.382)	(8.242)	
Levies and Precepts	0.373	0.373	0.000	
Corporate Adjustments	3.839	5.364	1.525	
Total	701.661	734.608	32.947	

4.25 The overall Council forecast overspend at 31 March 2024 is £32.947m. This is an improvement of £13.429m on the forecast reported at Quarter 1 (£46.376m), the reasons for which are set out in paragraphs 4.26 to 4.28 below.

Changes since Quarter 1

4.26 The reduction in the forecast overspend since Q1 is shown in Table 2. The reduction is due to a combination of additional resources and reductions to expenditure. Cost control measures, including a vacancy freeze, were implemented from September but demand and cost pressures remain high in Adult and Children's Social Care. Further detailed explanations follow in paragraphs 4.26 to 4.28 below.

Table 2: Projected Outturn change Q1 to Q2

	Q1 Projected Outturn £m	Q2 Projected Outturn £m	Q1 to Q2 Movement (Favourable)/ Adverse £m	Budget Performance  Improvement  Deterioration
Adult Care	7.226	5.721	(1.505)	
Children's Services and Safeguarding and Education	13.137	17.901	4.764	
Clean Growth and Regeneration	(0.298)	(0.274)	0.024	
Corporate Services and Budget	4.237	0.942	(3.295)	
Health and Communities (exc. Public Health)	(0.613)	(0.288)	0.325	
Highways Assets and Transport	9.354	7.327	(2.027)	
Infrastructure and Environment	1.424	(0.206)	(1.630)	
Strategic Leadership, Culture, Tourism and Climate Change	0.391	0.232	(0.159)	

Total Portfolio Outturn	34.858	31.355	(3.503)	
Risk Management	7.845	(1.619)	(9.464)	
Debt Charges	9.323	9.928	0.605	
Interest and Dividend Income	(5.733)	(8.242)	(2.509)	
Corporate Adjustments	0.083	1.525	1.442	
Total	46.376	32.947	(13.429)	

4.27 The main movements between Q1 and Q2 (summarised in Table 2 above) are summarised as follows:

- **Adult Care:** Continued growth in demand and cost for homecare and reablement services is resulting in an increased overspend on purchased services. This is being offset by the use of earmarked reserves of £7.1m (an additional £3.2m compared to Q1) and additional grant funding of £1.5m to support hospital discharge packages, resulting in a net improvement of £1.5m in the forecast outturn position.
- **Children's Services and Safeguarding and Education:** Continued demand for services combined with rising costs is resulting in a significant forecast overspend, which has deteriorated by £4.8m since Q1. Expenditure on placements for children in care or alternatives to care has continued to rise between Q1 and Q2, due to an increase in the average weekly cost of placements, a shortage of foster care places, and an increase in the number of children requiring support. This increase in the number of children requiring support is also resulting in additional costs for Children's Safeguarding Services when compared to Q1. There has also been a significant increase in forecast expenditure on Home to School Transport due to both increasing transport costs and an increase in the number of children eligible for Council funded transport from September 2023.

- **Corporate Services and Budget:** The reduction of £3.3m in the forecast overspend position is due to a combination of SAP upgrade project (the Council's primary business software) expenditure now being funded through the capital programme and the allocation of corporate funding for property inflation.
- **Highways, Assets and Transport:** The improvement in the forecast outturn position of just over £2m is due primarily to an increase in the level of underspend forecast on public and community transport because of additional grant funding, combined with the allocation of corporate funding for inflation in Highways and use of an additional £0.6m from earmarked reserves.
- **Infrastructure and Environment:** After the allocation of corporate funding for inflation, there is an improvement in the forecast outturn of £1.6m due to a combination of reductions in waste tonnages and additional savings on staffing in Planning and Development Control.
- **Risk Management:** There has been a significant improvement of £9.4m in the forecast against this budget line due to a combination of additional grant income (£4.9m) and a refinement in the forecast estimated use of contingency budgets (£4.5m).
- **Interest and Dividend Income:** Additional income from investments renewed at higher rates of interest (£2.5m). Note that there is not a comparable increase in debt interest payable as the majority of the required borrowing for long-term and working capital was already within the Q1 forecast and little additional or renewed borrowing at higher prevailing interest rates is forecast for the remainder of the financial year.
- **Corporate Adjustments:** Additional costs of £1.4m are now forecast at Q2 as a result of anticipated reserve movements attributable to the ring-fenced Dedicated Schools Grant (£0.5m) and an increase in the expected credit loss (£0.9m) in respect of interest receivable on a loan advanced to an organisation which is now in doubt due to economic conditions.

Use of Reserves

4.28 The overall forecast Council overspend of £32.947m is after substantial one-off support from the use of £33.523m of the Council's Earmarked reserves. The 2023-24 Budget approved by Council in February 2023 included the planned use of £23.707m from the Budget Management reserve for planned service pressures. An additional £9.816m of earmarked reserves is now expected to be drawn down from departmental reserves (£5.992m at Q1) to support the Adult Care (£7.091m) and Highways Assets and Transport (£2.725m) portfolio outturn positions.

- 4.29 The forecast overspend in 2023-24 follows the outturn position for 2022-23, which resulted in the Council utilising £55m of its reserves in order to manage its budget to meet inflationary, demand and pay award cost pressures. The Council continues to face significant inflationary cost pressures across all services, combined with continued growth in demand for Adults Services, Children's Social Care and Education, and increasing reactive and planned maintenance requirements on the Highways Infrastructure.
- 4.30 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to result in cost pressures in excess of budget across all service areas, and the anticipated pay offer for 2023-24 is higher than estimated.
- 4.31 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council continues to take a number of actions to mitigate the overspend. This includes:
- Finding alternative in year savings proposals.
 - Looking at high-cost placements to find more suitable and cost effective options.
 - Stopping or delaying projects until the next financial year to reduce planned expenditure in year.
 - Implementing a vacancy freeze to reduce in year expenditure.
 - Limiting expenditure on agency staffing to cover essential roles only.
 - Introducing expenditure controls across non staffing budgets.
- 4.32 The forecast overspend has reduced considerably since Q1. It is anticipated that further reductions can be achieved as the cost control measures, which were introduced in September 2023 and are identified above, continue to take effect. The achievement of mitigating actions to reduce the overspend is being closely monitored by Chief Officers across the Council. The following are some examples of where costs are already being reduced, or are forecast to be reduced, in 2023-24:
- Reduction in grounds maintenance £0.220m.
 - Reduction in spend on tree strategy £0.050m.
 - Reduction in spend on conservation and heritage £0.070m .
 - Reduction in spend on Cultural Recovery Framework £0.560m.
 - Reduction in spend on Digital Derbyshire £0.500m.
 - Reduction in spend on Elvaston Masterplan £0.165m.
 - Change in Trading Standards laboratory testing £0.003m.

- Highways efficiency savings (tighter cost control, use of fleet, better procurement) £0.200m.
- Reduction in spend on performance, governance and improvement £0.076m.
- Pause on and reduction of project work relating to carbon reduction, including feasibility work.
- Pause on any maintenance work to buildings, which is not directly related to a health and safety risk. Holding of vacancies in the maintenance team.
- Change to the way in which the Council delivers the valuations of the estate for its accounts £0.050m (Ongoing) and £0.240m (One-off).
- Pause in recruitment to vacancies in the facilities management team, and specifically the decision not to use overtime to fill the gaps in the commissionaires rota, resulting in reduced cover, slower response to building issues, reduced support for meetings, the building having to close at different times.
- Pause on recruiting to vacancies in the tree work/grounds maintenance team, with an increased risk of not being able to clear highways and properties due to tree damage and fallen branches.
- Reduction in utility costs £0.212m and reduction in debt charges £0.142m to date, due to disposal of surplus assets. Savings in business rates.
- Rent reviews on industrial units leading to increased income.
- Exploration of opportunities to find in-year savings (one-off) over and above the savings that have been previously identified for 2023-24 and seek alternative savings for historical savings that have been brought forward into the current financial year - compensatory efficiencies of £2m identified in Adult Social Care.
- Review of all high cost care packages in Adult Social Care.
- Suspension of the use of overtime for non-business critical roles.
- Suspension of increasing the hours of part-time staff for non-business critical roles.
- Consideration of all areas of departmental budgets where spending can be temporarily reduced or ceased e.g. spend on travel, purchase of equipment including ICT equipment, training and conferences.

4.33 The Council continues to work with partners, such as the Local Government Association and the Society of County Treasurers, to lobby Government for additional funding to support vital services and to highlight the continued financial pressures facing the Council. Planning is in progress to develop budget proposals for 2024-25 but cost pressures and demand for services are expected to remain high.

Forecast Budget Variances

4.34 Of the overall forecast £32.947m overspend, the significant variances (summarised in Table 1 earlier in this report) are set out below. Further detail for all Portfolios is included in Appendices 4 to 11.

Adult Care

4.35 The forecast £5.721m overspend on the Adult Care portfolio relates mainly to Purchased Services costs (£10.9m overspend) and allocated savings targets which are not expected to be achieved this financial year (£9.7m shortfall reduced to £2.6m after using earmarked reserves of £7.1m). There has been an increase in demand in relation to hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased further in excess of budget.

4.36 Pressures on residential care and reablement services budgets are being partially mitigated by underspends in other areas, including Direct Care (home care) staffing vacancies and reduced usage of Day Centres. The forecast underspend on Direct Care is £7.2m.

4.37 There are shortfalls in the delivery of the Best Life Derbyshire efficiencies for Working Age and Older People, which is being mitigated in part through the use of reserves. The forecast outturn for this portfolio includes the anticipated draw down of £7.091m of departmental earmarked reserves.

Children's Services and Safeguarding (£13.363m overspend) and Education (£4.538m overspend)

4.38 The forecast £17.901m overspend on the Children's Services and Safeguarding and Education portfolios is mainly due to continued high demand for placements for children who are in care or unable to remain at home (£10.797m overspend). There are also significant pressures on Education budgets relating to Home to School Transport (£2.669m overspend) and Education Support Services (£1.624m overspend).

4.39 Expenditure on placements for children in care or alternatives to care is continuing to rise, primarily due to an increase in the cost of placements. Inflationary pressures have led to higher average costs whilst a shortage of foster care places has exacerbated the position by requiring the need to make more higher cost placements with independent providers. The

number of children requiring support is also growing and there are a greater number of children in arrangements which are alternatives to care, such as Special Guardianship Orders, many of which require long-term financial support. With the best interests of the child at the heart of decision-making, on-going work is being undertaken to maximise the capacity of places and care packages available. This choice should ensure children are given the most appropriate placement and mitigate some of the rising cost pressures.

- 4.40 Other factors contributing to the overspend include the costs of meeting the needs of Children with Disabilities (£1.290m overspend), where the cost of packages to support children with complex needs continues to rise. Increasing numbers of children in care and children in need have also resulted in increased staffing costs for Child Protection teams (£2.420m overspend) to ensure caseloads are managed appropriately.
- 4.41 There has been a significant increase in the projected overspend on Home to School Transport due to an increase in the number of children eligible for Council funded transport. This is combined with an inflationary increase in costs with recent tenders showing an average increase of around 18% for three year contracts. Increased eligibility relates primarily to SEND transport and is consistent with increases in the number of children with Education Health Care Plans (EHCPs), which has increased by 16% over the last 12 months. Additional expenditure related to increased demand for EHCPs is also driving the forecast overspend on Education Support Services.

Highways, Assets and Transport

- 4.42 The forecast £7.327m overspend on the Highways Assets and Transport portfolio reflects a number of areas of pressure, including:
- increased activity and costs on reactive highways maintenance work on the County's roads and footpaths due to increased deterioration of the network causing more potholes (£2m overspend);
 - the implementation costs of the new Highways Network Planning software systems have exceeded available revenue budget and having to use the system for longer than planned has also contributed to the overspend (£0.5m overspend);
 - staff costs anticipated to be chargeable to capital budgets being lower than expected, resulting in additional revenue costs (£2m overspend);
 - winter maintenance costs are expected to exceed the allocated budget based on an average severity of winter. This pressure will

reduce if there is a particularly mild winter, but may increase in event of cold weather being more prevalent than the last five years average (£0.8m overspend); and

- prior year savings targets are not achievable (£2.2m overspend).

4.43 The forecast outturn for this portfolio includes the anticipated draw down £2.725m of departmental earmarked reserves, including the Winter Maintenance reserve.

Corporate Services and Budget

4.44 The forecast £0.942m overspend on the Corporate Services and Budget portfolio is a net position, reflecting both under and overspends across different service areas.

4.45 There is a forecast overspend of £2.5m on Property and Property Operations due to the costs of operating and maintaining the Council's property portfolio being in excess of budget as a result of inflationary pressures and urgent maintenance requirements. There are also delays and shortfalls on delivery of savings targets, and reductions in property operations income without a corresponding reduction in fixed costs.

4.46 The overspend on Property of £2.5m, along with a Corporate overspend of £0.4m relating to an unachievable Channel Shift savings target, has been partially offset by the following:

- Capitalisation of Azure Cloud costs as part of the SAP HANA project £1.5m, with an overall underspend impact on Finance & ICT of £0.672m.
- Underspend on salaries as a result of vacancies in Organisational Resilience People and Communications (ORPC) of £0.251m.
- Underspend on salaries as a result of vacancies in Transformation & Strategy of £0.915m

Corporate Budgets

4.47 There is a net forecast overspend of £1.592m on corporate budgets in 2023-24, the corporate budgets being:

- Risk Management
- Debt Charges
- Interest and Dividend Income
- Levies and Precepts
- Corporate Adjustments

Risk Management

4.48 There is now a forecast underspend on the Risk Management budget due to a combination of additional grant income (£4.9m) and a refinement in the forecast estimated use of contingency budgets (£4.5m). Further detail on the allocation of the risk management budget is set out in the table below.

<u>Table 3: Risk Management budget</u>	Budget £m	Forecast Expenditure £m	Over / (Under) Spend £m
Pay Award 2023-24	10.746	16.386	5.640
Departmental Specific Service Pressures	2.436	3.250	0.814
General Contingency	3.557	0.000	(3.557)
Savings Targets not achievable/duplicated	(0.773)	0.000	0.773
Total Contingency Funding	15.966	19.636	3.670
Extended rights to home to school transport	0.171	0.000	(0.171)
Services Grant 2023-24	0.181	0.000	(0.181)
Business Rates Relief Grant Adjustment	4.937	0.000	(4.937)
Additional Non-ringfenced Grants	5.289	0.000	(5.289)
Total Risk Management Budget	21.255	19.636	(1.619)

4.49 The Risk Management Budget has reduced since Q1 due to inflation contingency budgets being allocated to Departmental budget lines. The remaining £21.255m of risk management budget includes:

- £15.966m of remaining contingency funding set aside in the 2023-24 Revenue Budget. This includes a remaining pay award element of £10.746m, departmental specific service pressures of £2.436m (not yet allocated to Departments) and general contingency of £3.557m.
- £5.289m of additional non-ring fenced grants that had not been announced when the 2023-24 Revenue Budget was approved by Council on 15 February 2023. This comprises:
 - £0.171m Extended Rights to Home to School Transport Grant adjustment;
 - £0.181m Services Grant 2023-24 adjustment; and
 - £4.937m additional business rates relief grant.

4.50 The forecast expenditure of £19.636m on the Risk Management Budget relates to:

- £16.386m anticipated allocation of budget to fund pay increases, as set out in paragraph 4.51 below.
- £3.250m remaining allocation of budget to support Departments with the rising cost of goods and services relating to transport and catering, and property running costs.

4.51 The 2023-24 pay award for Local Government Service Employees (effective from 1 April 2023) was agreed on 1 November 2023. The National Employers' final one-year offer proposed to the unions representing the main local government workforce was as follows, with effect from 1 April 2023:

- An increase of £1,925 on all pay points covered by the Council's Pay Grades up to and including Grade 13, which is equivalent to a 10.4% increase for employees on pay point 1 and 4.0% for employees on pay point 35.
- An increase of 3.88% on all pay points covered by the Council's Pay Grades on Grades 14 to 16.
- An increase of 3.50% on all pay points covered by the Council's Pay Grades on Grades 17 to 21.
- An increase of 3.88% on all allowances, except for travel rates.

The final 2023-24 pay offer equates to a total estimated ongoing cost to the Council of £15.933m. For 2023-24 budget purposes a sum of £10.381m was set aside, based on a 4% flat pay award increase. The agreed pay increase for 2023-24 leaves the Council with a shortfall of £5.552m in 2023-24 and an ongoing pressure of that amount in each subsequent year.

Debt Charges (Cost of Borrowing)

4.52 The Debt Charges budget is forecast to be overspent by £9.928m in 2023-24 of which £6.1m relates to interest payable on short-term loans and £3.8m to the Minimum Revenue Provision (MRP) for the repayment of debt principal as a result of additional borrowing.

4.53 Forecast interest payable on short-term loans has increased due to rising interest rates and the increased need to borrow to maintain working capital after the payment of the Derby and Derbyshire Waste Treatment Centre legal settlement (£2.3m of interest costs relating to the increased need to borrow because of the legal settlement). MRP has increased as

the Council's Capital Financing Requirement (CFR) has risen following the trend of switching capital financing from Revenue Contributions to borrowing in recent years as part of its risk management strategy.

Interest and Dividend Income

- 4.54 A favourable variance of £8.242m is forecast on the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. As interest rates have risen, forecast income from short-term lending has increased, but this is offset by an increase in the interest the Council is expected to pay to meet its temporary borrowing needs.

Corporate Adjustments

- 4.55 There is a forecast overspend of £1.525m on Corporate Adjustments in 2023-24. This is due to an expected credit loss in respect of interest receivable on a loan advanced to an organisation which is now in doubt due to economic conditions (£0.9m), anticipated reserve movements attributable to the ring-fenced Dedicated Schools Grant (£0.8m), amortisation of premiums and interest on restructured loans (£0.3m), less £0.5m in respect of interest receivable on schools' balances.

General Reserve

- 4.56 The General Reserve stands at £27.734m at 30 September 2023 (Q1 report, £28.025m). This is considered to be the minimum level of general reserve for an organisation the size of the Council. The current forecast £32.947m overspend for 2023-24 would more than deplete the available General Reserve balance. Further corrective action as outlined in this report needs to be undertaken to reduce this overspend.

Earmarked Reserves

- 4.57 Earmarked reserves are held to meet known or predicted liabilities and the funds should be used for the item for which they have been set aside. Any funds no longer required are returned to the General Reserve. The Council reviews the level of Earmarked reserves at least annually. The last review of earmarked reserves took place in December 2022 and was reported to Cabinet on 2 February 2023. The next review is scheduled to be reported in January/February 2024.
- 4.58 A summary of outstanding balances on the Council's Earmarked reserves as at 30 September 2023 is set out in Appendix 13.

Budget Savings

4.59 A summary of the achievement of budget savings targets for 2023-24 is provided at Appendix 14. The budget savings target for 2023-24 is £16.190m, with a further £12.038m target brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be delivered in the current financial year, with delays in the delivery of Adult Care savings being mitigated through the use of earmarked reserves. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered. Where there is non-achievement of savings brought forward, the resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received. If a savings initiative is not delivered this will also have ongoing financial implications, including for future financial years.

Debt Age Profile

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

Traded Services

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

4.62 'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income and a contribution made to general overheads. The latest forecast position on fully traded services is for a net deficit position of £0.767m due to income levels not meeting expected expenditure in several areas.

4.63 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. An overall surplus of £0.292m compared to the budgeted income target is forecast for 2023-24 on partially traded areas across the Council as a whole.

4.64 Appendix 12 summarises the financial performance of the separate trading areas.

5. Consultation

5.1 At the Cabinet meeting on the 21 September 2023 a report on the Preparation of Budget 2024-25 was included as part of the agenda. The report covered how during October and November the Council will consult residents and other stakeholders in relation to the Council's 2024-25 budget, including asking for views on the Council's savings proposals. Given the financial challenges the organisation faces, it is now proposed that the Council will consult residents on specific budget options for 2024-25 as they are finalised over the coming months. This is to ensure the detail of each proposal is sufficient to enable full and appropriate Consultation. The budget consultation commenced on 6 November 2023.

6. Alternative Options Considered

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

7. Implications

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

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Key to Performance Ratings

9.3 Appendix 3 – Performance Report 2023-24 Council Overview

- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Children’s Services and Safeguarding and Education - Portfolios Summary
- 9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary
- 9.7 Appendix 7 – Corporate Services and Budget - Portfolio Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Traded Services
- 9.13 Appendix 13 – Earmarked Reserves
- 9.14 Appendix 14 – Budget Savings Monitoring 2023-24
- 9.15 Appendix 15 – Aged Debt

10. Recommendations

That Cabinet:

- 10.1 Notes and agrees the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2023-24 as at 30 September 2023 (Quarter 2).
- 10.2 Notes the position on General and Earmarked Reserves.
- 10.3 Notes significant actions are required and will be undertaken across the Council to reduce the significant revenue overspend detailed in this report. Cabinet will be kept informed on the implementation and progress of these actions.
- 10.4 Approves the changed approach for consultation on specific budget options.

11. Reasons for Recommendations

11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2023-24. The outturn position supports the development of budgets in both the short and medium term.

11.2 The balances of both the General and Earmarked Reserves support good financial planning.

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

12.1 No

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Appendix 1

Implications

Financial

- 1.1 An overall Council overspend of £32.947m is forecast. This is an improvement on the forecast reported at Quarter 1 (£46.376m) but is already after substantial one-off support from the use of £33.523m of the Council's Earmarked reserves. The 2023-24 Budget approved by Council in February 2023 included the planned use of £23.707m from the Budget Management reserve for planned service pressures. A further £9.816m of earmarked reserves is now expected to be drawn down from departmental reserves to support the Adult Care (£7.091m) and Highways Assets and Transport (£2.725m) portfolio outturn positions.
- 1.2 The forecast overspend is in addition to the overspend reported for 2022-23 which resulted in the Council utilising £55m of its reserves in order to balance the budget to meet inflationary, demand and pay award cost pressures. This was an additional sum of £23m over and above that originally budgeted for at the time of setting the budget in February 2022.
- 1.3 Paragraphs 4.34 to 4.59 describe the reasons for the overspend. There continues to be inflationary and demand pressures, particularly for adults and children's social care.
- 1.4 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to provide cost pressures to all service areas and the pay offer for 2023-24 is higher than estimated.
- 1.5 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council is taking a number of actions to mitigate the overspend. This includes:
 - Finding alternative in year savings proposals.
 - Looking at high-cost placements to find more suitable and cost effective options.
 - Stopping or delaying projects until the next financial year to reduce planned expenditure in year.
 - Implementing a vacancy freeze to reduce in year expenditure.
 - Limiting expenditure on agency staffing to cover essential roles only.
 - Introducing expenditure controls across non staffing budgets.

The forecast overspend has reduced considerably since Q1. It is anticipated that further reductions can be achieved as the cost control measures identified above take effect. The achievement of mitigating actions to reduce the overspend is being closely monitored by the Council's Chief Officers.

- 1.6 A number of local authorities are reporting substantial overspends, with some indicating that they may have to issue Section 114 Notices, this meaning that no new expenditure is permitted with the exception of funding to provide statutory services.
- 1.7 The Council works with partners such as the Local Government Association and the Society of County Treasurers to lobby government for additional funding to support vital services and to highlight the continued financial pressures facing the Council.

Legal

- 2.1 By law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.
- 2.2 By virtue of section 114(3) of the Local Government Finance Act 1988, the Chief Finance Officer is required to issue a report where he considers that the expenditure to be incurred by the Council during a financial year is likely to exceed the available resources. The issue of a section 114(3) report would trigger a short term statutory prohibition on entering into 'any new agreement which may involve the incurring of expenditure' without the permission of the Chief Finance Officer.

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

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

6.2 High inflation and the delay in agreeing the pay award for 2023-24 has increased the financial uncertainty for all local authorities. The Council is committed to ensuring that it sets a balanced budget over the medium-term, therefore ensuring good financial management and use of reserves.

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

7.1 None.

Appendix 2

Key to Performance Ratings

	Strong 	Good 	Review 	Action 	Not Updated
Council Plan Deliverables	On track or complete with outcomes exceeding expectations /requirements.	On track or complete with outcomes in line with expectations/ requirements.	Some risk to achieving timetable and/or outcomes.	Unlikely to achieve timetable and/or not delivering required outcome.	
Council Plan Measures	More than 5% better than target.	Less than 5% better than target but not less than 2% worse than target.	Between 2% and 10% worse than target.	More than 10% worse than target.	No data received or no target set for 2023-24.
Service Lines Outturn		Outturn below budget.	Outturn less than or equal to 2% over budget.	Outturn more than 2% over budget.	
Portfolio Outturn		Outturn below budget.		Outturn over budget.	
Budget Savings		Forecast savings better than target.		Forecast savings worse than target.	

Derbyshire County Council

Appendix 3



Council Plan 2023-25

Performance Report
Quarter 2 2023-24

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Introduction

Welcome to the Council's performance report on the Council Plan 2023-25, for Quarter 2 2023-24. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. The Plan was refreshed in March 2023 to ensure it continues to address the key opportunities and challenges facing the Council. Our key priorities continue to be:

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

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

The report describes performance up to the end of September 2023; any discussions regarding performance should take account of any additional information that may be available following production of this report.

Reporting Performance

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

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

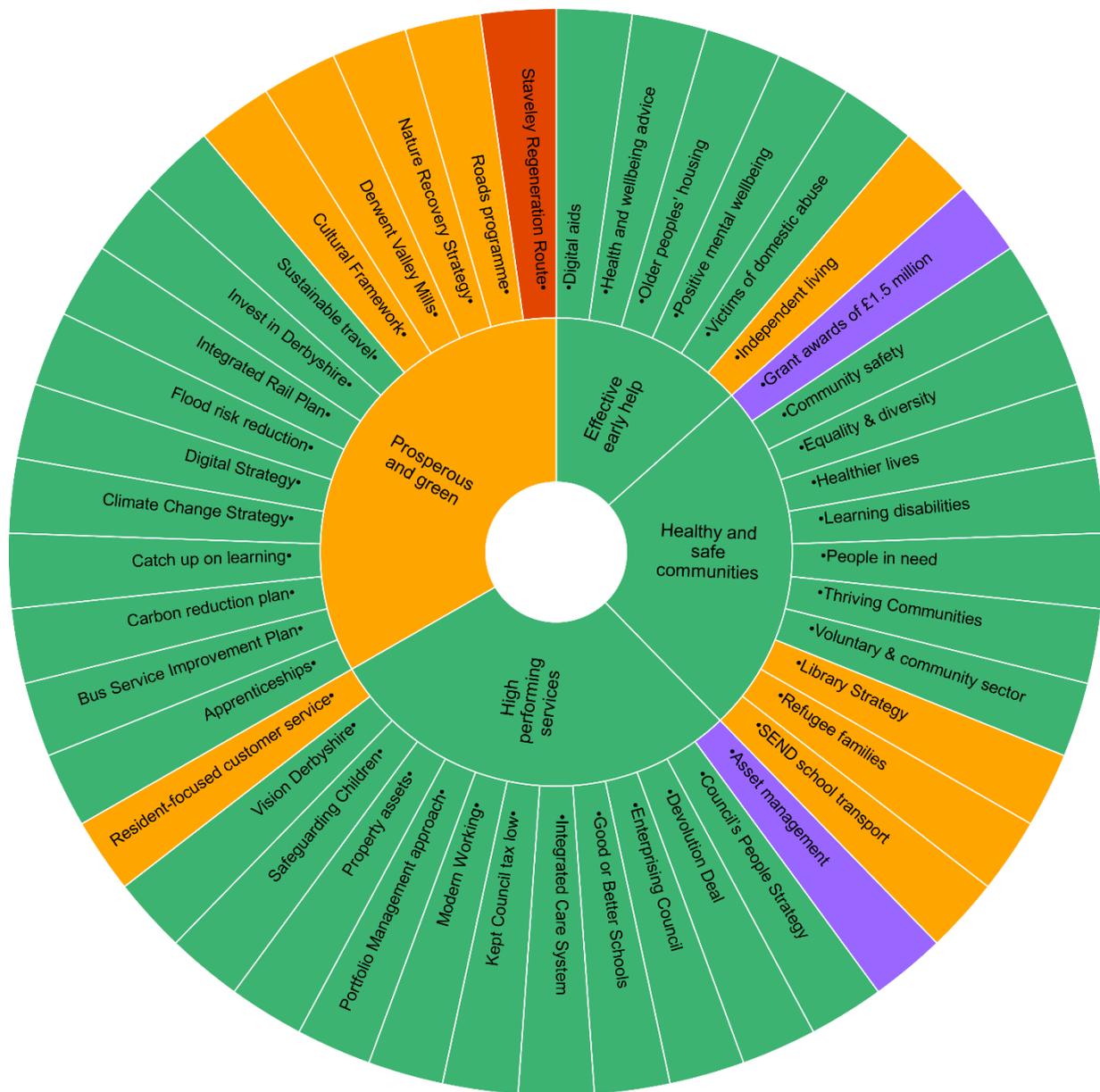
A graphical representation of the Council's performance for Quarter 2 is set out below, against its priorities (inner wheel) and deliverables (outer wheel). The colours in each segment show the progress the Council is making during 2023-24. The performance for each priority and deliverable is detailed within the report.

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

Summary

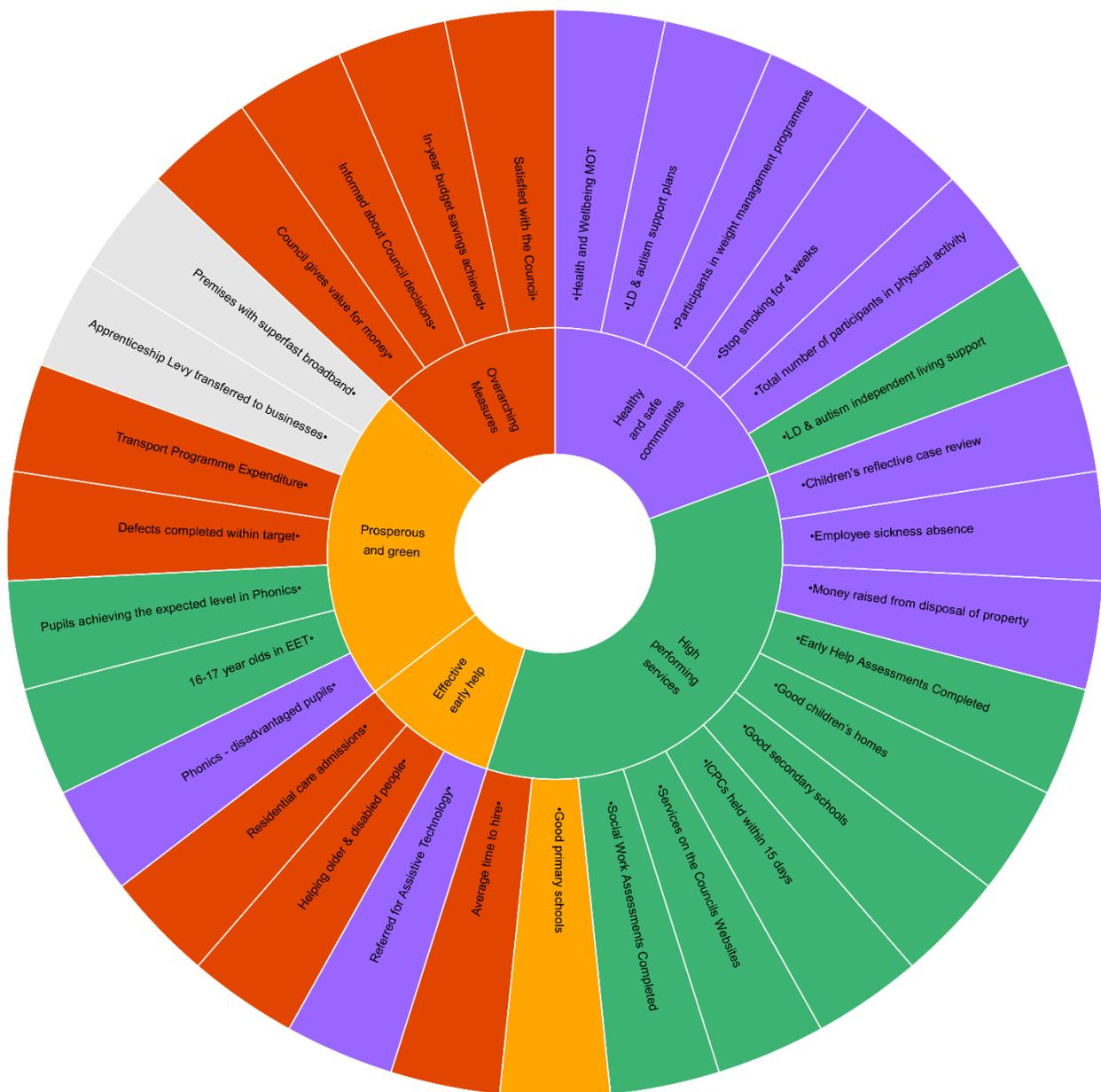
Deliverable Overview

The Council is addressing significant in year budget pressures, however as at Quarter 2, good progress continues to be made in delivering the Council Plan. Of the 45 deliverables in the Plan, 35 have been rated as 'Good' or 'Strong'; 9 have been rated as "Requiring Review" and 1 as "Requiring Action". Three of the 9 deliverables rated "Requiring Review" are due to uncertainties around funding in the current context or the impact of the Council's cost control measures. It is likely that in future quarters greater impact will be seen on the delivery of the Council Plan as the Council further prioritises its resources.



Key Measure Overview

A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the 29 key measures with data and targets at this point in the year, 10 have been rated as 'Strong', with a further 9 rated as 'Good'. There is 1 measure which has been rated as 'Requiring Review' and 9 as 'Requiring Action'. Measures which are grey currently have no targets set for 2023-24. Measures where data is not yet available for 2023-24 are not displayed in the wheel. The key measures are detailed in the following tables.



Performance – Trend over Time

Deliverables

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	2	2		
✔ Good	33	33		
● Review	10	9		
🚩 Action	0	1		

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
Improving	2	3		
No Change	28	39		
Declining	7	4		
Completed	0	1		

Measures

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	12	10		
✔ Good	6	9		
● Review	0	1		
🚩 Action	5	9		

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
Improving	4	0		
No Change	13	19		
Declining	1	5		

Key areas of Success

Key areas of success during Quarter 2 are:

- ✔ **Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire (rated Good)**

A range of evidence from our quality assurance and performance framework continues to show consistency of approach and strong practice across the children's social care and early help workforce. This is in the context of increasing demand and activity throughout the social care system. ([View Details](#))

- ★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)**

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved. ([View Details](#))

★ Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Strong)

The supporting strategies required for implementation are now completed and have been approved by Cabinet. A total of £2.921m has been raised up to the end of September from the sale of 17 property assets; this also brings reduced maintenance, insurance and energy costs for the Council. ([View Details](#))

✔ Work alongside people with a learning disability, those 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 (rated Good)

In this quarter, we have worked with 53 people with a learning disability and/or who are autistic, to have outcome focussed support plans. This exceeds the quarterly target. Cumulatively, since April 2021, 762 people have been supported to develop an outcome focused support plan. ([View Details](#))

✔ Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures (rated Good)

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments also continues to be very high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings. ([View Details](#))

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)

In Quarter 2, demand for Live Life Better Derbyshire services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets.

Physical activity transformation work is continuing to develop a partnership approach to physical activity services. The physical activity agreement and specification is written and being reviewed.

Walk Derbyshire innovation programme is progressing well and work has started delivering the four neighbourhood pilots. ([View Details](#))

✓ **Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)**

The figure of 4.7% for available hours lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%. The measure shows total sickness hours as a percentage of total working hours available. ([View Details](#))

✓ **Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally (rated Good)**

Derbyshire has seen a faster rate of improvement so far this financial year than that seen nationally for secondary pupils. For primary pupils, the rate of improvement is just below the rate of improvement nationally. Although the gap with national has narrowed, proportions remain lower than comparators, particularly at secondary level, and the deliverable remains a priority for the 2023-24 academic year. ([View Details](#))

✓ **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money (rated Good)**

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023. ([View Details](#))

✓ **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)**

The Director of Public Health annual report was published and focused on mental health and wellbeing.

The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and have conversation about mental health and suicide prevention, including Y Not Festival, pride events, football matches and a Baton of Hope event in Glossop. ([View Details](#))

✓ **Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (rated Good)**

The team are actively supporting a total of 228 people and have received 97 new introductions in Quarter 2.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational. ([View Details](#))

✔ **Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2032 (rated Good)**

The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO2e to 12,338 tonnes CO2e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions. ([View Details](#))

✔ **Work 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 (rated Good)**

Provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics suggest an improvement in our national rank position and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally. ([View Details](#))

✔ **Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability (rated Good)**

Following receipt of year 2 funding, the partnership work to deliver the £47 million Bus Improvement Plan continued at pace during Quarter 2. This included enhancements to 17 bus services delivering greater frequency and extension into the evenings and weekends. ([View Details](#))

Key areas for Consideration

The following areas have been rated as “Requiring Review” or “Requiring Action” during Quarter 2:

🟡 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former Library Strategy in September 2021 there has been a no further response from community groups regarding Community Managed Libraries (CML). **Response:** The implementation focus of the Library Strategy is shifting from CML (although proposals will still be considered as and when they come forward) to sustaining the service through co-location/relocation. [View details.](#)

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

Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner.

Response: Work is now in place to start to implement and deliver the 12 month improvement plan. An independent lead for the implementation of the plan is in place and the improvement plan has been linked to both the Special Educational Need and Disabilities Executive Board and the Education Partnership. A decision-making team is now established and work is starting to move forward. [View details.](#)

Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)

Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils. **Response:** Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward, consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal. [View details.](#)

Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)

Issue: In support of a resident focused approach, 153 services have been made available online, working towards an end of year target of 160 services. Progress on the Council's new Customer Service Portal, however, is delayed whilst priorities for ICT resources are reviewed. **Response:** Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed roadmaps. [View details.](#)

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 (requires Review)

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** We are currently finalising the redesign of the Short-Term Service with implementation commencing January 2024. This will increase the capacity available to older people requiring reablement intervention and help manage demand for Adult Social Care and Health services. [View details.](#)

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)

Issue: Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, against a target of £22m, however delivered work on the ground was in excess of £19m. The repair of road defects on time has continued to decline and issues, accelerated by unseasonal adverse weather conditions, have impacted on the rate of repair. **Response:** A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m to deliver the programme within timescales. Any shortfall in this amount will be carried over to the start of the 2024-25 financial year. [View details.](#)

Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment (requires Review)

Issue: The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS) and has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The timescale for delivery is tight as the deadline is March 2025 and ongoing budgetary pressures could have implications for delivery. **Response:** Progress will be kept under review. [View details.](#)

Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Action)

Issue: The Council is awaiting a decision from Government about the Outline Business Case. It was reconsidered in August, however no decision has been communicated to date. **Action:** Officers, members, local MPs and partners have all contacted the Government to stress the importance of the project, and the need for certainty over its funding. [View details.](#)

Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)

Issue: There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation. **Response:** This activity is obviously important to the council but it is not a statutory service. [View details.](#)

 **Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential (requires Review)**

Issue: There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions WHSs, and the formation of the East Midlands Combined Authority. Unfortunately the Council's financial position is likely to impact on the Development Framework's production. **Response:** Progress will be kept under review. [View details.](#)

 **Residents' survey measures (requires Action)**

Issue: The results from the Pulse Survey of residents carried out in June 2023 remain similar to those from the main survey carried out in Autumn 2022 and are below target. **Action:** In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups. [View details.](#)

 **Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)**

Issue: The year to date average Time to Hire figure of 64.1 days is above the target for the year end of 50 days. This measure reflects days between a vacancy being shortlisted and the contract being prepared. **Action:** It is anticipated that changes to the related onboarding processes and an anticipated reduction in Disclosure and Barring Service check delays should see the average time to hire figure reduce during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year. [View details.](#)

 **Projected achievement of in-year budget savings (requires Action)**

Issue: The combined departmental budget savings target for 2023-24 is £16.190m with a further £12.038m of unachieved savings brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be achieved. The forecast at Quarter 1 was reported as £10.317m, however this has been revised at Quarter 2. This is mainly due to the lack of availability of short term home care for older people which has meant there has been no expenditure reductions in long term home care packages and in residential care home placements. Departmental reserves and other one-off compensatory efficiencies have been employed to mitigate the in-year impacts. **Action:** The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. [View details.](#)

Key Measures Updated for Quarter 2 2023-24

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2023	762	550	 Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Sep-2023	28	27	 Good (Strong in Q1)
Total number of participants in weight management programmes	Sep-2023	1,506	850	 Strong
Total number of participants in physical activity	Sep-2023	1,176	650	 Strong
Health and Wellbeing MOT	Sep-2023	5,413	3,750	 Strong
Employee sickness absence (Council, not including schools)	Sep-2023	4.7%	5.1%	 Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Sep-2023	64.1	50.0	 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2023	76.1%	70.0%	 Strong
Early help assessments completed within 45 days	Aug-2023	93.8%	90.0%	 Good (Strong in Q1)
Social work assessments completed within 45 days	Aug-2023	88.4%	85.0%	 Good (Strong in Q1)
Initial child protection conferences within 15 days	Aug-2023	86.6%	83.0%	 Good (Strong in Q1)
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2023	91.0%	91.0%	 Good
Number of services accessed via e-forms on the Council websites	Sep-2023	153	153	 Good
Amount of money raised from the disposal of land and buildings	Sep-2023	£2,921,500	£2,450,000	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Aug-2023	0.6	1.0	 Review
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Aug-2023	2.4	0.0	 Good
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2023	1,588	1,794	 Action
Number of permanent admissions to residential and nursing homes	Sep-2023	566	466	 Action

Key Measure	Date	Actual	Target	Performance
Number of people with social care needs referred for Assistive Technology	Sep-2023	543	300	 Strong
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2023	£16.420m	£22.000m	 Action (Good in Q1)
Percentage of defects completed within target timescales	Sep-2023	54.4%	90.0%	 Action
Percentage of pupils achieving the expected level in Phonics	Aug-2023 (Annual Measure)	79.0%	79.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2023 (Annual Measure)	16.7	18.7	 Strong
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2023	95.0%	94.4%	 Good
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Sep-2023	97.5%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Sep-2023	£172,117	Not set	 No Target
Projected achievement of in-year budget savings	Sep-2023	£3.929m	£16.190m	 Action

Key Measures with new data for Quarter 1

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of participants in Council delivered stop smoking programmes who stop smoking	Jun-2023	447	300	 Strong
Percentage of residents who are satisfied with Derbyshire County Council	Jun-2023	43.2%	58.0%	 Action
Percentage of residents agreeing that they feel informed about Council decisions	Jun-2023	37.2%	52.0%	 Action
Percentage of residents agreeing that the Council provides value for money	Jun-2023	30.2%	43.0%	 Action

Key Measures with new data for Earlier Quarters

The following measure has been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage reduction in CO2e from 2009-10 baseline	Mar-2023 (Annual Measure)	71.3%	68.5%	No data for 2023-24

Key Measures with no new data

The following measures have not been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage of Principal roads where maintenance should be considered		Data due in Q3	13.0%	No data for 2023-24
Percentage of Non-principal classified roads where maintenance should be considered		Data due in Q3	23.0%	No data for 2023-24
Percentage of Unclassified road network where maintenance should be considered		Data due in Q3	31.0%	No data for 2023-24
Percentage of residents satisfied overall with Highways and Transportation services		Data due in Q3	60.0%	No data for 2023-24
Percentage of pupils achieving a standard pass or higher (grades 4-9) in English and Maths at GCSE		Data due in Q3	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass or higher (grades 4 to 9) in English and Maths at GCSE		Data due in Q3	Not set	No data for 2023-24

Progress on Council Plan priorities

Resilient, healthy and safe communities

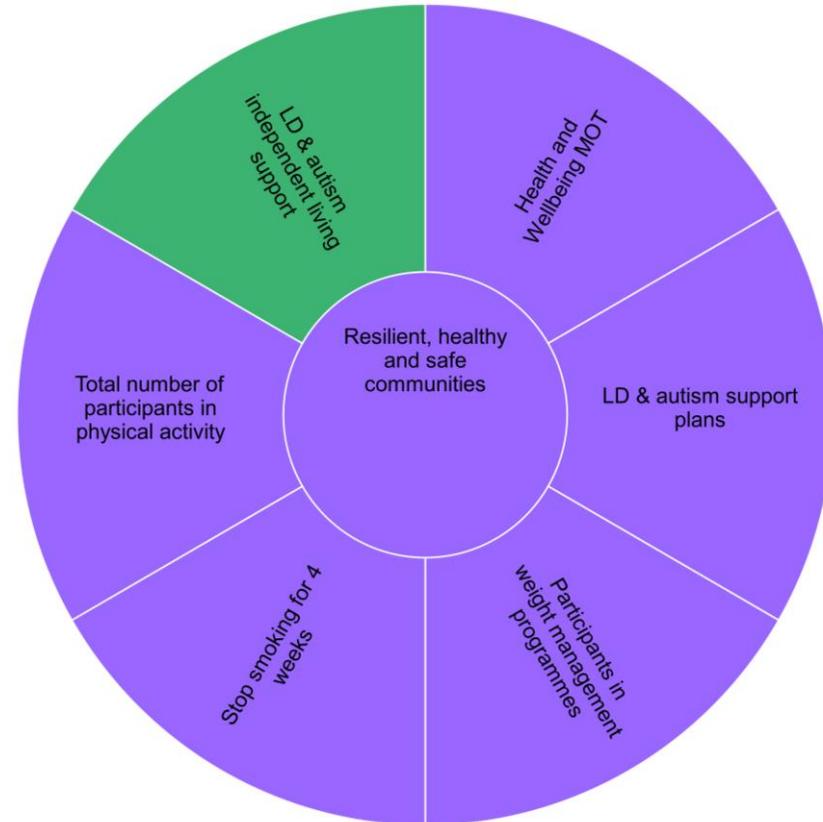
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 7 deliverables rated as “Good” and 3 deliverables rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Strong” based on 6 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.

Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2023	762	550	 Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Sep-2023	28	27	 Good (Strong in Q1)
Number of participants in Council delivered stop smoking programmes who stop smoking	Jun-2023	447	300	 Strong
Total number of participants in weight management programmes	Sep-2023	1,506	850	 Strong
Total number of participants in physical activity	Sep-2023	1,176	650	 Strong
Health and Wellbeing MOT	Sep-2023	5,413	3,750	 Strong

Progress on our deliverables and key measures

Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25

Rating: Good

Expected completion date: 31 Mar 2024

The Equality, diversity and inclusion (EDI) Strategy refresh has commenced:

- a workshop with the EDI board took place on 20th September 2023 to feedback workstream progress and to gain an understand of the board's vision for EDI;
- the end of year report and strategy refresh proposal was presented at Improvement and Scrutiny committee on 28th September 2023.

As a result of the motion to become a Diverse Council a cross party working group will be created and a plan to launch and support the working group has been developed.

The following EDI events took place during Quarter 2:

- Derbyshire Pride Events;
- Antisemitism Webinar;
- Men's Mental Health Webinar;
- South Asian Heritage Webinar;
- Unlocking New Possibilities Recruitment Event.

Refresh and implement our Library Strategy to ensure a modern, efficient and improved service

Rating: Review

Expected completion date: 31 Mar 2026

This action has been rated as review as no further interest in Community Managed Libraries (CML) has been received to date and in response to this a new approach is being developed moving forwards as part of the refresh of the Library Strategy.

Work on implementing the refreshed Library Strategy is progressing well - particularly in relation to opportunities for co-location and relocation which will help ensure the library estate remains fit for purpose.

The library continues to work with Tideswell community group to secure a Library transfer; this would make two CMLs in total (alongside Woodville). Further to the relaunch of the original Library Strategy in 2021, and the subsequent limited response from community groups, it's likely no further transfers will occur in the near future. Therefore, the implementation focus of the Library Strategy is shifting from CML (although proposals will still continue to be considered as and when they come forward) to sustaining the service through co-location/ relocation (via programmes such as town deals), digitisation/ self service, and a root and branch review of the mobile and home library service. A discussion with Cabinet members on progress to date is planned for Quarter 3 2023. Discussions will include proposals on optimum approach for addressing issues for the mobile library service. [Return to summary.](#)

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

Rating: Review

Expected completion date: 31 Mar 2025

Following the identification of a number of issues within the home to school transport process for children with special educational needs (SEND), a 12-month improvement plan was developed. Work is now embedded to start to implement and deliver this plan. An independent lead for the implementation of the plan is in place and we have linked this improvement plan to both the SEND Executive Board and the Education Partnership.

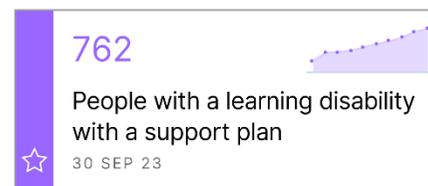
Activity carried out this quarter includes the establishment and embedding of a new decision-making transport team within SEND and Childrens Services. This team will have a focus on children with EHCP's (SEND Education Health and Care Plans), and children receiving alternative provision and/or who have been permanently excluded from school. An on-line transport form has been developed and is in the process of going live. Decision making via general school admissions and social care will be reviewed from December to February 2024. A review of commissioning and brokerage will also commence in January 2024. A number of risks remain in this area of work. These relate to the tracking and capture of finance data, finalisation and agreement of workflows for all teams and clarity on budget and savings proposal which is not likely until June 2024. [Return to summary.](#)

✔ Work alongside people with a learning disability, those 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

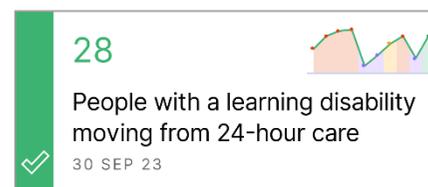
Rating: Good

Expected completion date: 31 Mar 2025

We have continued to work alongside people with a learning disability and/or who are autistic. The implementation of our redesigned day opportunities offer is underway and on track. Progress has continued to be made to support people with a learning disability and/or who are autistic in 2023-24. In Quarter 2 outcome focused support plans were put in place for 53 people against a quarterly target of 30. In total 762 people have been provided with an outcome focused support plan since April 2021 against the overall target of 550. During Quarter 2 we have successfully supported an additional 17 people with a learning disability and/or who are autistic to find suitable accommodation against a target of 18. This year we have supported a total of 28 people with a learning disability and/or who are autistic to find suitable accommodation. [Return to summary.](#)



2021-2022	373
2022-2023	611
2023-2024	762
Target	550
Performance	★ Strong



2021-2022	33
2022-2023	28
2023-2024	28
Target	27
Performance	✔ Good (Strong in Q1)

2023-24 data and targets are for the year to Sep-2023

✔ Ensure the Council’s strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls

Rating: Good

Expected completion date: 31 Mar 2024

The Council has worked with partners to ensure there is a comprehensive approach in place to respond to the existing and emerging challenges. Governance is in place through the Derbyshire Safer Communities Board, and senior officers from across the partnership are chairing Thematic Boards to drive this work forward; three of these are chaired by the Council. Examples of activity over the last quarter include the agreement of a Neighbourhood Crime and Anti-Social Behaviour Strategy, a co-ordinated approach to anti-social behaviour awareness week, national recognition for the Councils work on on-line harm and support for the Derbyshire Violence Against Women and Girls Conference.

🟡 Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal

Rating: Review

Expected completion date: 31 Mar 2024

There has been a continuation of resettlement support under a number of schemes, including the UK Resettlement, Afghan Resettlement and the Homes for Ukraine. Through these schemes we have welcomed over 1,500 refugees to Derbyshire. Whilst these each have different delivery models, a range of support is being provided to enable people to make Derbyshire their home. This includes support in relation to English language, employment, education and housing.

The provision of accommodation and support for those seeking asylum is becoming a significant issue. There is a small amount of national funding being made available to Local Authorities for asylum dispersal, but this is not ringfenced and is going directly to District and Borough Councils. A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal. [Return to summary.](#)

Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council

Rating: Good

Expected completion date: 31 Mar 2024

Work has continued during this period to draft a new Thriving Communities Strategy and refreshed approach, with a focus on the effective delivery of draft shared strategic objectives. Development work has taken place to align activity with other strategic programmes, ensuring the new strategy reflects both what the Council already does to support people, families and communities as well as its ambitions for greater collaboration and improvement.

During this period, activity in local communities has continued to flourish, with action-learning from local areas informing the content of the emerging strategy and approach. Work has begun to develop a series of actions to deliver the proposed strategic objectives below. These will help the Council to:

- better understand our diverse communities to shape long-term planning and ensure we respond to the changing needs of our people and places;
- develop the Council's approach to place-based working, including our role in supporting volunteering and community-led activity;
- strengthen the Council's strategic relationship with the voluntary and community sector;
- work alongside people and communities to embed consistent co-design and co-production across the Council;
- develop a Council-wide approach to early intervention and prevention;
- continue to work innovatively within our communities to address specific complex challenges.

Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures

Rating: Good

Expected completion date: 31 Mar 2024

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments continues to be very high with 6,403 Emergency Cash Payment awards in Quarter 2 totalling £545,860. Processing times for Exceptional Pressure Grant applications are back within target times with a total of £165,705 being awarded. 18 awards were made for flooding hardship in Quarter 2.

The Welfare Rights Service has seen a drop in the number of people supported to maximise benefit income from the previous quarter's extremes. During Quarter 2 the Welfare Rights Service has supported 6,288 people regarding benefit maximisation and supported 2,734 benefit claims and appeals. Quarter 2 is reflective of capacity trying to meet the demand, and while that number has decreased, this is still a high volume for the Service's capacity. The number of claims made is only slightly lower, although not in correlation with the drop in people supported. The number of appeals made has increased, whereas the number of appeals represented has decreased. This is reflected in HM Courts & Tribunals Service national data, which

shows that backlogs have increased due to an increase in appeals made and limited listings over the period. There have been 4 Upper Tribunal appeals registered in this quarter, which is particularly high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings. High number of clients are in negative budget each month and are unable to meet the basic costs of living (fuel, council tax and rent). It is proving challenging for staff to find solutions or options to the complex multilayer problems that individuals are presenting with. High numbers of clients are seeking foodbank, fuel and data vouchers. [Return to summary.](#)

Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity

Rating: Strong

Expected completion date: 31 Mar 2024

Application packs have continued to be sent to groups on a regular basis and as at 29 September 2023, 620 applications had been received across all of the priority funding areas.

Assessments and determinations for the July 2023 application round have been made and 10 projects have been awarded funding totalling £117,919.

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved. Of these:

- 85 grants met criteria relating to feeling safe and included in their local community, to the value of £748,804;
- 65 grants met criteria relating to promoting positive behaviours amongst young people, to the value of £511,381;
- 26 grants met criteria relating to being green and sustainable, to the value of £361,779;
- 70 grants met criteria relating to increasing civic participation and delivering community identified priorities, to the value of £442,106;
- 81 grants met the criteria relating to being physically active and making positive lifestyle choices, to the value of £540,445;
- 76 grants met criteria relating to more than one outcome and are included twice in the above numbers.

The total benefit of grants made across all outcomes was £2,604,515 clearly demonstrating the added value of a outcomes based, corporate approach [Return to summary.](#)

Further develop the Council's approach to supporting the voluntary and community sector to ensure it can grow and thrive

Rating: Good

Expected completion date: 31 Mar 2024

Work will take place in the coming months to explore how the Council can further develop its approach to the support of the voluntary and community sector (VCS) and how this priority will be taken forward. Many areas of the Council are working with, and through, the VCS and consideration is needed on the scope of this Council objective in the context of the wider strategic VCS agenda, alongside the development of a business strategy for Thriving Communities in which the VCS is a key stakeholder.

Through the Council's new funding framework, the Council has approved 250 grants totalling over £1.3m to the sector since January 2022. Annual payments to VCS organisations have also been agreed over the 2023-24 period totalling over £480,000.

The Council has continued to work closely with the VCS infrastructure support organisations and the Integrated Care Board (ICB) and has maintained its grant funding commitment to all providers until March 2024. The current combined investment between the Council and ICB is significant and currently totals just over £1m across 14 organisations. The Council alongside the ICB has drafted a series of options to support the future allocation of infrastructure provision towards previously agreed objectives. This can inform how the Council and partners should work with providers moving forward and support the continuous development of the allocation model. The Council and ICB have also worked together to produce a combined infrastructure monitoring form to be implemented from April 2023.

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight

Rating: Good

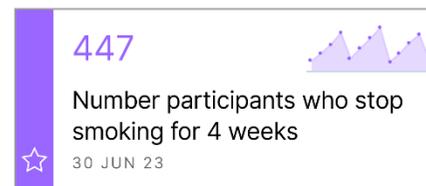
Expected completion date: 31 Mar 2024

In Quarter 2, demand for Live Life Better Derbyshire (LLBD) services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets. Over 2,700 people completed a Health and Wellbeing MOT to identify how they can improve their health. During Quarter 2, the Stop Smoking programme had 949 participants, which is above target. Because the service provides a 12-week programme, the number of people achieving a 4 week quit is reported a quarter behind, with 447 people achieving a 4 week quit in Quarter 1. The programme is doing well and is on course to meet its annual target of 1,200 quits. The physical activity sessions had 519 participants in Quarter 2 against a target of 325. The weight management programme had 638 participants in Quarter 2 against a target of 425.

The physical activity partnership approach has progressed with Active Derbyshire and wider partners. A partnership agreement and specification between the Council and Active Derbyshire has been written and is with the Council's legal department for review. Regular meetings have taken place with all partners to develop the wider approach. A new funding formula has been developed and agreed. Partners have been informed of the new proposed allocations which will commence on 1 April 2024. All relevant monitoring and evaluation frameworks are being developed and finalised to be in place by the start of the partnership. To facilitate this transformational approach, Active Derbyshire are providing current providers the opportunity to participate on the Transformational Leadership Programme aimed at upskilling staff to lead on change across organisational and sector boundaries.

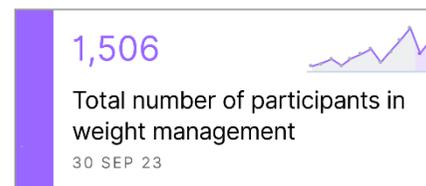
Walk Derbyshire work is progressing well and the four neighbourhood pilots have been agreed and work has started to implement them. There are also Walk Derbyshire consortiums in the other four districts and these are working to support and develop the promotion of everyday walking in those localities. There continues to be walk leader training courses being delivered and there has been joint working with Jog Derbyshire to train jog leaders in the county in walk leader skills. The Walk Derbyshire website continues to promote everyday walking across the county including a range of walking festivals and led groups. The county wide Walk Derbyshire coordinators group is continued to be supported through this work.

[Return to summary.](#)

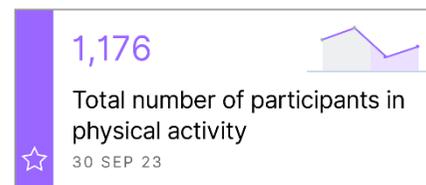


2020-2021	1,554
2021-2022	1,757
2022-2023	1,483
2023-2024	447
Target	300
Performance	★ Strong
Number of Participants	1,874

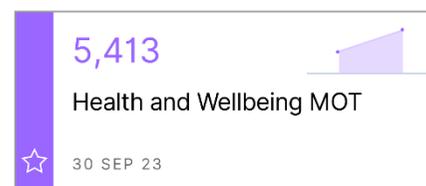
2023-24 data and target are for the year to Jun-2023



2020-2021	577
2021-2022	1,089
2022-2023	2,144
2023-2024	1,506
Target	850
Performance	★ Strong

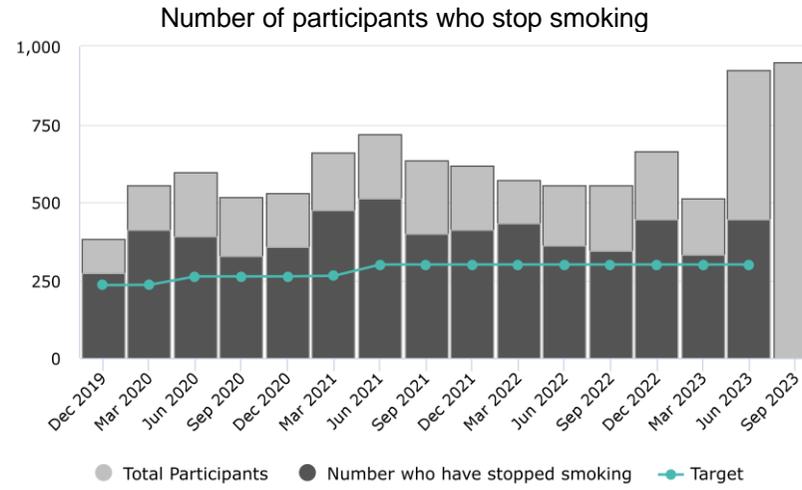


2022-2023	2,081
2023-2024	1,176
Target	650
Performance	★ Strong



2023-2024	5,413
Target	3,750
Performance	★ Strong

2023-24 data and targets are for the year to Sep-2023



High performing, value for money and resident focused services

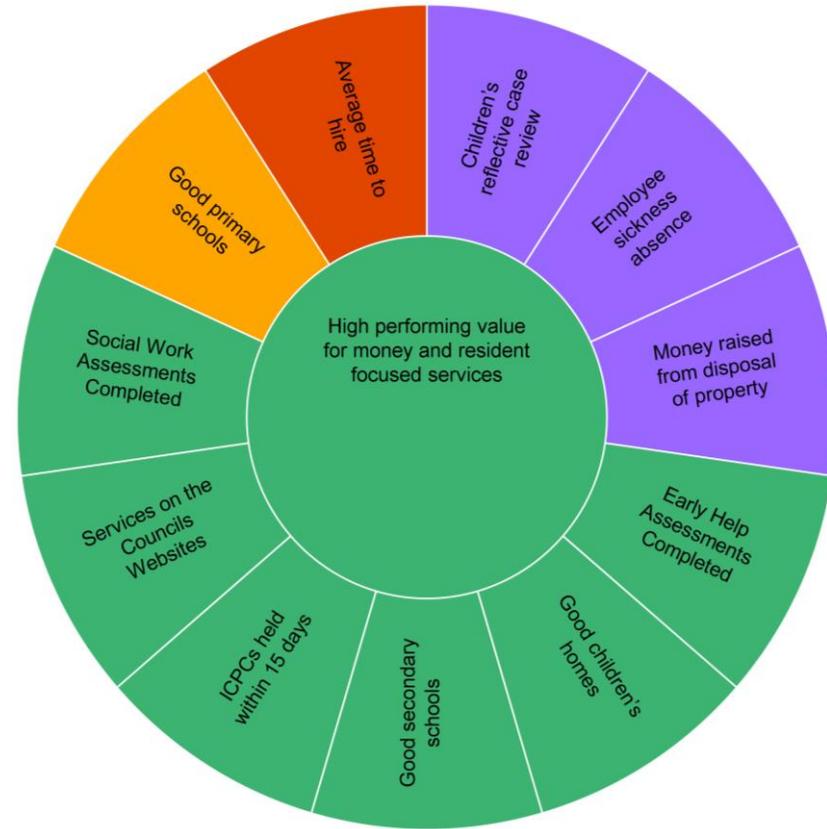
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 11 deliverables rated as “Good” and 1 deliverable rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Good” based on 11 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.

Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Employee sickness absence (Council, not including schools)	Sep-2023	4.7%	5.1%	 Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Sep-2023	64.1	50.0	 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2023	76.1%	70.0%	 Strong
Early help assessments completed within 45 days	Aug-2023	93.8%	90.0%	 Good (Strong in Q1)
Social work assessments completed within 45 days	Aug-2023	88.4%	85.0%	 Good (Strong in Q1)
Initial child protection conferences within 15 days	Aug-2023	86.6%	83.0%	 Good (Strong in Q1)
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2023	91.0%	91.0%	 Good
Number of services accessed via e-forms on the Council websites	Sep-2023	153	153	 Good
Amount of money raised from the disposal of land and buildings	Sep-2023	£2,921,500	£2,450,000	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Aug-2023	0.6	1.0	 Review
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Aug-2023	2.4	0.0	 Good

Progress on our deliverables and key measures

✔ Embed the Council’s approved People Strategy to deliver the Council’s people ambition and the people priorities

Rating: Good

Expected completion date: 31 Mar 2024

Policy development has now concluded with a review of the Induction, Holiday Pay Framework / payment days for 38 week workers and Pay Principles Framework for non-Single Status roles progressing to the Council's Appointments and Conditions of Service Committee in October. A forward look for policy development is in place for the next 3 to 6 months (Quarter 3 and Quarter 4) with a focus on Performance Capability and Bullying and Harassment policies.

The Menopause Policy was agreed at Cabinet on 27 July 2023 and work will commence in Quarter 3 on obtaining Menopause Friendly Employer Accreditation.

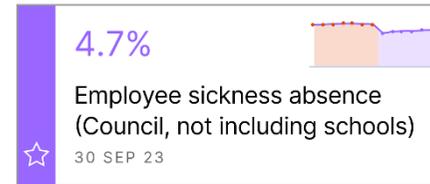
There have been 2,252 separate bookings from employees on the Wellbeing Activities programme to date and an additional 424 employees have attended 27 specific bespoke team or network wellbeing sessions in the year to date.

All departmental people plans have been reviewed aligned to service planning for 2023-24 and the HR deliverable plan for 2023-24 is progressing around 7 core priorities.

Focus continues on the core workforce metrics of reducing time to hire, agency spend, employee engagement, sickness absence and incident and accident rates.

The sickness absence measure shows total sickness hours as a percentage of total working hours available. The figure of 4.7% for total working hours available lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%.

The Time to Hire measure reflects days between a vacancy being shortlisted and the contract being prepared. Quarter 2 has seen a slight increase in the year to date figure to 64.1 from the Quarter 1 figure of 62.5 days. The target is 50 days. However during September there has been a reduction from previous months as a result of Disclosure and Barring Service (DBS) check delays easing. Changes to onboarding processes and an anticipated reduction in DBS check delays should see an improvement during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year. [Return to summary.](#)

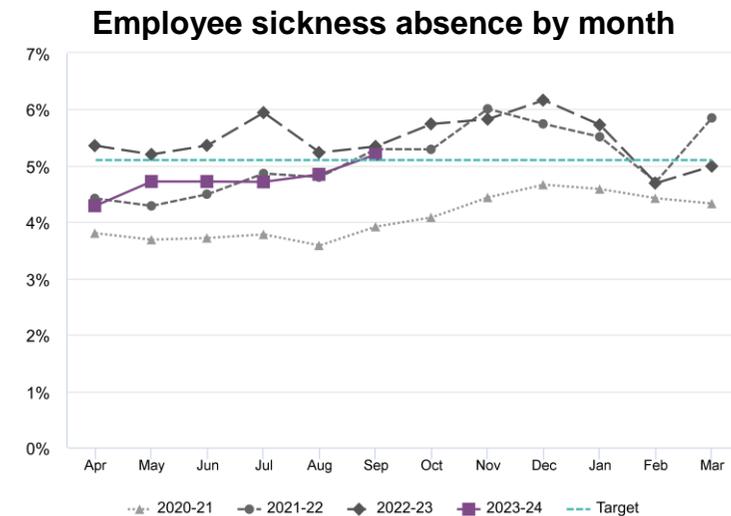


2021-2022	5.1%
2022-2023	5.5%
2023-2024	4.7%
Target	5.1%
Performance	★ Strong



2022-2023	58.9
2023-2024	64.1
Target	50.0
Performance	🚩 Action

2023-24 data and targets are for the year to Sep-2023



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

Rating: Good

Expected completion date: 31 Mar 2024

A stable, motivated and high performing workforce is essential to providing consistently good services for our children and young people. As highlighted by the Government's Independent Review of Children's Social Care, the recruitment of experienced qualified social workers is a national challenge. In this context we have continued to strengthen our recruitment and retention activity, including increased engagement with the social work training programme Frontline, Apprentice Social Work training and providing student social work placements. We also extended the Market Supplement payment for frontline social workers for a further 2 year period as well as introducing a Welcome Payment which is paid to new recruits to our children's social work teams for a 6 month trial period from June 2023. During Quarter 2, we have seen an improvement in our social worker vacancy rate and an increasing number of social workers which has had a positive impact on reducing high worker caseloads. We continue to progress work to consider how alternatively qualified workers can support frontline social work teams which could also further support a reduction in overall caseloads.

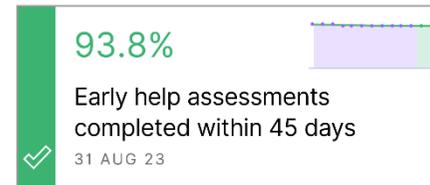
The Ofsted focused visit in late 2022 stated: 'Children in need or subject to a protection plan in Derbyshire now benefit from a stronger and more consistent service response. Children and their families are well supported by committed social workers and managers who know them well, have a sound understanding of their needs and what should happen to improve their lives. They work tirelessly with families alongside partner agencies to ensure that the right support and services are made available for children in their families and network. As a result, many families have been empowered to make positive changes and adjustments, enabling their children to make good progress'.

Since the focused visit our quality assurance framework continues to provide a robust understanding about the strength of practice. We are consistently seeing practice outcomes across a range of areas reviewed with grading judged as good or better (76.1% for the rolling 6 months to the end of September 2023). This evidences consistency of approach and practice standards across the social care and early help workforce. Similarly Practice Learning Days undertaken during this quarter have provided evidence of good practice. All but one of Derbyshire's 11 currently registered children's homes are judged good or better at the end of September 2023. One of our homes is currently unregistered for renovation. Performance focused on the timeliness of key processes that keep children safe continues to be solid with 88.4% of social work assessments completed in timescale (August 2023), 93.8% of early help assessments completed within timescale

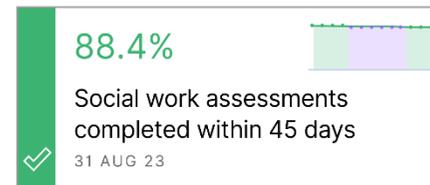


2023-24 data and target are a six month average to Sep-2023

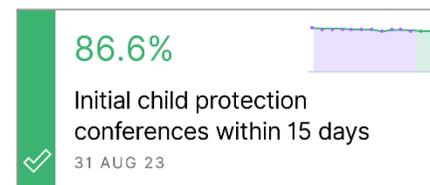
2021-2022	77.4%
2022-2023	79.7%
2023-2024	76.1%
Target	70.0%
Performance	★ Strong



2021-2022	97.0%
2022-2023	95.1%
2023-2024	93.8%
Target	90.0%
Performance	✔ Good (Strong in Q1)



2021-2022	90.5%
2022-2023	90.0%
2023-2024	88.4%
Target	85.0%
Performance	✔ Good (Strong in Q1)
National Benchmark	84.5%



2023-24 data and targets are for Aug-2023

2021-2022	88.5%
2022-2023	86.0%
2023-2024	86.6%
Target	83.0%
Performance	✔ Good (Strong in Q1)
National Benchmark	79.2%

(August 2023) and 86.6% of initial child protection conferences held within timescale (August 2023). This strong performance is in the context of increasing demand and activity throughout the social care system. [Return to summary.](#)



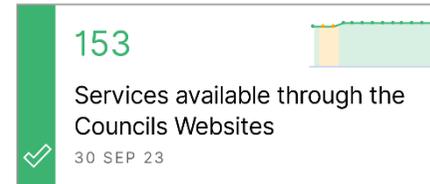
2021-2022	100.0%
2022-2023	90.9%
2023-2024	91.0%
Target	91.0%
Performance	Good

2023-24 data and target are for Sep-2023

Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system

Rating: Review Expected completion date: 31 Mar 2025

We continue to review the overall timescales. In order to move forward we require support from ICT for a key piece of work within the Council's customer service portal. This is subject to the ongoing ICT prioritisation work. This will enable the reporting functions to be engaged and allow us to move forward with data capture and analysis. The team are also reviewing priorities with each service area in terms of resource available to continue with the agreed roadmaps.



2021-2022	140
2022-2023	153
2023-2024	153
Target	153
Performance	Good

2023-24 data and target are for Sep-2023

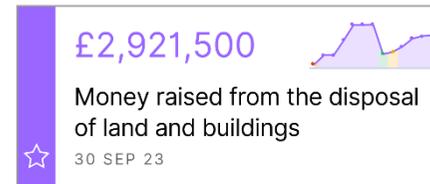
The number of services available on line remains at 153 with timescales being considered to meet the year end target of 160 planned for later in the year. Resident accounts opened have further increased during Quarter 2 with a total of 10,034 now active and in use. [Return to summary.](#)

Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain

Rating: Strong (Good in Q1) Expected completion date: 31 Mar 2025

Progress is strong with the supporting strategies required for implementation now completed and approved by Cabinet.

A review of County Hall is underway and the Facilities Management team are looking at the interim vision for the building. A draft business case will be presented to Cabinet in December.



2021-2022	£2,783,000
2022-2023	£3,936,262
2023-2024	£2,921,500
Target	£2,450,000
Performance	Strong

2023-24 data and target are for the year to Sep-2023

A total of £2.921m has been raised up to the end of September from the sale of 17 property assets above the Quarter 2 target of £2.450m, this is strong progress towards the end of the year target of £4m. The implementation of the Asset Management strategy and the ongoing disposal programme support the achievement of the Council's finance savings with reduced maintenance, insurance and energy costs. The provisional figures for 2022-23 show a 13.7% reduction in energy usage at the Council's property assets from the

previous year which reduces the impact of rising energy costs. [Return to summary.](#)

 **Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs**

Rating: Good

Expected completion date: 31 Mar 2025

The centralisation of assets within Property Services is progressing with the annual budgets for the current year due to be transferred for individual buildings during October. Arrangements for the transfer have been communicated to relevant Directors.

The benefits of the centralisation will start to be realised imminently following an interim phase where an understanding of the Service Level Agreements for each building is developed.

 **Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment**

Rating: Good

Expected completion date: 31 Mar 2024

In Quarter 2, the interim Joint Strategic Needs Assessment (JSNA) has been published and is supporting various system strategies. The transformation of our JSNA approach is underway with a second round of testing and delivery of a new web based tool. Phase 2 for 2023-24 of the JSNA transformation is on track for delivery. The Integrated Care Strategy work is completed and public health are supporting each Key Area of Focus. Public health will support 'sprints' with the Stay Well group and will start with tobacco and smoking in Quarter 3.

The Council is continuing to work alongside partners to develop the County Place Partnership Board which is a key element of the place based approach to integrated care and support. A further development workshop is planned for early October to further clarify the purpose of the Board and identify key priorities for this group to drive forward. In addition, work to develop a new joint local health and wellbeing strategy for Derbyshire is ongoing. This strategy will reflect the Integrated Care Strategy which sits at a system level for Derby and Derbyshire and reflect locally how partners can support local delivery and wider health and wellbeing challenges. A number of workshops and one to one meetings have taken place with elected members and Health and Wellbeing Board members to consider the priorities which were presented at the October Health and Wellbeing Board.

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

Rating: Good

Expected completion date: 31 Mar 2025

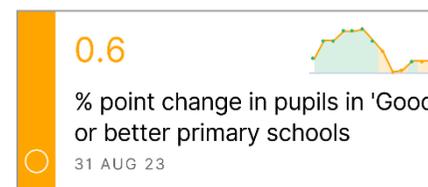
The target set for this deliverable is for Derbyshire to improve the proportion of pupils attending good or better schools at a faster rate than that seen nationally. This target has been achieved for secondary pupils. The improvement for primary pupils in Derbyshire has fallen just short of the national increase over the same period.

The proportion of Derbyshire pupils attending good or better primary schools increased by 0.6 percentage points from 84.7% at the end of March 2023 to 85.3% at the end of August 2023. Nationally there was a 1.0 percentage point increase from 90.1% in March 2023 to 91.1% at the end of August 2023. The percentage of Derbyshire pupils in good or better primary schools was 5.8 percentage points below the national average and 5.6 percentage points below the average of our statistical neighbour benchmarking group (90.9%).

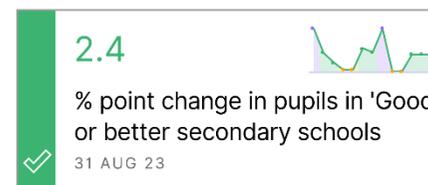
The proportion of Derbyshire pupils attending good or better secondary schools was 65.4% at the end of August 2023, an increase of 2.4 percentage points from 63.0% at the end of March 2023. Nationally, the national average remained at 83.1% over the same period. At the end of August 2023, the overall percentage of Derbyshire pupils in good or better secondary schools was 17.7 percentage points below the national average and 17.3 percentage points below the average of our statistical neighbour benchmarking group. The gaps have narrowed however, from a high in December 2022 when the gap to national was 26 percentage points and the gap to the average of our statistical neighbour benchmarking group was 25.8 percentage points.

Although the rate of improvement was higher than that seen nationally with the gap narrowing for secondary pupils, the overall percentage of pupils attending good or better schools is still too low in both phases and the deliverable remains a priority for 2023-24.

Findings and learning from recent Ofsted inspections continue to be routinely disseminated at briefings with headteachers and governors. All maintained schools have been sent a pre-populated School Improvement Priorities Document. This has pupil performance data from the end of Key Stage assessments and flow-charts which support the leadership team to identify its priorities for improvement. These will be triangulated against all the data by the link advisers and senior advisers for each school to ensure that the correct support can be provided in advance of an Ofsted inspection. [Return to summary.](#)



2021-2022	2.4
2022-2023	1.1
2023-2024	0.6
Performance	🟡 Review
National Benchmark	1.0



2021-2022	1.9
2022-2023	6.1
2023-2024	2.4
Performance	✔ Good
National Benchmark	0.0

2023-24 data and target are for the year to Aug-2023

Additional Data as at August 2023

	Number of schools		Percentage of pupils	
	Primary	Secondary	Primary	Secondary
Outstanding	25	3	6.4%	9.9%
Good	271	25	79.4%	55.4%
Requires Improvement	46	12	12.2%	22.8%
Inadequate	8	5	2.0%	11.9%
Good or better - Derbyshire	84.6%	62.2%	85.3%	65.4%
Good or better - National	90.0%	81.4%	91.8%	83.1%

 **Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero**

Rating: Good

Expected completion date: 30 Jun 2024

Work continues on the new combined county authority's operating model, transition planning and future East Midlands County Combined Authority (EMCCA) investment priorities in anticipation of the Bill receiving Royal Assent. Work to support the development of the EMCCA Assurance Framework is underway, led by the Governance Group and recruitment into key regional roles has been completed with much needed additional capacity in place. Funding secured during negotiations has now been drawn down for identified projects, many of which provide benefits to Derbyshire communities. Engagement with key partners and staff involved in the development of proposals to date has taken place through Senior Stakeholder and staff events.

 **Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform**

Rating: Good

Expected completion date: 31 Mar 2024

Vision Derbyshire has continued to drive the Council's approach to working in collaboration with partners. Following the light touch review of the Vision Derbyshire approach completed by East Midlands Councils in 2023, work has taken place to develop a series of both governance and resourcing options which were discussed and subsequently agreed by the Vision Derbyshire Joint Committees in July and October 2023. Work is now underway on the alignment of the Vision Derbyshire Joint Committee, the Derby and Derbyshire Joint Economic Prosperity Committee and Derbyshire Economic Partnership with work taking place to develop revised governance arrangements for the creation of a new Derby and Derbyshire Strategic Leadership Board with new arrangements likely to be in place by January 2024.

 **Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council**

Rating: Good

Expected completion date: 31 Dec 2023

The review of the Enterprising Council has commenced as part of a wider initial review of the Council's three pillar strategic approach (Enterprising Council, Vision Derbyshire & Thriving Communities), primarily to ensure that the approach continues to be fit for purpose in the changing environment. The review will result in the development of new business strategies for the three pillars which will need to align with work on the development of the Council's new strategic planning framework which will also take place during the 2023-24 financial year.

 **Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall**

Rating: Good

Completed: 30 Sep 2023

An update report on Phase 2 of Modern Ways of Working was considered and approved by Cabinet on 21 September 2023, the programme is now formally closed, with no further activity scheduled. Options in relation to County Hall are being managed as part of the corporate Property Services rationalisation and centralisation deliverables.

Please note key achievements during the life of the programme are, a significant improvement in collaborative working across the Council, improved working across Departments, joined up thinking and staff morale. Eighteen buildings have gone through a clearance process, with John Hadfield House and Chatsworth Hall now decommissioned. Through this clearance over 600 items of furniture were repurposed across the Council, Schools and Community Groups, with an additional 650 items sold and 72 pedestals distributed to staff for home use. Alongside furniture, ICT equipment has also been collected and repurposed to support the development of 250 work space stations throughout the Council.

 **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money**

Rating: Good

Expected completion date: 31 Mar 2024

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023. In addition, the key Programme Management Office (PMO) roles that were recruited to in May 2023 have commenced and the agreed PMO support roles successfully recruited to.

Quarter 2 has seen the adoption of new tools and templates that were launched in Quarter 1. Specifically, the use of the Programme and Project Mandate which is now being used by the Portfolio Direction Group to actively manage the introduction of new projects and programmes onto the Portfolio. The Project Mandate and the Prioritisation Matrix will be used, to refine the existing Portfolio of Projects and Programmes during Quarter 3 in order to align with the new Strategic Integrated Planning Framework and to reflect the current financial challenges.

As part of the programme the completion of the P3M3 maturity assessment, a tool for assessing the maturity levels of an organisation in regards to its portfolio, programme and project management approach has also taken place in Quarter 2. The results of which will form the ongoing focus of improvement activity for the Portfolio Management and Transformation function as it moves into Business As Usual, following the Portfolio Management Implementation Programme closure.

The implementation of the Learning and Development Strategy continues, following the successful roll out of the role of the Sponsor training, Quarter 3 will see the focus moved to the roles of the Programme and Project Managers. [Return to summary.](#)

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

Rating: Good (Strong in Q1) Expected completion date: 31 Mar 2024

The Council set its 2023-24 Band D Council Tax at £1,477.98, this being one of the lowest Band D amounts compared to other similar county authorities. The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities. The Council continues to support the County Council Network (CCN) and the Local Government Association with lobbying government and will respond to the recent CCN survey in respect of the fair funding review.

Effective early help for individuals and communities

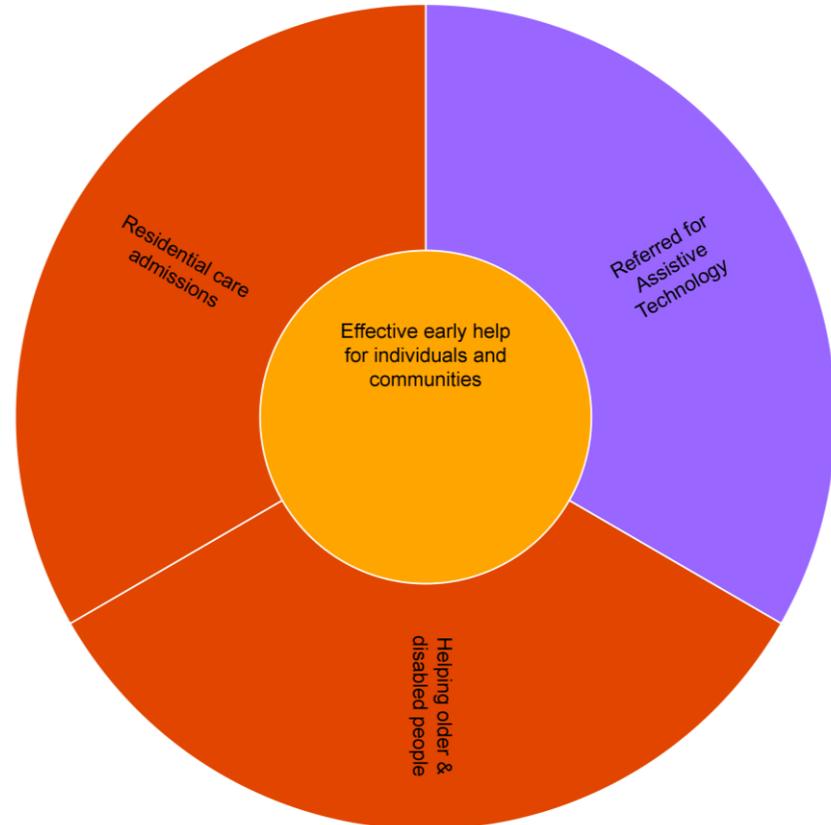
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 5 deliverables rated as “Good” and 1 deliverable rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Review” based on 3 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.

Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2023	1,588	1,794	 Action
Number of permanent admissions to residential and nursing homes	Sep-2023	566	466	 Action
Number of people with social care needs referred for Assistive Technology	Sep-2023	543	300	 Strong

Progress on our deliverables and key measures

-  **Improve outcomes for victims of domestic abuse and their families by focusing on prevention, early intervention, work with perpetrators and commissioning specialist support**

Rating: Good

Expected completion date: 31 Mar 2024

The Domestic and Sexual Abuse Partnership Board is well established, and work is being delivered against all priorities. The specialist services relating to accommodation, children's services and outreach support are being re-commissioned for mobilisation from April 2024.

-  **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention**

Rating: Good

Expected completion date: 30 Sep 2023

During Quarter 2, the Derbyshire Director of Public Health's annual report was published. The report builds on the Let's Chat campaign, with mental health and wellbeing being a priority for Public Health in Derbyshire and provides a snapshot of how the Public Health team, partners, and communities have worked together to support people with their mental health and wellbeing.

World Suicide Prevention Day was marked on 10 September 2023. To support the day, several football clubs held awareness raising activities at football matches across Derbyshire; this included two new clubs, Glossop North End and Buxton Town. Staff and volunteers engaged with fans by handing out leaflets, raising awareness and having conversations. During the games, 7,000 suicide prevention Z-cards were handed out.

Throughout Quarter 2, the Mental Health and Suicide Prevention team have attended various festivals, including Chesterfield Pride, Langwith Show, Ashover Show and Y Not Festival, to raise awareness of mental health and suicide prevention.

From the events and promotion of world suicide prevention day, 600 people who engaged also completed the national zero suicide alliance e-learning course. Additionally, the social media presence resulted in 50,000 views and impressions on posts related to mental health and suicide prevention.

The Mental Health and Suicide Prevention team also organised a Glossop suicide prevention day alongside colleagues from the localities team and partner organisations. There were around 10-12 stalls where staff handed out information and had conversations about mental health.

Quarter 2 also saw the launch of a new Suicide awareness and managing mental health conversations training sessions. So far, around 3 sessions have been delivered, all with good uptake. [Return to summary.](#)

✓ Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services

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

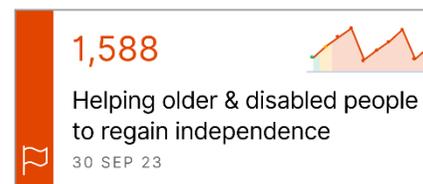
The team are currently actively supporting a total of 228 people and have received 87 new introductions in Quarter 2. With a total of 141 new introductions and 76 shared agreements since April 2023, this equates to 54% of people being supported have a shared agreement.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational. Regular output and outcome performance reports are now in place. The thematic surveys and analysis with Nottingham University is continuing, surveys have now been completed and analysis is underway. The team continue to meet on a regular basis to deliver the development plan, challenge topics completed to date include prototyping reflection; operating framework introduction; team wellbeing; definition of complex; outcome measures; ending an introduction effectively, and mini teams. 10 staff members are continuing with the diploma in Health and Wellbeing Coaching and have passed the first two modules. The final module has started, and the course is due to end December 2023. Demand is high and incoming introductions are being carefully managed on a weekly basis with district/borough area teams being paused and un-paused as and when required, i.e. when demand exceeds available staff resources. [Return to summary.](#)

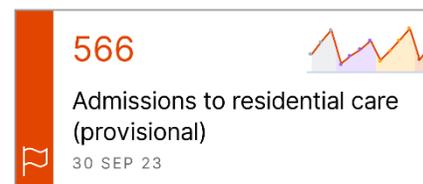
🟡 Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities

Rating: Review Expected completion date: 31 Mar 2025

Whilst there is an improving position, the lack of available home care continues to impact on the Adult Social Care offer for older people. The Short Term Service (Reablement) is undergoing a redesign to improve capacity and efficiency. This will increase the capacity available to older people requiring reablement intervention. Implementation commences in January 2024. So far this year, the service have supported 1,588 people against a target of 1,794. People admitted to long term permanent residential care is 566 against a target of 466. [Return to summary.](#)



2021-2022	2,911
2022-2023	2,820
2023-2024	1,588
Target	1,794
Performance	Action



2021-2022	711
2022-2023	990
2023-2024	566
Target	466
Performance	Action

2023-24 data and targets are for the year to Sep-2023

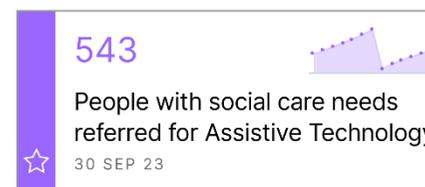
✓ **Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home**

Rating: Good

Expected completion date: 31 Mar 2025

During Quarter 2, a report was taken to Cabinet detailing consultation results relating to changes to eligibility and funding arrangements for community alarm only clients. On 27 July 2023, the proposals were agreed, meaning that the service will now concentrate solely on those with an identified care and support need and that those that have no wider package of care will now be responsible for the ongoing monitoring charges. A period of assessment will now need to be undertaken to ensure that all current clients can be reviewed against the new criteria and alternative charging arrangements can be implemented. It is expected that these may take 12 to 18 months and should commence in the next few weeks, alongside the implementation of changes for new clients.

Procurement of a new countywide Assistive Technology service is underway, and it is expected that the successful bidder will be announced in the coming weeks, allowing sufficient time to undertake the complex task of transition. The new service will commence on 1 April 2024. The use of digital technology continues to grow and new referrals for Assistive Technology remain high, supporting people to stay at home for longer and reducing the need for greater formal support. This year to date, we have supported 543 people with Social Care needs referred for Assistive Technology against a target of 300.



2021-2022	900
2022-2023	1,048
2023-2024	543
Target	300
Performance	★ Strong

2023-24 data and target are for the year to Sep-2023

✓ **Work 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**

Rating: Good

Expected completion date: 31 Mar 2035

The new All-Age Housing, Accommodation and Support Strategy - 'A Place we Call Home' has now been approved and is publicly available on our website ([Strategies and market shaping - Derbyshire County Council](#)). Partnership meetings have been held with key stakeholders including our District & Borough Housing Partners to start the process of developing and formalising our Delivery Plans. The Strategy will be presented to each Place Alliance in partnership with District & Borough Housing Leads and local Delivery Plans will be co-produced, agreed and formalised.

We continue to identify any opportunities to meet our housing with care and support needs against assets that have been identified for disposal.

The Options Appraisal for the closed Homes for Older People has been completed.

We have been continuing our dialogue with an investor and Chesterfield Borough Council about the potential development of an extra care facility in Chesterfield and the developers are currently preparing for the pre-application stage of the planning process.

We are in positive ongoing dialogue with a developer and North East Derbyshire District Council Housing in relation to a potential extra care facility in Eckington.

We have had early discussions with a land owner in South Derbyshire and a developer/care provider in Buxton in relation to the development of specialist dementia nursing care provision.

A prosperous and green Derbyshire

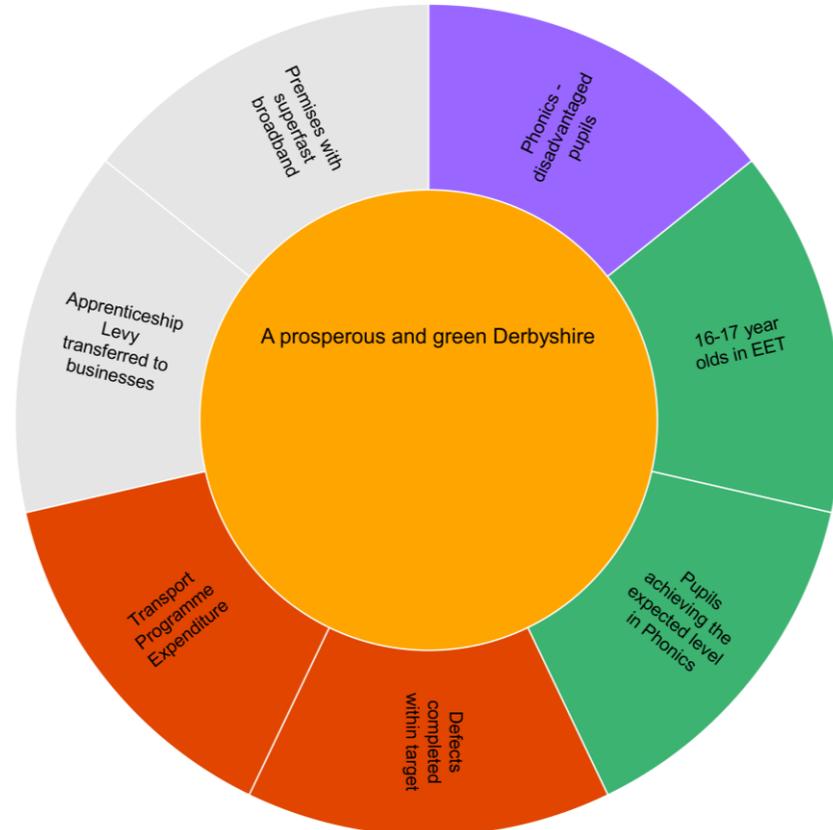
Overview

This priority shows overall “Requiring Review” progress for Council Plan deliverables, with 10 deliverables rated as “Good”, 4 deliverables rated as “Requiring Review” and 1 deliverable rated as “Requiring Action”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Review” based on 5 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.

Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Percentage reduction in CO2e from 2009-10 baseline	Mar-2023	71.3%	68.5%	No data for 2023-24
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2023	£16.420m	£22.000m	 Action (Good in Q1)
Percentage of defects completed within target timescales	Sep-2023	54.4%	90.0%	 Action
Percentage of Principal roads where maintenance should be considered	Dec-2022	15.4%	23.0%	No data for 2023-24
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2022	22.1%	13.0%	No data for 2023-24
Percentage of Unclassified road network where maintenance should be considered	Dec-2022	30.2%	31.0%	No data for 2023-24
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2022	51.0%	60.0%	No data for 2023-24
Percentage of pupils achieving the expected level in Phonics	Aug-2023	79.0%	79.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2023	16.7	18.7	 Strong
Percentage of pupils achieving a standard pass or higher (grades 4-9) in English and Maths at GCSE	Aug-2022	67.8%	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass or higher (grades 4 to 9) in English and Maths at GCSE	Aug-2022	31.6	Not set	No data for 2023-24
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2023	95.0%	94.4%	 Good
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Sep-2023	97.5%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Sep-2023	£172,117	Not set	 No Target

Progress on our deliverables and key measures

Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions

Rating: Good

Expected completion date: 31 Mar 2025

The Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025) was approved by Cabinet on 14 October 2021. The Strategy sets out the Council's role and priority areas of work on reducing the Council's and the county's emissions. The first annual review of progress was presented to Cabinet in January 2023. The review showed that delivery of the Strategy had a strong first year, with the majority of actions being on track to meet or exceed the desired outcomes, and action being taken to address any risks to delivery of any targets and actions currently not on track. At the end of 2022-23 all of the 32 priority actions were deemed likely to achieve their timetable and/or to deliver the required outcome. The next annual review of progress has commenced and will be reported to Cabinet in January 2024.

The Council has a target for county-wide emissions to reach net zero by 2050. Data is provided by the UK Government, which reports annually on emissions arising within each Council's geographic area. This government data groups emissions by source, including industrial and business users, the public sector, homes, transport and agriculture, and around 98% of emissions are outside the Council's direct control.

The latest data relates to 2021 and shows there was a 9% increase in Derbyshire's emissions between 2020 and 2021. Since the baseline year of 2005 Derbyshire's emissions have reduced by 22%. Emissions data for 2022 is expected to be available in Summer 2024.

The Vision Derbyshire Climate Change Strategy (2022-25) and accompanying Action Plan are being delivered through collaboration between the Council and all eight of Derbyshire's district and borough councils. These documents set out a series of collaborative priority projects and initiatives to help reduce the county's emissions. The first annual review of progress against delivery of the Vision Derbyshire Strategy and Action Plan will be finalised in Quarter 3 of 2023-24.

✔ Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO₂e by 2024 and net zero by 2032

Rating: **Good**

Expected completion date: **31 Mar 2032**

The Council has a target to be a net zero organisation by 2032, or sooner. Emissions from four sources are included within the Council's net zero target: Corporate Property; streetlighting; core fleet; and officers using their own vehicles (Grey Fleet).

The provisional data for these four sources for 2022-23 indicates that:

- Emissions from energy used in corporate property reduced by 20% between 2021-22 and 2022-23. There has been a 54% reduction in emissions from corporate property since the 2009-10 baseline year.
- Emissions from energy used in streetlighting reduced by 23% between 2021-22 and 2022-23. There has been an 87% reduction in emissions from streetlighting since the 2009-10 baseline year.
- Emissions from core fleet since 2021-22 are currently being updated to reflect more detailed vehicle data. The provisional figure does indicate a 53% reduction in emissions from core fleet since the 2009-10 baseline year.
- Emissions from grey fleet increased by 5% between 2021-22 and 2022-23, thought to be due to Covid recovery. There has been a 70% reduction in emissions from grey fleet since the 2009-10 baseline year.

To date, the Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions. Supplemental work is now underway to explore how the further reductions necessary might be achieved, and to understand the resource implications of doing so.

Council and departmental annual emission reduction targets to 2032 have been developed and agreed and are being embedded within Departmental Service Plans.

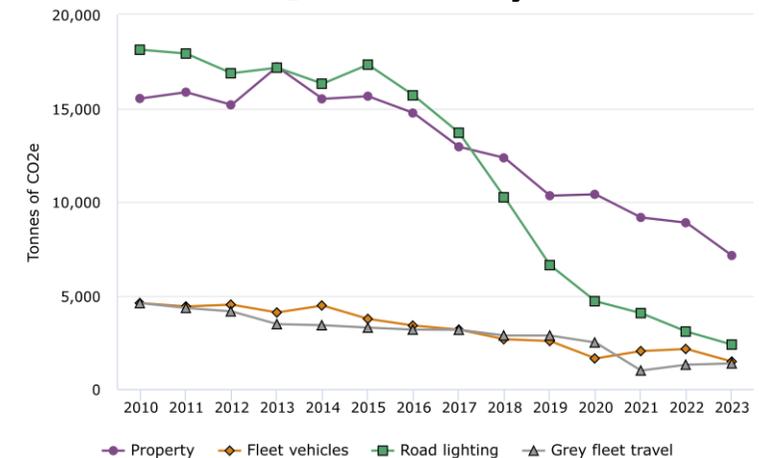
The Council is on track to baseline and set a net zero target for its Scope 3 emissions by the end of 2023, as set out as a target in the Climate Change Strategy. These emissions are indirect emissions outside of the Council's direct control, for example from purchased goods and services. The Sustainable Procurement Policy was approved by Cabinet in July 2022 and implementation begun during 2022-23 through a number of initial pilot contracts. Wider implementation of the Sustainable Procurement Policy, as well as staff communications and training, is being conducted during 2023-24. [Return to summary.](#)



2020-2021	62.2%
2021-2022	64.2%
2022-2023	71.3%
Target 22-23	68.5%
Performance	✔ Good

Data for 2023-24 will be available by September 2024

Breakdown of CO₂e emissions by main sources



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

Rating: Good

Expected completion date: 31 Mar 2024

Walking, Wheeling and Cycling

With recent Active Travel England Capability fund grant awards, the Council has now begun to develop a series of local active travel (walking and cycling) plans for market towns. This exciting workstream will be the primary focus of the next 12 months and will explore the opportunities, barriers and interventions required to ensure increases in walking, wheeling and cycling in daily movements of Derbyshire's residents and visitors.

Continued development of the Key Cycle Network

The Public/Stakeholder Engagement Report for the joint Derby, Derbyshire, Nottingham and Nottinghamshire Draft Local Cycling and Walking Infrastructure Plan (LCWIP) is being finalised for publication to inform the final Plan for Cabinet Member endorsement. The LCWIP provides the strategic direction for the continued development of the Key Cycle Network.

Recent highlights include:

- Little Eaton Branch Line - Forms part of Derby City to Ripley Active Travel Route. A successful funding bid to Active Travel England (Tranche 4) has secured £2.73m for construction of multi-user Greenway along the former railway branch line between Duffield Road, Little Eaton and Rawson Green. Detailed designs and further surveys are underway in advance of a planning application being submitted in the autumn. Negotiations have been initiated about the possibility of acquiring the onward section beyond Rawson Green to Street Lane at Denby Bottles.
- White Peak Loop (WPL) - A successful funding bid to Active Travel England (Tranche 4) has secured £275,000 for further development work, leading to submission of planning applications for preferred route options identified in recently completed studies for WPL from the end of the Monsal Trail at Topley Pike into and through Buxton to Harpur Hill.
- Pennine Bridleway National Trail - Grant offers have been received from Natural England through the Pennine National Trails Partnership for ongoing maintenance of the route, including funding for a Project Officer, as well as continued development of missing sections of the Trail around Glossop.
- Derwent Valley Trail - The Shardlow to Hathersage Feasibility Study is nearing completion, with all draft reports expected by end of July 2023.

Low Emission Vehicles Infrastructure (LEVI) Programme

The implementation of the LEVI Strategy is gaining pace with three key workstreams identified: On Street Residential, Destination Charging and Private Charging. Recent highlights include:

- On Street Residential Charging: the proposal to undertake a small procurement activity has been endorsed by Cabinet and a residential engagement exercise has been launched to help identify the most in demand and suitable sites. Tender specifications are being developed with a view to appointing a commercial partner by autumn 2023.
- Destination Charging: following soft market testing with commercial suppliers and engagement with district officers, a number of sites have been identified as suitable locations for electric vehicle (EV) charging infrastructure. The next phase of work is primarily focused on the development of procurement models that will accelerate the infrastructure deployment and create an environment to facilitate both public and private transition to electric vehicles where appropriate.

A pilot project is underway for increasing the use of the Council owned electric fleet by providing suitable infrastructure (charge points) to facilitate pool EV vehicles. Suitable suppliers have been identified and several pilot sites have been prioritised. Electrical capacity assessments have been undertaken and quotes for enabling works sought. The next step will be to procure and install suitable infrastructure.

Rural Mobility Fund - Moving Together

The project, which enables people to share vehicles and chargepoints, is currently underway with Cenex appointed to deliver on behalf of the Council. A significant milestone has been achieved with the successful launch of the online platform, known as Moving Together, in July 2023. Following a series of community engagement events and activities throughout the summer, the next steps involve evaluating the impact of community engagement on both traffic to the Moving Together platform and the uptake of operator offers. This assessment will provide valuable insights into the effectiveness and utilisation of the platform, contributing to the project's overall objectives.

Rail Travel

Despite the ongoing round of industrial action, which has seriously impacted services during 2022-23, work has continued to improve facilities at stations across Derbyshire. This includes new electronic travel planning and real time information signage at a number of stations along the Derwent Valley and Hope Valley lines. Following significant lobbying by the Council and other stakeholders, East Midlands Railway has reintroduced hourly direct rail services along the Derwent Valley line from Matlock to Nottingham.

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns

Rating: Review

Expected completion date: 31 Mar 2024

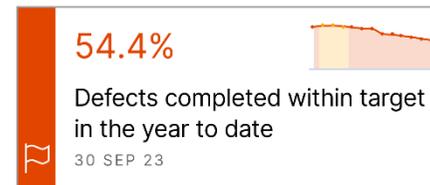
Captured costs in the Council’s financial management system so far for the end of Quarter 2 amounted to £16.4m, however delivered work on the ground was in excess of £19m. A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m. Any shortfall of this amount will be carried forward to the start of the 2024-25 financial year. Spend this quarter reflects our Surface Dressing Programme and Carriageway Surfacing programmes that are currently being delivered. Other major works such as the Harrington Bridge refurbishment are also on site in this period.

It is acknowledged that whilst we are still repairing a significant number of defects the number of incoming defects, as a consequence of the adverse and unpredictable weather conditions, has impacted our ability to repair all the defects within the requisite time frames. Consequently, only 54.4% of defects have been completed within the target timescales, compared to a target of 90%. The treatments required exceed the budget available. To address this, a programme is planned to utilise the £4.2m pothole grant received from the Department for Transport. It is recognised that many of the pothole repairs required are on roads that often receive an annual inspection during the winter months. Due to the more severe weather conditions experienced during this season, lasting repairs to potholes are more difficult to achieve. Therefore, a proactive programme of repairs has been implemented utilising Jetpatchers targeting these mainly rural areas to treat any defects present before they develop into larger or more hazardous issues later in the year. This programme was undertaken throughout the warmer months with the aim being to repair the roads before the weather conditions worsen, giving longevity to the repair. The Jetpatcher vehicles are an innovative approach for tackling a high volume of road defects quickly, delivering permanent repairs without causing further damage to the road, at a fraction of the cost. They are contracted until the end of October to coincide with the changing weather conditions as they cannot operate during the winter period.

The current change over in management systems relating to Highways work has provided an opportunity to review in detail the underlying data for defects to ensure all categories are included in the figures. This work is ongoing and will be reflected in future reporting.



2021-2022	£39.674m
2022-2023	£37.000m
2023-2024	£16.420m
Target	£22.000m
Performance	Action (Good in Q1)



2021-2022	75.0%
2022-2023	76.6%
2023-2024	54.4%
Target	90.0%
Performance	Action

2023-24 data and targets are for the year to Sep-2023

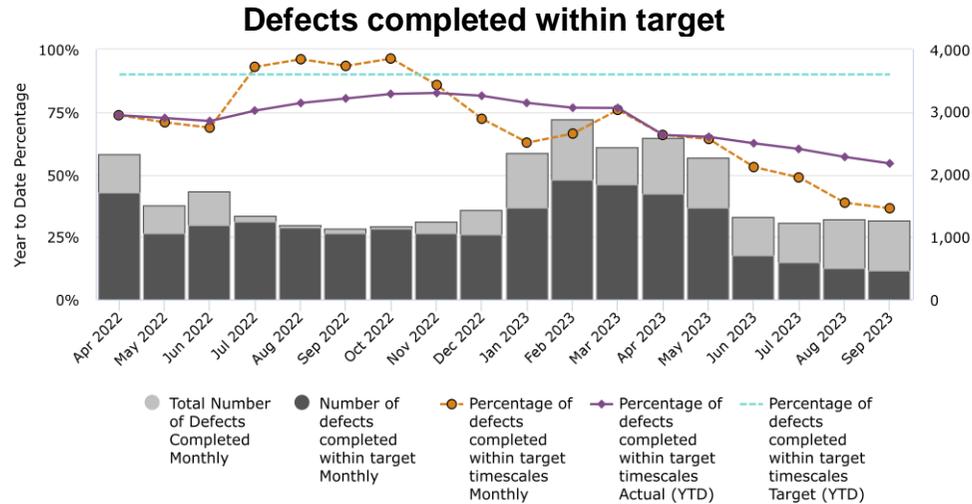
Percentage of defects responded to within target timescales during Quarter 2

	Quarter 2	Target	Performance
Started within 2 hrs (Urgent)	86.2%	100.0%	Action
Completed within 32 hrs	81.3%	90.0%	Review
Completed within 9 days	35.6%	80.0%	Action
Completed within 28 days	21.7%	80.0%	Action

Appendix 3

PUBLIC

The percentage of Principal, Classified and Unclassified roads where maintenance should be considered details the percentage of roads that fall into the 'Poor' and 'Very Poor' condition banding and is derived from the Annual Engineers Inspection survey. Areas of the network that fall below a condition level are calculated to form the percentage result. The Annual Engineers Inspection is then factored into the Value Management Process to enable development of Forward Programmes. The annual survey is undertaken between April and June and the outcome of the survey will support the preparation of the following year's delivery programme and information regarding this which will be provided in Quarter 3. [Return to summary.](#)



15.4%

Principal roads needing maintenance

31 DEC 22

2020-2021	17.0%
2021-2022	15.2%
2022-2023	15.4%
2023-2024	Due in Q3
Target	13.0%

22.1%

Classified roads needing maintenance

31 DEC 22

2020-2021	17.0%
2021-2022	19.6%
2022-2023	22.1%
2023-2024	Due in Q3
Target	23.0%

30.2%

Unclassified roads needing maintenance

31 DEC 22

2020-2021	27.0%
2021-2022	29.9%
2022-2023	30.2%
2023-2024	Due in Q3
Target	31.0%

51.0%

Residents satisfied with Highways and Transport services

31 DEC 22

2020-2021	54.0%
2021-2022	52.0%
2022-2023	51.0%
2023-2024	Due in Q3
Target	60.0%

Targets are for the full year 2023-24

 **Reduce 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**

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

The delivery of the Highway Drainage Capital programme 2023-24 is ongoing.

The Flood Team attended the Parish and Town Councils engagement event at County Hall, providing advice to attendees.

Breadsall Natural Flood Management scheme design is complete and grant funding secured, and it is intended this will be delivered by March 2024.

The last Technician vacancy in the Flood Team has been filled, bringing the team back up to full strength. Agency Engineers continue to support the team, albeit the Council's current financial controls may impact on their continued use.

Responding to planning consultations within the required time continues to be a challenge due to the current backlog, following the difficulties in recruiting to the team that have recently been resolved. This will likely continue for the remainder of the year.

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

Rating: Good

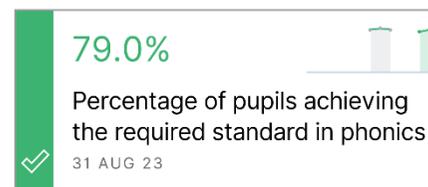
Original completion date: 30 Jun 2023

Expected completion date: 31 Mar 2024

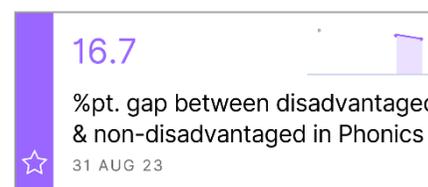
The Education Improvement Service (EIS) has continued to work robustly with schools and other partners throughout Quarter 2 to improve outcomes for children and young people and support catch-up on learning. Derbyshire's successful 'Learn to Read, Read to Learn' partnership, exploring evidence-informed approaches for improving pupils' reading skills at key transition points, is continuing with the recruitment for the next cohort of schools taking place during October 2023. Last year over 150 schools from key stage 1 to key stage 3 were involved in this partnership working with the Derby Research School as well as other partners such as the English and Maths Hubs and increasing school-to-school capacity for improvement within Derbyshire. We will continue to build on this through the 2023-24 academic year.

Key stage attainment outcomes for 2023 will be available at various points throughout the year. Targets predominantly relate to comparator performance and therefore will not be confirmed until comparator outcomes are published.

Provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics (79%) suggest that Derbyshire's performance is again in line with the national average maintaining performance within the lower middle national quartile. This continues improvement from bottom quartile performance in 2019 and we have improved our national ranking by 10 places compared to last year. Provisional data also suggests that the gap between disadvantaged Derbyshire pupils achieving the expected standard in phonics and non-disadvantaged pupils nationally (16.7%) has narrowed compared to 2021-22 when the gap was 18.7 percentage points.

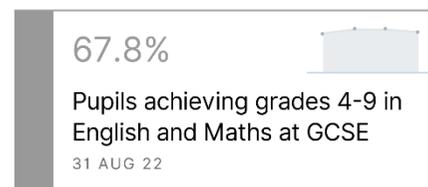


2021-2022	79.0%
2022-2023	79.0%
Target	79.0%
Performance	✔ Good
Number of Participants	79.0%



2021-2022	16.7
2022-2023	16.7
Target	18.7
Performance	★ Strong

2022-23 data and targets are for the academic year to Aug-2023



2019-2020	72.2%
2020-2021	67.8%
2021-2022	67.8%
2022-2023	Due in Q3
Target	Not set
National Benchmark	64.4%



2020-2021	31.6
2021-2022	31.6
2022-2023	Due in Q3
Target	Not set

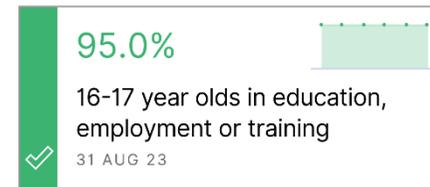
Targets for these measures will be set when the national data is available in Quarter 3.

Appendix 3

PUBLIC

The percentage of 16 to 17 year olds in education, employment or training for the 3 months of June, July and August 2023 is 95.0%. This is below the same time last year (96.4%) but is higher than both the national figure (91.1%) and the outcome for East Midlands (93.4%). Current performance maintains Derbyshire within the top quartile nationally which is the target for this year.

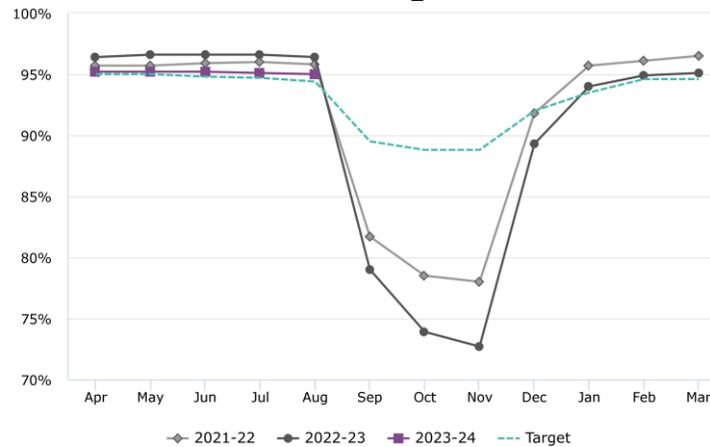
This deliverable had an expected completion date of 30th June 2023. It is clear now that pupils could be catching up on learning for a considerable period of time. We will continue to report outcomes for this deliverable until the end of this financial year. Activity and outcomes will subsequently be tracked under business as usual education improvement support. [Return to summary.](#)



2020-2021	95.5%
2021-2022	96.5%
2022-2023	95.1%
2023-2024	95.0%
Target	94.4%
Performance	Good
County-wide Benchmark	91.1%

2023-24 data and target are for a 3 month average to Aug-2023

16-17 year olds in education, employment or training



Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment

Rating: Review (Good in Q1) Expected completion date: 21 Dec 2023

The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS). The Council has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The deadline for the production of the LNRS is the end of March 2025. The Council has procured, in partnership with Derby City Council and the Peak District National Park Authority, the Derbyshire Natural Capital Strategy which will provide much of the baseline evidence for the LNRS. However, the the timescale for the production of the LNRS is relatively tight,

especially when statutory consultation and notification periods are taken in to account. To this end, the Council's current financial controls do have implications for the timely delivery of the LNRS. [Return to summary.](#)

✔ **Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability**

Rating: Good

Expected completion date: 31 Mar 2025

Following receipt of year 2 funding, work continues at pace and key areas of progress to note this quarter include:

Traffic Signalling Priority: infrastructure works commenced in Chesterfield.

Ticketing Offers: Wayfarer introductory discount offer on weekly ticket prices for Adults £21 and young person B-line card holder £16. Implementation of £1.50 flat rate fare for B-line card holders from age 11 valid until their 19th Birthday.

Transport Hubs: site development work continues for the identified sites, working collaboratively with local schemes in districts and boroughs.

Additional bus services: commenced enhancements and improvements to 17 bus services all with greater frequency and extension to evenings and weekends in many communities in Derbyshire.

Demand Responsive Travel pilot service to commence in November 2023.

Marketing campaign: the first behaviour change campaign in November will focus on young people and independence for leisure purposes afforded by bus travel and linked to the new fare offer for B-Line card holders. An informational campaign will be aimed at parents of 11-18 year olds regarding B-Line. Marketing is ongoing of new service enhancements through press releases and social media campaigns.

Community Bus Champions have commenced work with businesses and employers and are actively engaging with the public at events around the County.

Department for Transport Bus Service Improvement Plan Relationship Manager visited Derbyshire. [Return to summary.](#)

✔ **Refresh and implement our approach to increasing levels of inward investment into the county**

Rating: Good

Expected completion date: 31 Mar 2024

Following the closure of the European Regional Development Fund's "Invest in D2N2" Programme, Derbyshire's investment opportunities and key development sites have continued to be promoted via the Invest in Derbyshire website and other online outlets.

Eight new enquiries have been received during Quarter 2 from domestic and foreign investors, mainly in the residential & development, manufacturing and distribution sectors. An increased demand for freehold land and sites with mid-size industrial units has been recorded. Ongoing support has been provided to some large investment and business expansion projects in the pipeline.

Both existing and the most recent enquiries carry a great potential to increase levels of inward investment and create a significant number of new jobs in the county within the next 3 years.

Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Rating: Action (Review in Q1) Expected completion date: 31 Mar 2025

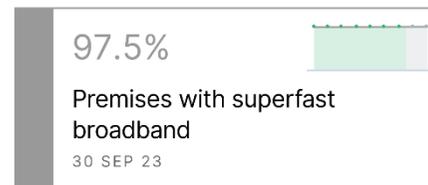
The Outline Business Case (OBC) was reconsidered by government in August 2023 and to date the Council has not been advised of the outcome, and therefore all work has been paused to minimise financial risk. In the event of OBC approval a report will be brought to Cabinet recommending next steps. [Return to summary.](#)

Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology

Rating: Good Expected completion date: 31 Mar 2024

The Digital Strategy and Action Plan have now been finalised. We are expecting it to be approved by Cabinet by early November. The Project Gigabit regional supplier (Type B) contract is due to be awarded by November, with the local supplier (Type A) in January. Following both contract awards, we will then be given a list from Building Digital UK of all properties where the chosen supplier will intervene to improve access and areas that will be de-scoped. This then leaves us with a clear indication of where we can intervene and implement the Action Plan.

Currently 97.5% of properties have access to superfast broadband.



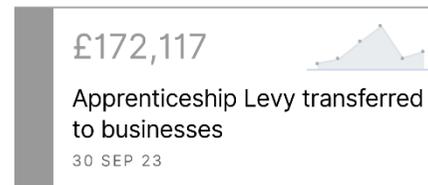
2021-2022	96.9%
2022-2023	97.3%
2023-2024	97.5%
Target	Not set

Targets will be set when the programme of gigabit support is confirmed. 2023-24 data is for the year to Sep-2023

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

Rating: Good Expected completion date: 31 Mar 2024

Four apprenticeships with three Small and Medium Enterprises (SME) have been formally supported by the Council's Apprenticeship Levy in Quarter 2. The apprenticeships supported this quarter have been in the Engineering, Automotive, Early Years and Digital sectors. This is slightly behind forecast, this is due to seventeen apprenticeships across seven SMEs being in the final stages of negotiations, and until formal confirmation of the apprenticeship going ahead it is not appropriate to include these in Quarter 2 figures. At the end of Quarter 2 £172,117 of the Council's Apprenticeship Levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been set for this under-pinning performance measure.



2022-2023	£428,630
2023-2024	£172,117
Target	Not set

2023-24 data is for the year to Sep-2023

 **Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme**

Rating: Good

Expected completion date: 31 Mar 2025

The Barrow Hill Line has passed another important milestone with the Department for Transport's Restoring Your Railways (RYR) Programme Board finalising the project scope by confirming rail stations at Barrow Hill and Killamarsh for further development during the Outline Business Case (OBC) Stage. Network Rail has commenced OBC preparation during this period and is on track for completion by end March 2024. RYR Ivanhoe Line project remains on track for meeting a milestone of OBC submission in December 2023. High Speed 2 (HS2) Ltd and Network Rail are progressing HS2 Eastern leg workstreams, which are programmed to complete March 2025, to de-risk Integrated Rail Plan proposals and minimise future late changes to the project by considering cost and carbon emission opportunities. The Council has held ongoing liaison with Network Rail about the future Midland Mainline Electrification work programme in Derbyshire, but there is no further progress to report for Quarter 2.

 **Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities**

Rating: Review

Expected completion date: 31 Mar 2024

The Derbyshire Makes project is currently paused whilst a decision is made on the funding associated with the activity. There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation. This activity is obviously important to the council but it is not a statutory service. [Return to summary.](#)

 **Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential**

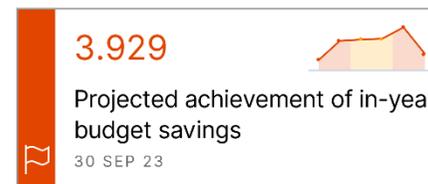
Rating: Review (Good in Q1) Expected completion date: 31 Mar 2024

The Council's Executive Director for Place and the Head of Conservation, Heritage and Design have met with 3 of the other 4 Local Planning Authorities (LPA) that the World Heritage Site covers, to discuss and investigate the desire for the production of a DVMWHS Development Framework. A meeting with the remaining LPA is scheduled for October 2023. There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions World Heritage Sites, and the formation of the East Midlands Combined County Authority. Unfortunately the Council's financial position is likely to impact on the the Development Framework's production. [Return to summary.](#)

Overarching Measures

The combined departmental budget savings target for 2023-24 is £16.190m with a further £12.038m of unachieved savings brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be achieved. The forecast at Quarter 1 was reported as £10.317m, however this has been revised at Quarter 2. This is mainly due to the lack of availability of short term home care for older people which has meant there has been no expenditure reductions in long term home care packages and in residential care home placements. Departmental reserves and other one-off compensatory efficiencies have been employed to mitigate the in-year impacts.

The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. [Return to summary.](#)



2022-2023	£7.557m
2023-2024	£3.929m
Target	£16.190m
Performance	Action

2023-24 data and target are the year end projections as at Sep-2023

Appendix 3

PUBLIC

A short 'Pulse Survey' of residents was carried out in Summer 2023. The Pulse Survey asked key questions from the Council's main annual Your Council Your Voice (YCYV) residents survey, to enable better understanding of residents' perceptions and comparison with the Local Government Association (LGA) Residents Survey carried out during June 2023.

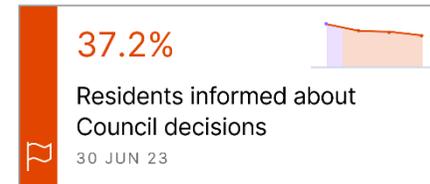
The results from the Pulse Survey for the overarching measures contained in the Council Plan remain similar to those from the main YCYV survey carried out in Autumn 2022. The survey received just over 3,100 responses, compared to the previous YCYV response figure of 2,400, with results as follows:

- Residents who are satisfied with the council, 43.2% compared to 43.6% in the YCYV survey and below the target of 58%;
- Residents informed about Council decisions, 37.2% compared to 41.5% in the YCYV survey and below the target of 52%;
- Residents agreeing the Council gives value for money, 30.2% compared to 30.3% in the YCYV survey and below the target of 43%.

In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups. In addition, the actions will enable the Council to review its approach to the YCYV Survey moving forward to ensure that it remains relevant and provides the Council with the key information it needs to support strategic planning, budget setting and the development of Council services. [Return to summary.](#)



2021-2022	42.3%
2022-2023	43.6%
2023-2024	43.2%
Target	58.0%
Performance	Action
National Benchmark	62.0%



2021-2022	42.7%
2022-2023	41.5%
2023-2024	37.2%
Target	52.0%
Performance	Action



2021-2022	29.3%
2022-2023	30.3%
2023-2024	30.2%
Target	43.0%
Performance	Action
National Benchmark	46.0%

2023-24 data is for the latest survey in Jun-2023; targets are for the full year 2023-24

Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2023-25. The following table lists the deliverables and measures not included in this report, or where changes have been made:

Measures	Reporting
Measures indicating the effectiveness of the Council's new Equality, Diversity and Inclusion Strategy	Measures to indicate the impact and progress of the strategy are currently being identified and will be included in future reporting.

Occasionally key measures data reported in a previous quarterly report may be updated. Data may be updated for a variety of reasons, for instance updates to provisional data, where additional data is submitted after the report has been produced, or identification and resolution of data issues. Significant changes to data will be highlighted in the commentary.

Key

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

Adult Care - Portfolio Summary



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

Key areas of success are:

- ✓ **Work alongside people with a learning disability, those 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 (rated Good)**

In this quarter, we have worked with 53 people with a learning disability and/or who are autistic, to have outcome focussed support plans. This exceeds the quarterly target. Cumulatively, since April 2021, 762 people have been supported to develop an outcome focused support plan.

Key areas for consideration are:

- ◻ **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 (requires Review)**

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** We are currently finalising the redesign of the Short-Term Service with implementation commencing January 2024. This will increase the capacity available to older people

requiring reablement intervention and help manage demand for Adult Social Care and Health services.

There is a forecast overspend of £5.721m on the portfolio (after the use of £7.091m from earmarked reserves). The main variances are:

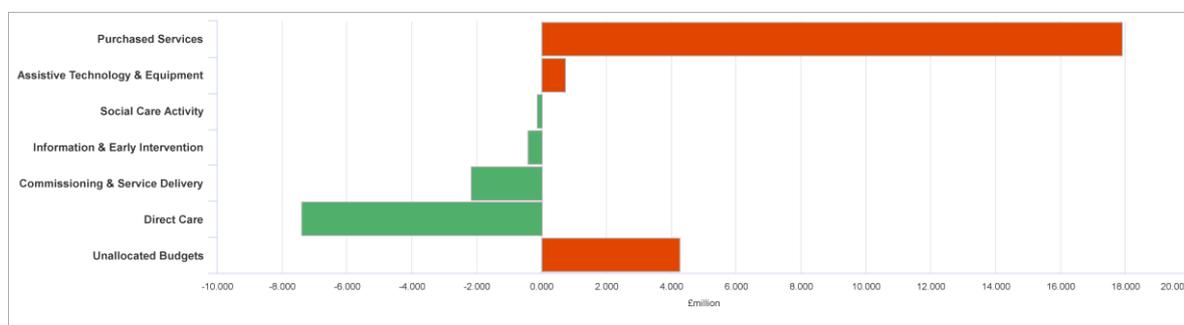
- **Purchased Services, £17.897m overspend** - There has been an increase in hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased. Pressure on independent sector care home spend - hospital discharge into residential homes rather than care at home, insufficient supply of home care and reablement.
- ✓ **Social Care Activity, £0.121m underspend** - Underspend on staff pay and travel due to vacancies in the social work team. Various underspends across social work teams in localities, hospitals and in specialist teams .
- ✓ **Information and Early Intervention, £0.425m underspend** - Reduced activity and costs for alarm monitoring, housing related support and for some voluntary sector contracts. Reflects reduced activity/costs for alarm monitoring, housing related support and for some voluntary sector contracts.
- ✓ **Direct Care, £7.375m underspend** - provision, £1.9m overspend on care homes for older people and Community Care Centres stemming from the increased care needs of residents and £0.9m underspend across other Direct Care units. £4.7m underspend on Direct Care home care (high level of vacancies), £3.4m underspend on Direct Care day centres (reduced usage and re-provision), £0.9m underspend on Learning Disability residential units, £1.7m overspend on care homes for older people (increased care needs of residents).
- ✓ **Commissioning and Service Delivery, £2.173m underspend** - £0.6m underspend in respect of vacancies in the Business Services team and £0.5m underspend in respect of vacancies in the Commissioning, Contracts Team and Transformation Teams. Also, £4.5m of grant income received funding for Market Sustainability, which is offsetting increased fees paid out through Purchased Services. £0.7m underspend for Business Services (vacancies), £0.15m pay underspend on the Commissioning, Contracts Team and Transformation Teams (vacancies) . Underspend on BCF schemes (to be reallocated).

Forecast Outturn against Target Budget



- Unallocated budgets, £4.266m overspend - Includes £8m of budget savings targets which have not yet been allocated to service lines and £5m of estimated additional demand driven costs expected to arise based on current trends. These are offset by £2m of budget allocated to the portfolio for service pressures which is not anticipated to be required. Unachieved efficiencies of £6.8m . Projected underspend on 23/24 budget pressures of £2.1m. Underspend on Exec Director's budget £0.1m (vacancy).
- Assistive Technology, £0.743m overspend - Projected overspend on disability equipment and telecare. Projected overspends on disability equipment (Pooled Budget with health) £0.583m and on Telecare £0.150m (increased uptake).

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £12.139m, with a further £3.009m target brought forward from previous years. £2.157m of the in-year savings target of £12.139 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Demographic Growth - £5.711m ongoing - Reflects expected increases in customer numbers and impact on package spend and social work team time. Also included is base budget to replace the LD and Autism Grant.
- Hospital Discharge pressure - £5.000m ongoing - Additional out of hospital spend, new hospital discharge protocol.
- Former Independent Living Fund (ILF) Grant - £2.534m ongoing - Grant now included in base budget.
- Invest to Save - £1.175m ongoing - Reducing pressure to provide resources to support transformation projects and efficiencies.

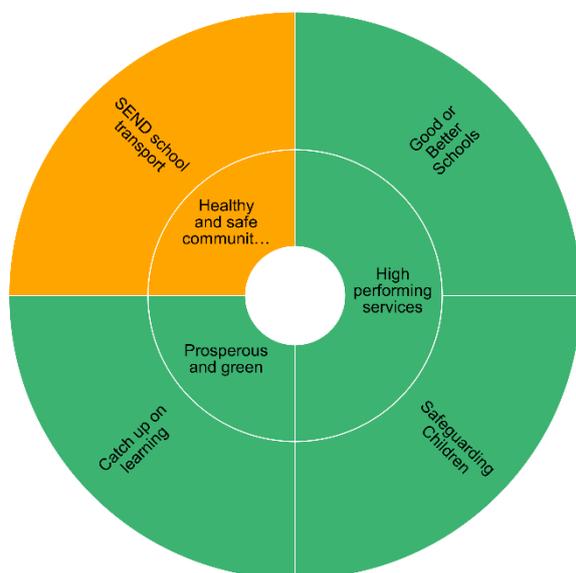
- Mosaic hosting costs - £0.125m ongoing - Cost of external hosting of Mosaic system.
- Social Care Reform - £0.300m one-off - Funding to support preparation for external inspection.
- Inflation on PVI Contract Fees - £22.830m ongoing - Additional budget reflecting the April 2023 National Living Wage uplift and CPI.
- Inflation on transport and catering supplies - £0.673m one-off -

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

- Former Independent Living Fund Grant (ILF) - £2.534m one-off - On 8 March 2022, the Government confirmed that the former ILF recipient grant will continue to be paid to local authorities in 2022-23.
- Contain Outbreak Management Fund (COMF) - £5.000m one-off – grant used to support new hospital discharge protocol.
- Additional Direct Payment claw back - £2.500m one-off – return of unused funds.

Children's Services and Safeguarding and Education - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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

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

Key areas of success are:

✓ **Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire (rated Good)**

A range of evidence from our quality assurance and performance framework continues to show consistency of approach and strong practice across the children's social care and early help workforce. This is in the context of increasing demand and activity throughout the social care system.

✓ **Work 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 (rated Good)**

Provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics suggest an improvement in our national rank position and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally.

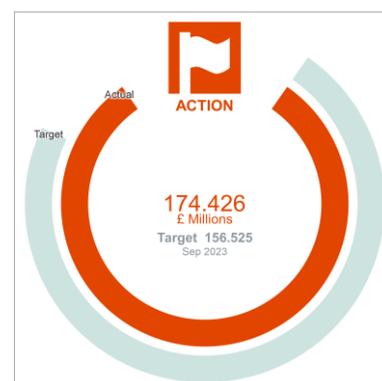
Key areas for consideration are:

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

Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. **Response:** Work is now in place to start to implement and deliver the 12 month improvement plan. An independent lead for the implementation of the plan is in place and the improvement plan has been linked to both the SEND Executive Board and the Education Partnership. A decision-making team is now established and work is starting to move forward.

There is a forecast overspend of £17.901m on the portfolio. The main variances are:

Forecast Outturn against Target Budget

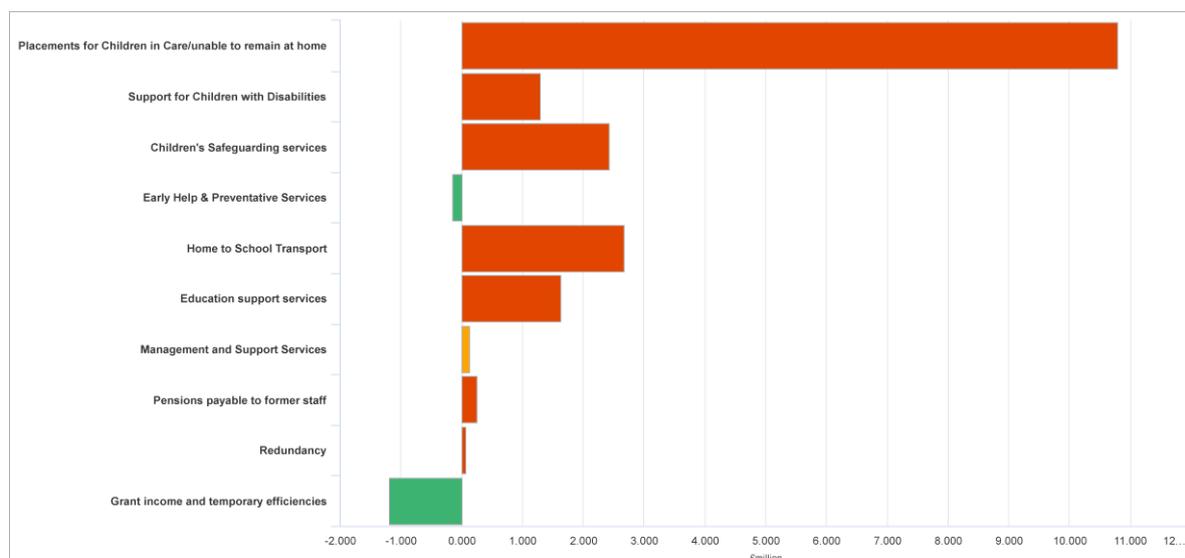


- Placements for Children in Care/unable to remain at home, £10.795m overspend -** Expenditure on placements for children in care or alternatives to care is continuing to rise due to an increase in the number and cost of placements. The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care and because alternatives to care often require long-term financial support leading to a growing number of arrangements to fund. Average cost increases are due to inflation and the need to make more higher cost placements with independent providers, exacerbated by a shortage of foster care places. There are also a greater number of children in arrangements which are alternatives to care, such as Special Guardianship Orders, many of which require long-term financial support. The projection takes into account plans to mitigate rising costs by £4m through increased activity to step down to less expensive care packages or care alternatives where those meet the needs of the child.
- Support for Children with Disabilities, £1.290m overspend -** The overspend is primarily due to budget pressures arising from the need to provide high cost packages to support children with complex needs to remain with their families or maintain their current care placement.
- Children's Safeguarding services, £2.420m overspend -** The overspend is made up of a number of areas all relating to demand pressures from greater numbers of children in care and children in need; including

children in care support expenditure and Quality Assurance and Child Protection teams. Increased use of agency staffing to cover social work vacancies and to provide care staff for temporary placement alternatives (when children can not stay at home but no placements are available for them) is also adding to the overspend. The projection takes into account plans to mitigate rising costs by £0.5m through procurement efficiencies and cost control measures.

-  Home to School Transport, £2.670m overspend - Projected spend exceeds current allocated budget due to an increase in the number of children eligible for Council funded transport and an increase in average costs. The increase in cost is due to both economic factors affecting contractors and an increased need for more specialised vehicles to transport individual children. The increase in demand for SEND transport is linked to the increase in the number of children with Education Health and Care Plans (EHCPs) which has increased by 16% over the last 12 months.
-  Education support services, £1.624m overspend - The overspend is primarily due to the costs of meeting the increased demand for EHCPs. Loss of grant funding for the Education Improvement Service impact of high rates of inflation on the costs of running traded services are also factors. The projection takes into account plans to grow income from traded services and reduce areas of overspend by £2m.
-  Pensions payable to former staff, £0.245m overspend - These costs represent pension obligations payable to teachers and other staff previously employed by the Authority. The majority of the cost relates to staff who left under efficiency programmes during the early 1990s.
-  Grant income and temporary efficiencies, £1.190m underspend - Underspend includes temporary budget efficiencies from using grant income to meet existing spend, including a £0.771m DSG contribution towards funding Early Help & Safeguarding, this reduces by 20% each year in line with school funding regulations.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, with a further £0.000m target brought forward from previous years. The in-year savings target of £0.500 will be achieved. The prior-year savings target of £0.000 will also be achieved.

Additional funding has been provided in the 2023-24 budget for the main growth items:

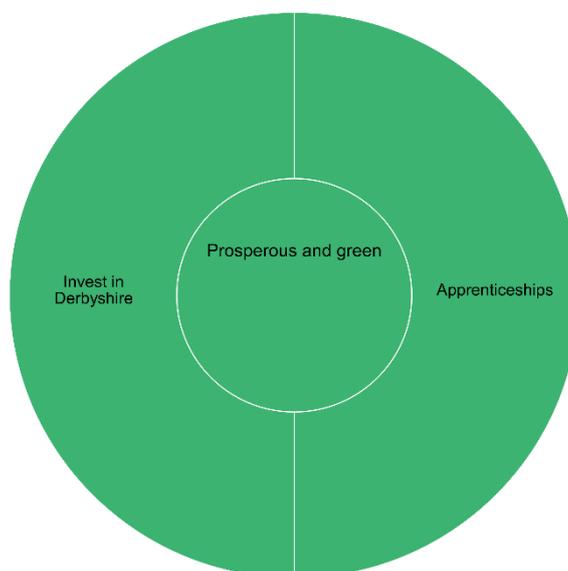
- Home to School Transport - £1.084m one-off - The allocation recognises the greater numbers of children and young people with SEN and increased cost of journeys. £1.811m is held in the inflation contingency for further increases in transport costs. It is anticipated this will be needed to be drawn down in full.
- Elective Home Education - £0.360m one-off - Over the last year nationally and locally there has been a large increase in the number of Electively Home Educated (EHE) children. Funding to extend the EHE team to meet statutory functions to manage applications, determine whether there are any safeguarding risks and assess whether their education is suitable.
- Social Workers - £0.400m one-off - To fully fund the frontline social work structure and the market supplement, without the need to hold a level of vacancies which would be counter-productive in meeting the statutory demands to help, protect and care for children in Derbyshire. The market supplement payment for social workers in frontline children's social work teams was introduced in July 2019 to support the Council's recruitment strategy.

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

- Programmes Team - £0.392m one-off - One year funding via the Corporate Services and Transformation Programme Management Office budget to continue dedicated project resource to effect change and deliver one-off initiatives within Children's Services.
- Dedicated Schools Grant (DSG) contribution to costs - £0.889m one-off – support for Early Help services.
- Holiday Activities and Food Programme and Household Support - £8.262m one-off – grant to support families and vulnerable households.

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key ☆ Strong ✓ Good ● Review 📄 Action ■ Data not available/Target not set

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

Key areas of success are:

- ✓ **Continue to work with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local jobs**

During Quarter 2, four apprenticeships with three Small and Medium Enterprises (SME) have been formally supported by the Council's Apprenticeship Levy. The sectors in which the apprenticeships have been supported are Engineering, Automotive, Early Years and Digital sectors. There are also seventeen apprenticeships across seven SMEs in the final stages of negotiation; these will be included in the next quarter's report as until formal confirmation of the apprenticeships commencing, it is not appropriate to include these in Quarter 2 figures.

At the end of Quarter 2, £172,117 of the Council's Apprenticeship Levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been set for the under-pinning performance measure.

✓ Refresh and implement our approach to increasing levels of inward investment into the County

Following the closure of the European Regional Development Fund's "Invest in D2N2" Programme, Derbyshire's investment opportunities and key development sites have continued to be promoted via the 'Invest in Derbyshire' website and other online outlets.

Regarding enquiries, both existing and recent carry a great potential to increase levels of inward investment and create a significant number of new jobs in the county within the next 3 years.

During Quarter 2, eight new enquiries have been received from both domestic and foreign investors, and been in the sectors of residential & development, manufacturing, and distribution mainly. An increased demand for freehold land and sites with mid-size industrial units has been recorded.

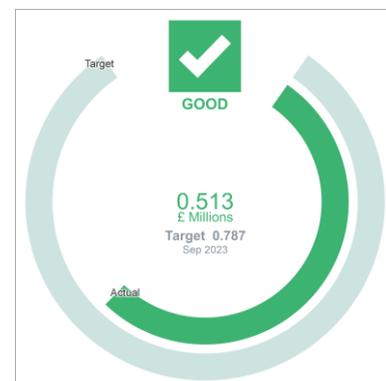
Support continues to be provided to some large investments, whilst business expansion projects remain in the pipeline.

There is a forecast underspend of £0.274m on the portfolio. The main variances are:

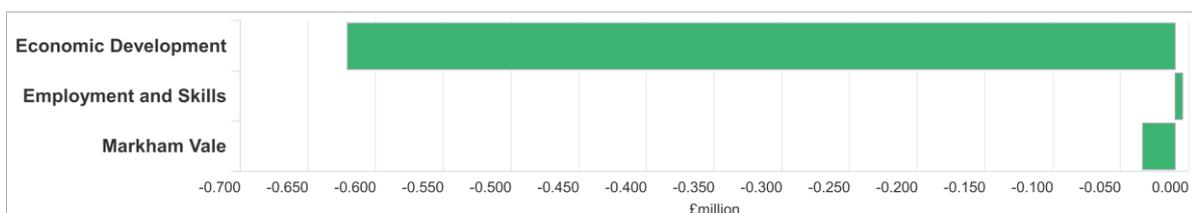
✓ Economic Development, £0.621m underspend - The division is currently holding vacancies to assist with the restructure planned to take place in 2023-24, this will allow the department to meet its saving targets.

✗ Economy and Regeneration Unachieved Savings, £0.385m overspend - This savings target will be achieved in 2024-25 when the department carries out its restructure.

Forecast Outturn against Target Budget



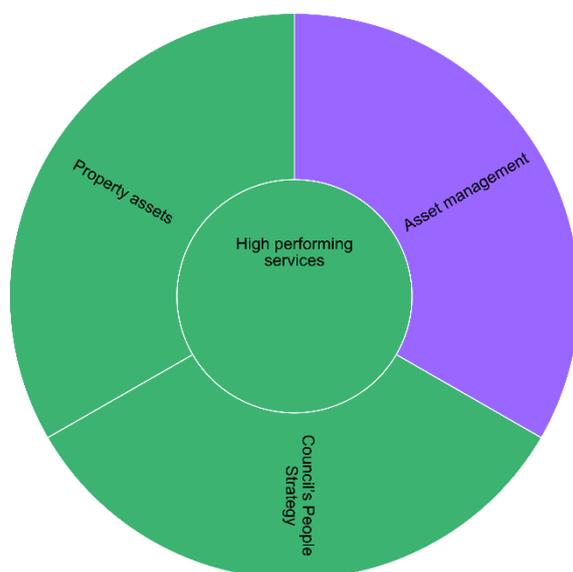
Forecast Under (-)/Over Spend by Service Line



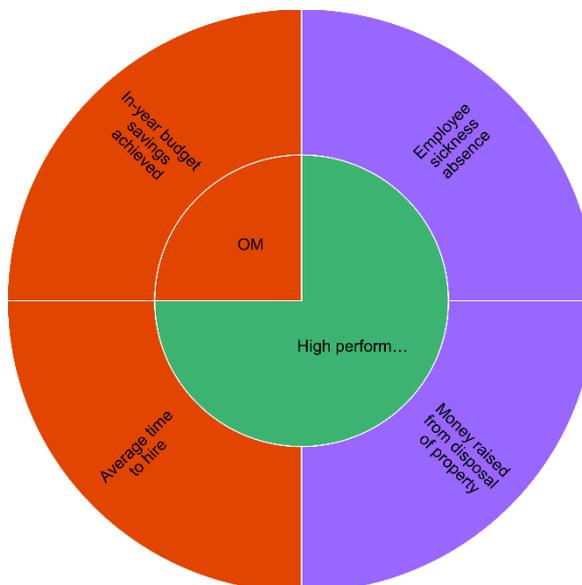
The budget savings target for 2023-24 is £0.000m, with a further £0.385m target brought forward from previous years. The in-year savings target of £0.000 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Corporate Services and Budget - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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:

- Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Strong)**

The supporting strategies required for implementation are now completed and have been approved by Cabinet. A total of £2.91m has been raised so far this year from the sale of 17 property assets

- Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)**

The figure of 4.7% for available hours lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%.

Key areas for consideration are:

🚩 Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)

Issue: The year to date average Time to Hire figure of 64.1 days is above the target for the year end of 50 days. **Action:** It is anticipated that changes to the related processes and an anticipated reduction in Disclosure and Barring Service check delays should see the average time to hire figure reduce during Quarters 3 and 4. The recruitment freeze which was introduced towards the end of Quarter 2 should also have a positive impact on time to hire figures during the remaining quarters of the year.

🚩 Projected achievement of in-year budget savings (requires Action)

Issue: Of the in-year savings target of £16.190m, £3.929m is forecast to be achieved. **Action:** The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures.

There is a forecast overspend of £0.942m on the portfolio. The main variances are:

🚩 Corporate, £0.365m overspend - This overspend is due to historic savings targets for Channel Shift which are being held centrally.

✅ Finance & ICT, £0.672m underspend - ICT has a significant underspend on salaries which is offsetting some of the spend on agency and the SOCITM consultants. The position on the monitoring has not allowed for any draw down from reserves which is available to support the SOCITM consultants.

Forecast Outturn against Target Budget



The expenditure on the SAP Hana project, the implementation of the new Finance and Human Resources system, has been Capitalised. This means £1.500m SAP project spend has been transferred to Capital and funded from borrowing, less £0.200m reserve funding for the SAP project that is no longer required. The total projected underspend on ICT is £0.966m.

The current SAP system is showing an overspend of £0.442m for maintenance costs. The reason for this overspend is an unachievable savings target of £0.670m as it was originally proposed that the new SAP Hana system would achieve process savings throughout the authority, as

the system has yet to be implemented these savings have not been achieved.

Legal services, £0.243m underspend - This underspend is predominantly related to vacancies in Members & Management Services, the Business Centre due the reallocation of resources at different grades. It is also due to recharge income expected to be high as a result of the sustained increase in volumes, particularly around post. Due to a £0.779m overspend relating to the SAP system arising from an unachievable savings target of £0.670m originally proposed as a result of process savings throughout the authority. This is partially offset by an underspend in the ICT section of £0.348m due to the number of vacancies. This underspend allows for the current costs of consultants and agency staff working in the section.

The new MFD contract went live in July and so the charges for printing usage will be monitored closely in order to recover all costs back to the Business Centre. It is also a result of vacancies within the Coroners service.

✔ Human Resources, £0.251m underspend - The main underspend relates to vacancies of £0.200m.

✔ Transformation & Strategy, £0.915m underspend - This consists of the following:-

An underspend on Project and Programme Management of £0.594m due to vacancies.

An underspend of £0.522 In Strategy and Policy which is predominantly due to vacancies that are proving difficult to recruit to.

MWOW and County Hall are showing an overspend of £0.201m due to insufficient funding.

✘ Corporate Property, £1.958m overspend - The Corporate Property Division overspend is due to savings targets not being met in year £0.752m and an estimated budget gap within the service of £0.372m.

There are current vacancies of (£0.366m), service pressures carried forward from last year have now been approved (£0.175m), the Asset Valuation & Fees Services budget pressure bid is no longer required (£0.240m). Building Maintenance is showing an overspend of £0.360m due to a forecast loss on the Maintenance Trading Account (£0.548m) offset by inflation contingency funding (£0.188m).

Whilst Corporate Property are carefully controlling expenditure against the remaining budget to avoid overspend, emergency demand is difficult to estimate and there is a risk that as the year progresses the forecast may change to an increased overspend position, as there is no reserve balance to mitigate this.

The grounds maintenance budget has been separated from the building's maintenance budget. This element of the budget is for Vertas contracts only, inflation impact (£86k).

Facilities Management is showing an overspend of £0.212m on the Cleaning and Caretaking budget due to relinquished budget in 2022/23 for site closure/rationalisation savings. It is also a result of a 9% price increase with Vertas, due to rises in the National Living Wage and CPI. It is hoped the price increase can be met through inflationary funding. This also incorporates the anticipated Cleaning & Caretaking redundancy costs from site closures of £0.150m. The Inflationary impact is £0.281m.

On the County Buildings budget the majority of the income and expenditure relates to corporately operated buildings as a result of shared usage. Additionally Corporate Property assume responsibility for the running costs of buildings declared surplus or vacant if the asset is not sold or repurposed after 18 months. These running costs include utilities, security costs, rates and maintenance. The predicted overspend of £0.737m takes into account the inflation element of (£1.534m) which is now funded, The overspend includes expected in year budget savings of £0.252m, and in overspend of £0.484m. It is intended that budgets and expenditure from the departments will be moved across during October to implement phase 1 of the Corporate Landlord model.

Whilst the Industrial development income target has been reduced by £0.400m, this has been offset by the introduction of three additional savings targets of £0.174m, therefore the net impact is a reduction of £0.226m.

- The income target of £1.792m has been under recovered by £0.045m, with forecast income totalling £1.747m.
- this is offset by a shortfall in the budget for running costs of £0.277m, with the forecast running costs totalling £0.406m and a budget of £0.129m.
- The inflation impact of £0.014m has been considered, this is abroad estimate as the amount payable varies upon tenancy turnover

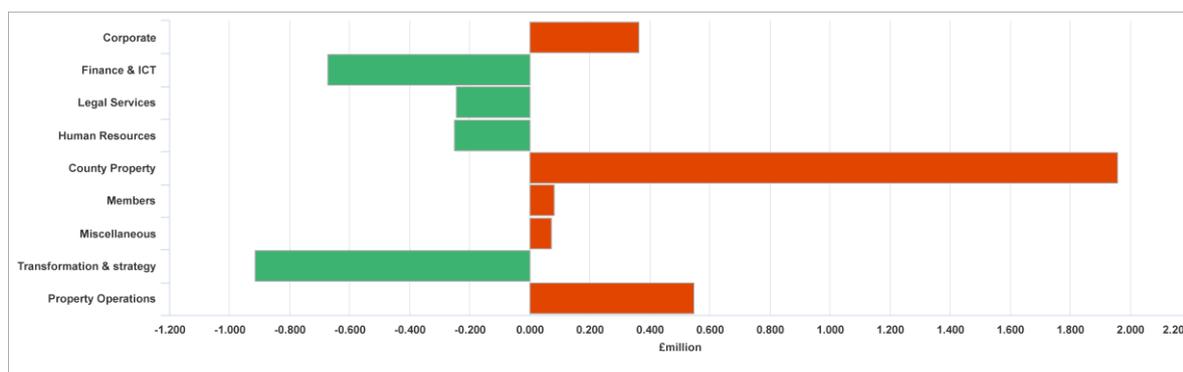
The estate generates a surplus of £1.296m.

- ❏ Property Operations, £0.548m overspend - The DSO's deficit is a result of multiple factors. Firstly over £13m of work has been externalised such as Cleaning and caretaking and soft grounds maintenance to Vertas. Staffordshire Moorlands & High Peak external work with a value of around £0.800m has also ceased. There hasn't been a corresponding decrease in fixed costs which has led to a sustained overhead under-recovery, in addition, there have been more vacancies held due to the Construction

and Maintenance review and this has meant fewer productive hours and fewer overheads recovered.

As a result of the DSO's deficit, the reserve balance has now been depleted and there is now no funding for training, Depot repairs & maintenance, early retirement costs and equipment.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.625m, with a further £2.094m target brought forward from previous years. The in-year savings target of £0.625 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

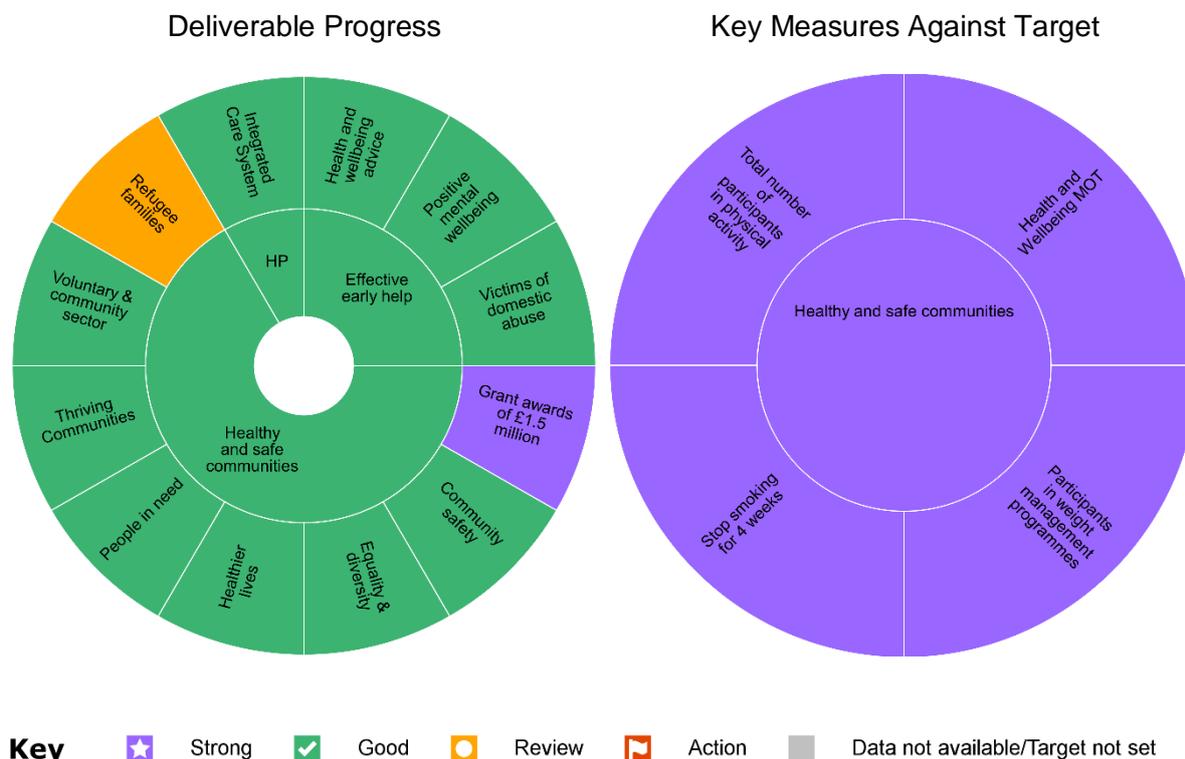
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Leadership Development Programme - £0.300m one-off - To enable the second year of the Council's leadership development programme.
- ODP-Business Partnering Hub & Spoke Transformation Model - £0.180m one-off - Aligned to the creation of the new Transformation and Strategy Division, this funding will enable the training for employees in Prince2, MSP and MoP to equip them with the right skills to ensure the Council delivers projects efficiently and successfully.
- Corporate Property - Disposal Professional Fees - £0.446m one-off - To instruct property agents and solicitors required to deliver capital receipts for the forecasted five-year Disposals Programme.
- Corporate Property - Demolition Budget - £0.550m one-off - To replenish the Corporate Revenue Demolition Budget which is already fully committed for this financial year.
- Corporate Property - Asset Valuations & Fees - £0.324m one-off - Additional fees required to meet the statutory requirement to value the

Council's Property Asset base including the newly introduced IFRS 16 valuations.

- Corporate Property - Commercial Appraisal Officers - £0.229m one-off - Development Appraisal Team required to accelerate asset appraisals.
- Corporate Property - Carbon reduction for Corporate Buildings - £0.400m one-off - To support the carbon reduction programme for corporate buildings.
- Corporate Property - CCTV Installations / Rationalisation - £0.179m one-off - To implement outcomes of CCTV Governance investigations in order to bring the Council into a position of compliance with the Information Governors Code of Practice.
- Corporate property-Decommissioning, Dilapidations & Staff Relocations - £0.501m one-off - To decommission buildings that are closing and being disposed of.
- Corporate Property - Project Co-ordination Pool - £0.143m one-off - To add additional resource for internal projects to achieve the asset rationalisation programme.
- Corporate Property Running Costs-Inflation/Contingency - £5.663m one-off - To cover increased property running costs including utility costs.
- Legal Services-Staffing budget deficit - £0.952m ongoing - To ensure the Legal Services salaries budget meets the costs of the current structure.
- Legal Services-Child Protection - £0.850m ongoing - Jointly endorsed pressure by Legal Services and Children's Services to secure funding to cover the budget deficit for children in care proceedings.
- ODP-Vision Derbyshire Annual Contribution - £0.087m ongoing - The funding is to support the ongoing implementation of the Vision Derbyshire approach in particular the funding of the programme team.

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:

- ★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)**

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved.

- ✓ **Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures (rated Good)**

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments also continues to be very high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings.

✔ **Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)**

In Quarter 2, demand for Live Life Better Derbyshire services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets.

Physical activity transformation work is continuing to develop a partnership approach to physical activity services. The physical activity agreement and specification is written and being reviewed.

Walk Derbyshire innovation programme is progressing well and work has started delivering the four neighbourhood pilots.

✔ **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)**

The Director of Public Health annual report was published and focused on mental health and wellbeing.

The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and have conversation about mental health and suicide prevention, including Y Not Festival, pride events, football matches and a Baton of Hope event in Glossop.

✔ **Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (rated Good)**

The team are actively supporting a total of 228 people and have received 97 new introductions in Quarter 2.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational.

Key areas for consideration are:

🟡 **Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)**

Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils.
Response: Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward, consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal.

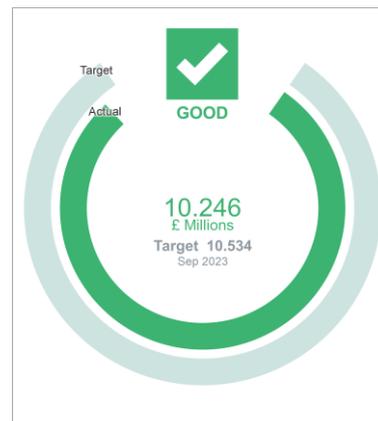
There is a forecast underspend of £0.288m on the portfolio.

Public Health Falls Pathway iBCF underspend of £85k moved into iBCF reserve.

The main variances are:

- ✔ Registrars, £0.082m underspend - Income from weddings seems to have decreased at several offices. This is due to the current financial climate, with a significant number of ceremony cancellations or that the price increase of 10% for 2023-24 has also been applied. Essential staff vacancies have been applied to be filled.

Forecast Outturn against Target Budget



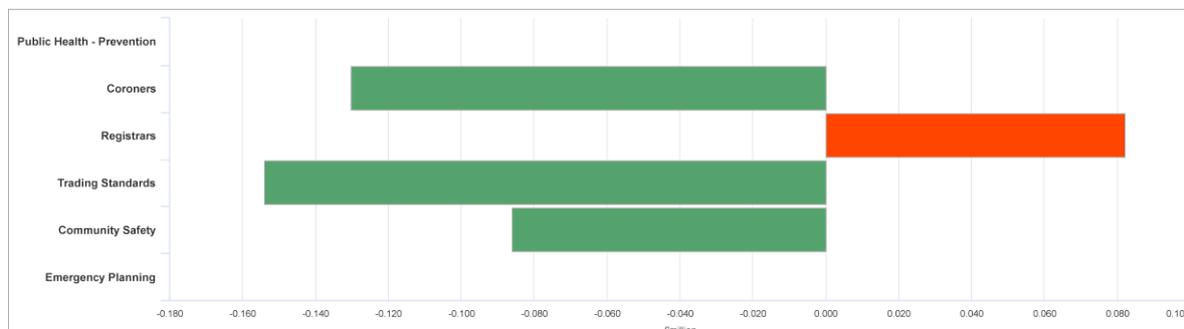
One ceremony room, that was previously closed due to health and safety, has been decorated and reopened for business so could generate additional income. Staffing has been adjusted to meet the manning hours needed for the new opening hours. The Bakewell registry office is due to have some free publicity which may increase bookings and therefore overall income levels.

- ✔ Trading Standards, £0.154m underspend - Vacancies.
- ✔ Coroners, £0.130m underspend - The forecast underspend is a result of vacancies within the section, the Senior Coroner post has also now been recruited to.

Further on-going costs relating to a high profile case have been forecast, although these are anticipated to be less than the previous year.

- ✔ Community Safety, £0.086m underspend - The underspend is a result of not undertaking one-off projects, which has meant less expenditure in year.

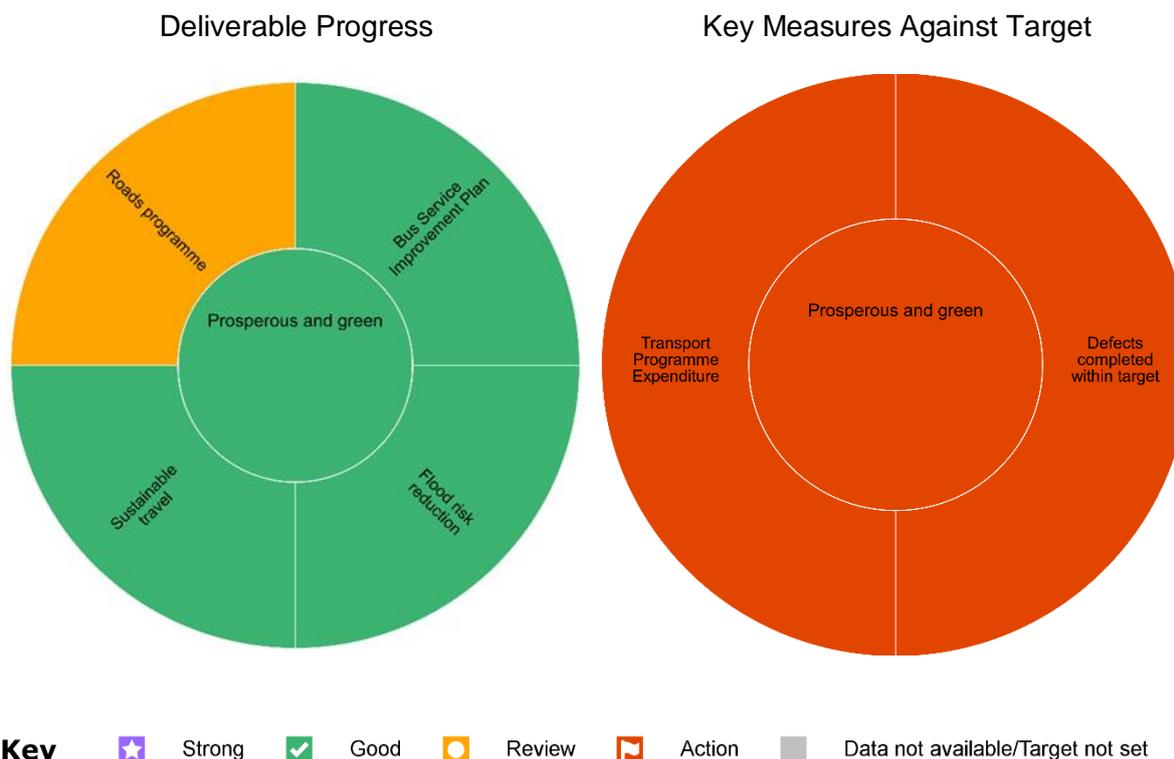
Forecast Under (-)/Over Spend by Service Line



Additional funding has been provided in the 2023-24 budget for the main growth items:

- Domestic Abuse - £1.417m ongoing - The Domestic Abuse Act 2021 has introduced 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 bid seeks to confirm the availability of funding on an ongoing basis and make a temporary post permanent. This bid puts the base budget in but will be offset by a general grant received in later years.
- Community Safety - £0.254m ongoing - Funding to support new activity required to meet statutory duties in respect of community safety, i.e. the imminent Serious Crime White Paper. The funding is for 3 posts and a project fund to support commissioned activity.
- Trading Standards - £0.046m one-off - New APP/Flare Database due to current system coming to the end of its contract.
- Public Health - £-11.137m one-off - Contain Outbreak Management Fund Grant income with end date of 30th Sep 2024.
- ASCH Prevention Household Support Fund - £2.006m ongoing - Household Support Fund Govt Grant now extended to 31st March 2024 so associated budget pressures from 2024-25.

Highways Assets and Transport - Portfolio Summary



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

Key areas of success are:

- ✓ **Deliver a £47 million Bus Service Improvement Plan (BSIP) in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability (rated Good)**

The Department for Transport BSIP Relationship Manager visited Derbyshire during Quarter 2 and following receipt of year 2 funding, work continues at pace. 17 additional bus services commenced, all with greater frequency and extension into the evenings and weekends in many communities around Derbyshire.

Key areas for consideration are:

- ◻ **Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)**

Issue: Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, however delivered work on the ground was in excess of £19m. The repair of road defects on time has continued to decline and issues, accelerated by

unseasonal adverse weather conditions, have impacted on the rate of repair; the treatment required still exceeds the budget available.

Response: A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m to deliver the programme within timescales. Any shortfall in this amount will be carried forward to the start of the 2024-25 financial year.

There is a forecast overspend of £7.327m on the portfolio.

The budget has been increased to reflect £2.725m which has been given for inflation on Highways Reactive Maintenance Costs and Inflation on Public Transport.

The main variances are:

- ✔ Public and Community Transport, £2.046m underspend - Due to additional Local Transport Funding (LTF) being received in year and some staffing costs being funded from the Bus Service Improvement Programme (BSIP) Funding.
- ❏ Highways Administration/Hub, £0.425m overspend - Increased staff costs to cover backlogs in Traffic Regulation Orders (TROs). The overspend relates to increased staffing resources.
- ❏ Highways Design and Land Reclamation, £0.544m overspend - Under recovery on capital salary and an increase in agency costs. The overspend is due to the capital recharge model being unachievable, as it is built around an unachievable in-house resource.
- ❏ Construction Services, £0.827m overspend - Staff costs anticipated to be chargeable to capital budgets are lower than budgeted and more general under-recovery from highways works. £0.230m of utility related inflation costs are included in this forecast. The overspend is due to an overly ambitious income target on contract supervision which to date hasn't been achievable.
- ❏ Network Planning, £1.241m overspend - Unfunded implementation of the new Alloy and Kaarbontech systems that are being introduced this year. The overspend in part is due to insufficient budget being allocated to fund the highways asset management system, as it was originally thought this would be funded from capital.
- ❏ Highways Maintenance Works, £0.899m overspend - Increased reactive maintenance works being carried out. The overspend is due to increased reactive maintenance works being carried out to repair the County's roads and footways to meet the Council's statutory requirement.

Forecast Outturn against Target Budget



Winter Maintenance, £0.747m overspend - The budget for is only sufficient to cover a mild winter season, the current prediction is based on the average costs for the last five years. The balance of £0.280m available in the Winter Maintenance Reserve will be fully drawn to offset some of this overspend. The allocated budget for winter is only sufficient to cover a mild winter season. The current prediction is based on the average costs for the last five years winter periods. There is £0.280m available in the Winter Maintenance Reserve that will be used to top up this budget.

Accelerated Capital Delivery, £0.726m overspend - Unfunded staffing costs associated with the delivery of the Manifesto Pledge of a £120m capital delivery programme. This relates to programme managers delivering the capital programme not being able to allocate their time to the capital budget.

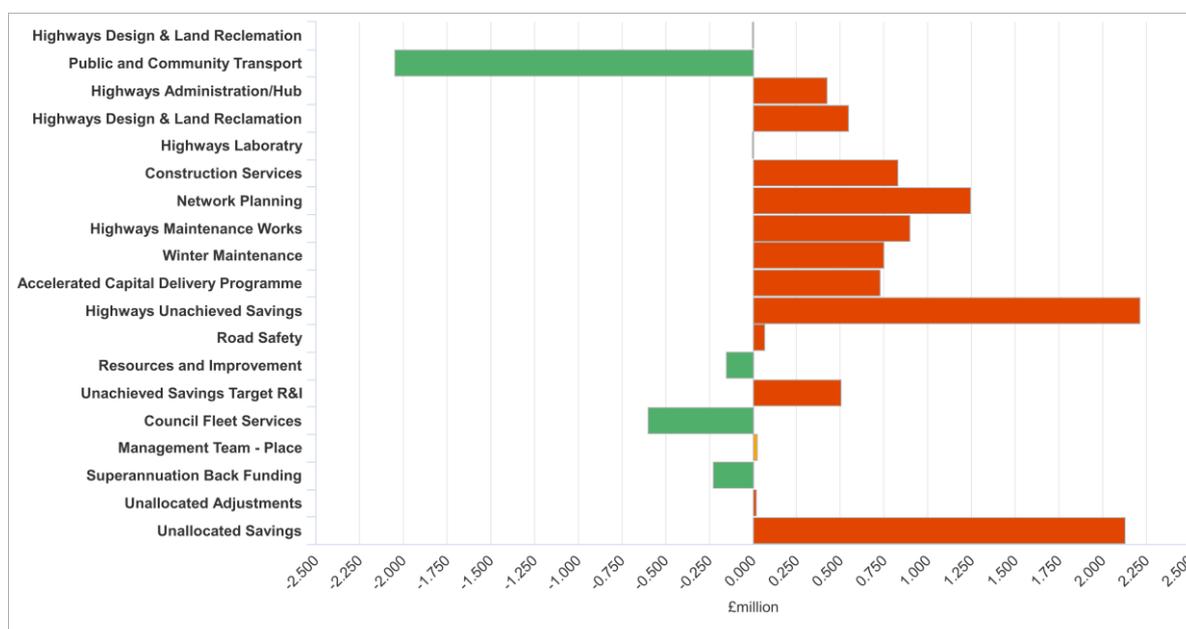
Highways Savings Yet to be Achieved, £2.212m overspend - Savings targets relating to initiatives previously identified but not yet achieved. These relate to unachievable savings initiatives not being able to be delivered.

Unachieved Resources and Improvement Saving, £0.503m overspend - These relate to unachievable savings initiatives not being able to be delivered.

Council Fleet Services, £0.599m underspend -

Unallocated Savings, £2.125m overspend -

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, with a further £3.671m target brought forward from previous years. £0.000m of the in-year savings target of £0.500 will be achieved. Action is being taken to ensure that the

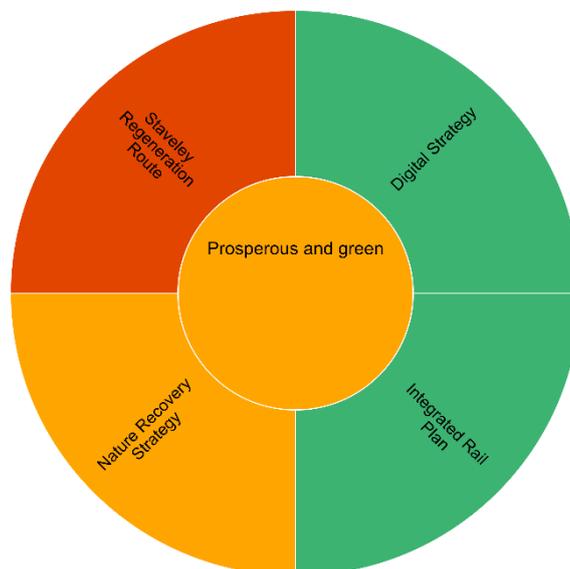
savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Highways Reactive Maintenance - £2.500m one-off - .As the highways authority the Council has a statutory duty to maintain highways. Reactive maintenance is necessary whereby the Council is required to attend to defects on the highways and in response to emergency situations such as flooding. The Highway Service operates an out-of-hours service and is developing procedures to allow quicker response times. Neglecting this duty can lead to claims against the Council for damages. The current delivery model is being reviewed under the ongoing work in the Derbyshire Highways Programme.
- Highways - £2.000m ongoing - Current budgets within the Highways Service were set on an historic organisational structure with an income target that is not achievable with the current level of staff resource, this will allow the service to set a realistic capital recharge recovery rate.
- Bus Companion Service - £0.150m ongoing - Introducing a Companion Service will allow a discretionary service to provide free travel to a family member or carer when they accompany Gold Card holders.
- Commercial Services - £1.000m ongoing - Most of the local bus services in Derbyshire are run commercially. Providers have withdrawn from certain routes as they are no longer commercially viable. Where there isn't a commercial case to operate specific local bus routes across Derbyshire, then the Council – in its role as Local Transport Authority (LTA) – can consider funding a service to maintain services where there is a social, economic, and environmental need for them to operate key routes in the county.
- Restructure of Intergrated Transport Unit - £0.200m ongoing - A service restructure is required to ensure adequate resources are in place to meet current and future demands and challenges, improve service delivery and efficiency, meet the Council's statutory duties, and administer the Bus Services Improvement Plan (BSIP) grant.

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



Key ☆ Strong ✓ Good ◻ Review 📄 Action ▫ Data not available/Target not set

Progress is "good" for 2 out of the 4 Council Plan deliverables led by the portfolio.



Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology

Both the Digital Strategy and Action Plan have now been finalised. It is expected to be approved by Cabinet by early November. Project Gigabit Type B contract is due to be awarded by November, with the Type A in January 2024. Following both contract awards, a list of all properties will be received from Building Digital UK and the chosen supplier will intervene so that properties within those areas will be de-scoped. This then leaves a clear indication of where intervention and implement of the Action Plan is required.



Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme

The Barrow Hill Line has passed another important milestone with the Department for Transport's Restoring Your Railways (RYR) Programme Board finalising the project scope by confirming rail stations at Barrow Hill and Killamarsh for further development during the Outline Business Case

(OBC) Stage. Network Rail has commenced OBC preparation during this period and is on track for completion by end March 2024. RYR Ivanhoe Line project remains on track for meeting a milestone of OBC submission in December 2023. High Speed 2 (HS2) Ltd and Network Rail are progressing HS2 Eastern leg workstreams, which are programmed to complete March 2025, to de-risk Integrated Rail Plan proposals and minimise future late changes to the project by considering cost and carbon emission opportunities. The Council has held ongoing liaison with Network Rail about the future Midland Mainline Electrification work programme in Derbyshire, but there is no further progress to report for Quarter 2.

Key areas for consideration are:

📌 Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment (requires Review)

Issue: The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS) and has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The timescale for delivery is tight as the deadline is March 2025 and ongoing budgetary pressures could have implications for delivery. **Response:** Progress will be kept under review.

📌 Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Action)

Issue: The Council is awaiting a decision from Government about the Outline Business Case. It was reconsidered in August, however no decision has been communicated to date. **Action:** Officers, members, local MPs and partners have all contacted the Government to stress the importance of the project, and the need for certainty over its funding.

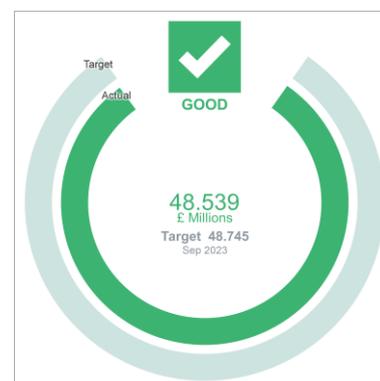
There is a forecast underspend of £0.206m on the portfolio.

The figures above include a total of £3.583m waste related inflation.

The main variances are:

- ✅ Waste Management, £2.375m underspend - This Service area has seen an increase of inflation totalling £3.583m along with a tonnage decrease in the region of 6%. The contracts that are in place for waste disposal and treatment contain binding indexation mechanisms which pass the

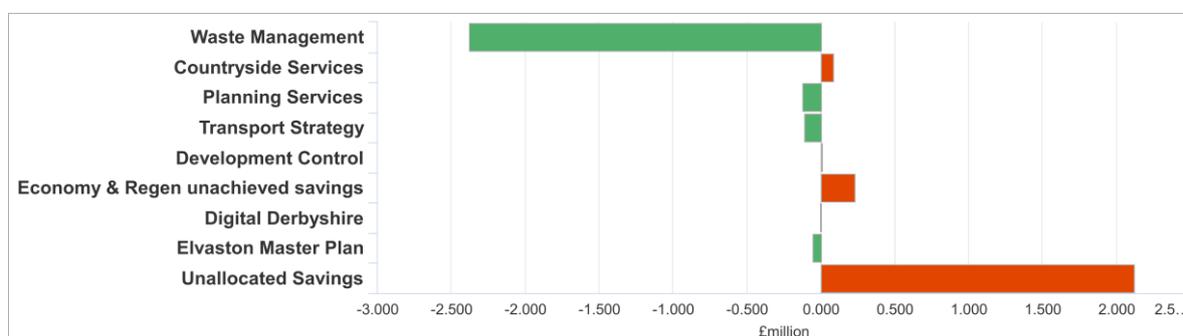
Forecast Outturn against Target Budget



impact of inflation to the Council. The inflation cost has been met from the Corporate Inflation Reserve.

- Planning and Development Control Savings Target, £0.231m overspend - A staffing restructure is currently out for consultation for this area if this is progressed as is it is thought that savings in the region of £0.232m will be made this current year with the balance being achieved in 2024-25 when a full years savings can be realised.
- Unallocated Savings, £2.125m overspend - Savings allocated to the portfolio but not yet allocated to specific areas. Options are being looked at as part of the 2024-25 budget setting process to allow Place to realise some of these savings.

Forecast Under (-)/Over Spend by Service Line



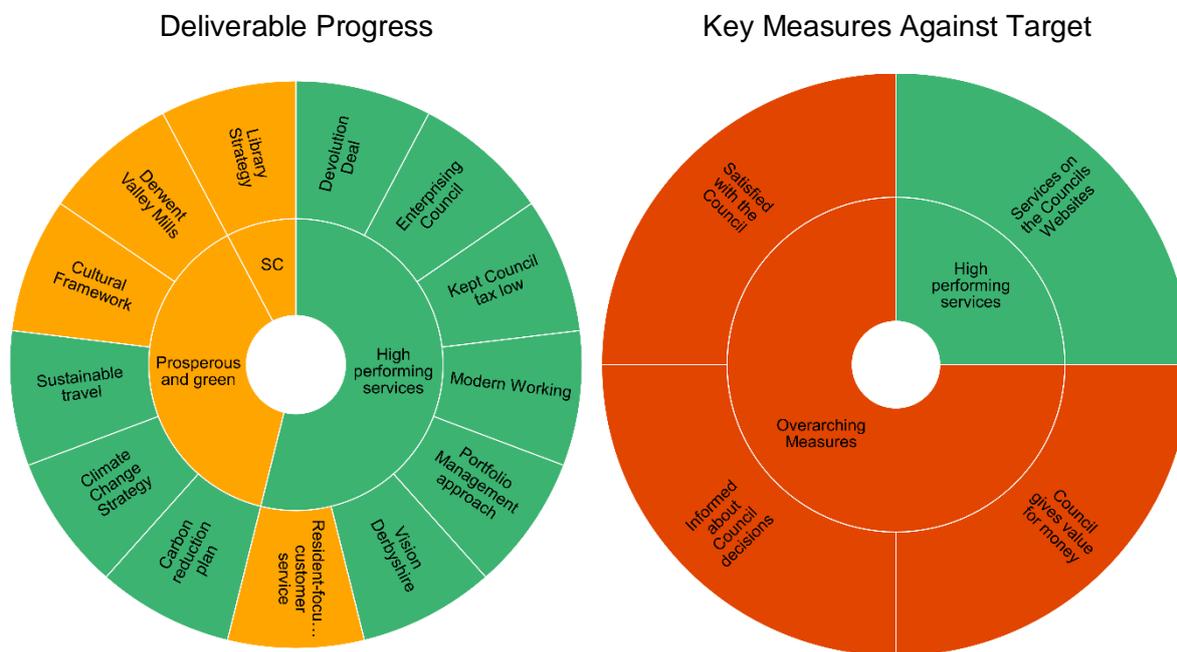
The budget savings target for 2023-24 is £0.350m, with a further £3.118m target brought forward from previous years. The in-year savings target of £0.350 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Elvaston Master Plan - £0.050m ongoing, £0.340m one-off - The Elvaston Masterplan requires targeted activity to develop and test the business case for the Masterplan. This will help ensure sustainable and commercially viable solutions are secured for the estate.
- Grounds Maintenance - £0.365m ongoing - The Countryside Service has developed a business plan which establishes the service's strategy and operational priorities over the medium term. Funding is required to enable a bespoke grounds maintenance schedule of work and appropriate allocation of resources across the Council's 123 countryside sites.
- Ash Die Back - £0.450m one-off - The Council is undertaking a step change in tree-planting across the county driven by its Climate Change

Strategy, Nature Recovery Motion, and its anticipated role as responsible authority for the Derbyshire Local Nature Recovery Strategy. The target is to facilitate the planting of up to one million trees by 2030, and to ensure delivery of the Council's Ash Die Back Action Plan.

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



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

Key areas of success are:

- ✓ **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money (rated Good)**

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023.

- ✓ **Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO₂e by 2024 and net zero by 2032 (rated Good)**

The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing

down, highlighting that further effort is required to reduce the Council's emissions.

Key areas for consideration are:

🔴 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former Library Strategy in September 2021 there has been no further response from community groups regarding Community Managed Libraries (CML). **Response:** The implementation focus of the Library Strategy is shifting from CML (although proposals will still be considered as and when they come forward) to sustaining the service through co-location/relocation.

🔴 **Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)**

Issue: In support of a resident focused approach, 153 services have been made available on line, working towards and end of year target of 160 services. Progress on the Council's new Customer Service Portal is delayed, however, whilst priorities for ICT resources are reviewed.

Response: Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed road maps.

🔴 **Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)**

Issue: There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation.

Response: This activity is obviously important to the council but it is not a statutory service.

🔴 **Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential (requires Review)**

Issue: There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions WHSs, and the formation of the East Midlands Combined Authority. Unfortunately the Council's financial position is likely

to impact on the Development Framework's production. **Response:** Progress will be kept under review.

Residents' survey measures (requires Action)

Issue: The results from the Pulse Survey of residents carried out in June 2023 remain similar to those from the main survey carried out in Autumn 2022 and are below target. **Action:** In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups.

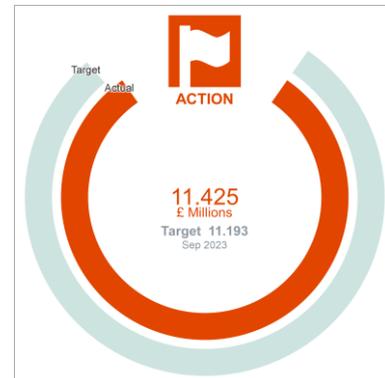
There is a forecast overspend of £0.232m on the portfolio. The main variances are:

✓ Communications, £0.169m underspend - A reduction in publicity expenditure. There is an underspend after the unachievable income target has been removed, also a reduction in the publicity expenditure and vacancies.

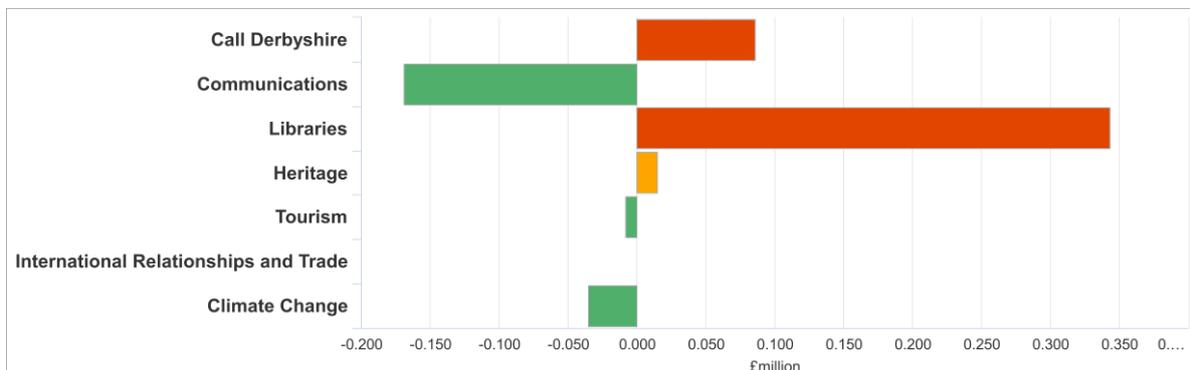
✘ Call Derbyshire, £0.086m overspend - The main overspend relates to the Granicus licence fee (£0.145m) being unfunded.

✘ Libraries, £0.343m overspend - £0.218m related to property inflation. The balance is due to unachieved savings targets. The overspend is due to historic savings that the service have not to date been able to achieve.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.156m, with a further £0.645m target brought forward from previous years. The in-year savings target of £0.156 will be achieved. Action is being taken to ensure that the savings

brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Business Change - £0.180m one-off - Aligned to the creation of the new Transformation and Strategy Division, this funding will enable the training for employees in Prince2, MSP and MoP to equip them with the right skills to ensure the Council delivers projects efficiently and successfully.
- Vision Derbyshire - £0.087m ongoing - The funding is to support the ongoing implementation of the Vision Derbyshire approach in particular the funding of the programme team.

Traded Services**Fully Traded**

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

Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure*	Projected Gross Controllable Income	Forecast Contribution/ Deficit(-) to General Overheads	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
			£m	£m	£m		
CSB	Finance & ICT	IT Support Services	0.649	0.691	0.042		No
CSB	HR	Schools Advisory Service	0.431	0.513	0.082		No
CSB	HR	Work Experience	0.105	0.109	0.004		No
CSB	Corporate Property	Direct Service Organisation Operations (Turnover at period 6)	19.784	19.236	(0.548)		Yes
CSB	Finance & ICT	Finance School Support Team	0.363	0.387	0.024		No
CSSGE	School Catering	School Catering + FSM checking	29.157	28.799	(0.358)		No
CSSGE	SORE	Swimming	1.460	1.447	(0.013)		No
Total			51.949	51.182	(0.767)		

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

Appendix 12

Public

Partially Traded

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

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Legal and Democratic	Legal Services	0.549	0.522	(0.027)	
CSB	Finance & ICT	Exchequer	0.290	0.243	(0.047)	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.087	0.087	0.000	
CSB	Corporate Property	Estates	0.154	0.144	(0.010)	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.070	0.070	0.000	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.016	0.012	(0.004)	
CSB	Corporate Property	Energy Management: Fire & Rescue Svc Database Mgt	0.006	0.006	0.000	
CSB	Corporate Property	Asbestos Surveys	0.049	0.049	0.000	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.000	0.000	0.000	
CSB	Corporate Property	Fire Risk Assessment Surveys	0.005	0.005	0.000	

Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Corporate Property	County Buildings	0.503	0.479	(0.024)	
CSB	Corporate Property	Industrial Development	1.528	1.742	0.214	
CSB	HR	Occupational Health Services	0.072	0.130	0.058	
CSB	HR	Learning & Development	0.377	0.253	(0.124)	
CSB	HR	H&S	0.082	0.107	0.025	
CSB	HR	Payroll Services	1.274	1.311	0.037	
CSSGE	Education & Improvement	Various	0.816	0.453	(0.363)	
CSSGE	SORE	Outdoor Education & Sport	2.314	2.181	(0.133)	
CSSGE	SEMH Services	Behavioural Support	0.319	0.320	0.001	
CSSGE	Adult Education	Adult Education	0.267	0.250	(0.017)	
CSSGE	Education Psychology	Education Psychology	0.597	0.798	0.201	
CSSGE	Music	Music	0.057	0.043	(0.014)	
CSSGE	Children Missing Education	Out of School Tuition	0.174	0.174	0.000	
CSSGE	SEMH Services	Positive Play	0.041	0.041	0.000	
CSSGE	Early Years	Early Years SEN	0.015	0.000	(0.015)	
CSSGE	Information & ICT	Various	1.313	1.178	(0.135)	

Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
HC	Public Health	Mental Health course delivery	0.000	0.000	0.000	✓
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	✓
HC	CST	Registrars	1.524	1.912	0.388	✓
HAT	Highways Laboratory	Highways Laboratory	0.100	0.016	(0.084)	✗
HAT	Fleet Services	Fleet Services	1.300	1.836	0.536	✓
IE	Countryside	Shops	0.269	0.341	0.072	✓
IE	Countryside	Cycle Hire	0.019	0.019	0.000	✓
IE	Countryside	Car Parking	0.501	0.363	(0.138)	✗
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.046	0.003	✓
SLCTCC	Place	Derbyshire Environmental Studies Service	0.113	0.005	(0.108)	✗
			14.856	15.148	0.292	✓

Earmarked Reserves**Earmarked Reserves as at 30 September 2023**

Adult Care	£m
Older People's Housing Strategy	12.766
Prior Year Underspends	3.983
Other reserves	0.028
Total Adult Care	16.777
Clean Growth and Regeneration	
Regeneration Kick-Start Feasibility Fund	1.985
Skills Training	0.855
Markham Environment Centre	0.114
Other reserves	0.308
Total Clean Growth and Regeneration	3.262
Corporate Services and Budget	
Revenue Contributions to Capital	51.433
Loan Modification Gains	23.114
Insurance and Risk Management	15.543
Business Rates Risks	6.568
Budget Management	4.516
Cyber Security	4.000
Planned Building Maintenance	3.265
Prior Year Underspends	3.059
Investment Losses Contingency	2.500

Appendix 13

Public

Property Insurance Maintenance Pool	2.400
PFI Reserves	2.063
Computer Purchasing	2.059
Business Development and Economic Recovery Fund	2.035
Demolition of Buildings	1.643
Other reserves	4.219
Total Corporate Services and Budget	128.417
Childrens Services and Safeguarding and Education	
Tackling Troubled Families	4.882
Prior Year Underspends	1.112
Education Levelling Up	0.767
Other reserves	0.632
Total Childrens Services and Safeguarding and Education	7.393
Health and Communities	
Homes for Ukraine Grant	10.415
Domestic Abuse Contract Support	1.358
Grant Funding Prospectus	1.009
Domestic Abuse Grants	0.801
Other reserves	1.210
Total Health and Communities	14.793
Highways and Transport	
Bus Services Improvement Plan Grant	6.357

Appendix 13

Public

Prior Year Underspends	3.836
Highway Development Control Interface	1.436
Derby and Derbyshire Road Safety Partnership	0.611
Other reserves	1.295
Total Highways and Transport	13.535
Infrastructure and Environment	
Digital Growth	2.440
Waste Recycling Initiatives	0.573
Elvaston Maintenance	0.158
Bidding and Funding Team	0.100
Other reserves	0.310
Total Infrastructure and Environment	3.581
Strategic Leadership, Culture, Tourism and Climate Change	
Climate Change	4.155
Green Entrepreneurs	1.602
Community Managed Libraries	0.912
Cultural Recovery Fund	0.790
Vision Derbyshire Economic Development Pilot	0.511
Library Restructure	0.429
Policy and Research	0.331
Other reserves	0.825
Total Strategic Leadership, Culture, Tourism and Climate Change	9.555

Appendix 13

Public

Total Portfolio Earmarked Reserves	197.313
Schools	
Schools Balances	33.300
Dedicated Schools Grant (DSG)	0.275
Total balances held for and on behalf of schools	33.575
Public Health Grant	7.751

Budget Savings Monitoring 2023-24**In-Year Savings Monitoring:**

	Target 2023-24 £m	Deliverable in 2023-24		Total Deliverable in 2023-24 £m	Deferred to future years for delivery £m	Alternative Savings to be delivered £m
		Ongoing £m	One-Off £m			
Adult Care	12.139	0.900	1.257	2.157	1.257	9.982
Childrens Services	0.500	0.500	0.000	0.500	0.000	0.000
Clean Growth and Regeneration	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Services and Budget	0.625	0.000	0.000	0.000	0.000	0.625
Health and Communities	0.000	0.000	0.000	0.000	0.000	0.000
Highways Assets and Transport	0.500	0.000	0.000	0.000	0.000	0.500
Infrastructure and Environment	0.700	0.100	0.000	0.100	0.000	0.600
Strategic Leadership, Culture, Tourism and Climate Change	0.000	0.000	0.000	0.000	0.000	0.000
Other	1.726	1.172	0.000	1.172	0.000	0.554
Total	16.190	2.672	1.257	3.929	1.257	12.261

Aggregated In-Year and Previous-Years Savings Monitoring:

Budget Savings
Monitoring 2023-24

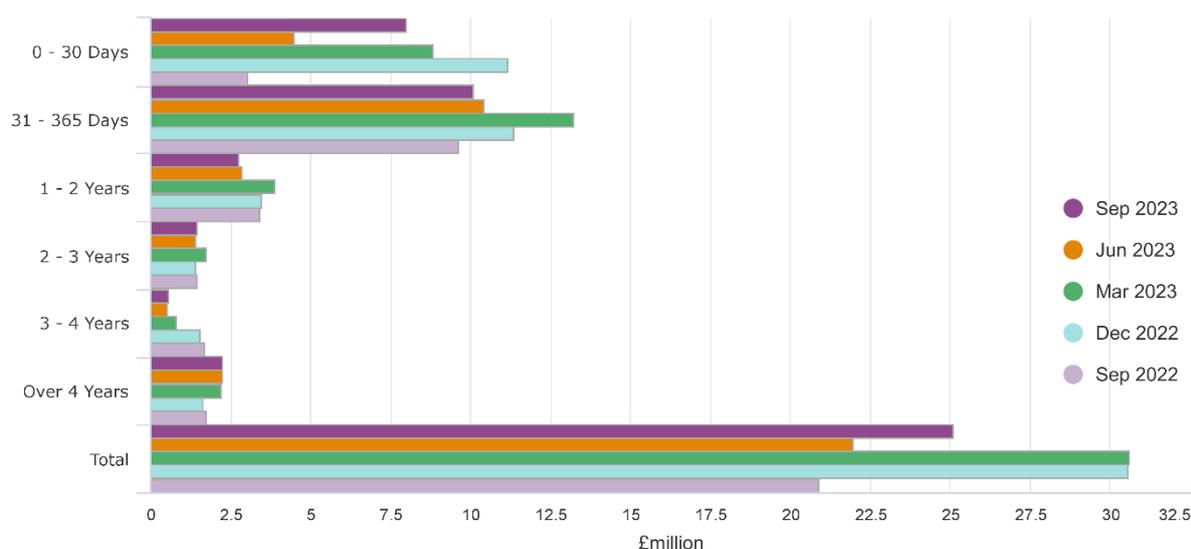
Portfolio	Budget Savings Targets			Ongoing Savings Initiatives			Actual Savings Forecast	
	Not yet achieved Brought Forward Prior Year £m	Current Year £m	Total Target £m	Total Identified £m	(Shortfall)/ Additional Identified Savings £m	Forecast to be achieved by Financial Year End £m	Actual (Shortfall)/ Additional Achievement of Savings Target £m	
AC	3.009	12.139	15.148	15.241	0.093 	5.513	(9.635) 	
CSSGE	0.000	0.500	0.500	0.500	0.000 	0.500	0.000 	
CGR	0.000	0.000	0.000	0.385	0.385 	0.000	0.000 	
CSB	2.070	0.625	2.695	2.719	0.024 	0.781	(1.914) 	
HC	0.000	0.000	0.000	0.000	0.000 	0.000	0.000 	
HAT	3.671	0.500	4.171	0.000	(4.171) 	0.000	(4.171) 	
IE	2.767	0.700	3.467	1.293	(2.174) 	0.432	(3.035) 	
SLCTCC	0.521	0.000	0.521	1.043	0.522 	0.601	0.080 	
Other	0.000	1.726	1.726	1.172	(0.554) 	1.172	(0.554) 	
Total	12.038	16.190	28.228	22.353	(5.875)	8.999	(19.229)	

Aged Debt

Age profile of debt, relating to income receivable, at 30 September 2023

	0 - 30 days £m	31 - 365 days £m	1 - 2 years £m	2 - 3 years £m	3 - 4 years £m	Over 4 years £m	Total £m
Adult Social Care and Health	3.026	6.465	2.271	1.247	0.450	1.258	14.717
	20.6%	43.9%	15.4%	8.5%	3.1%	8.5%	100.0%
Children's Services	0.710	0.545	0.133	0.009	0.001	0.006	1.404
	50.6%	38.8%	9.5%	0.6%	0.1%	0.4%	100.0%
Place	1.074	1.496	0.210	0.102	0.058	0.904	3.844
	27.9%	38.9%	5.5%	2.7%	1.5%	23.5%	100.0%
Corporate Services and Transformation	3.161	1.602	0.142	0.087	0.045	0.089	5.126
	61.7%	31.3%	2.8%	1.7%	0.9%	1.7%	100.0%
All Departments	7.971	10.108	2.756	1.445	0.554	2.257	25.091
	31.8%	40.3%	11.0%	5.8%	2.2%	9.0%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 30 September 2023

Department	£m	
Adult Social Care and Health	0.400	↑
Children's Services	0.014	↑
Place	0.093	=
Corporate Services and Transformation	0.012	↑
All Departments	0.519	↑