



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

29 July 2021

**Joint Report of the Managing Executive Director,
Commissioning, Communities and Policy and the
Director of Finance & ICT**

Performance Monitoring and Revenue Outturn 2020-21
(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 not a Key Decision.

3. Purpose

3.1 To provide Cabinet with a report on Council Plan performance and to set out the Council's final revenue outturn position for 2020-21, identify significant variations from the final net budget and identify commitments already agreed against the underspend, together with proposals for the further use of underspends. To also identify the impact of the 2020-21 outturn on future years and any action proposed. The report also sets out the Council's Earmarked Reserves position. The report includes

information relating to two portfolio responsibilities as it references both performance and budget.

4. Information and Analysis

Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and 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 Outturn Position and Financial Summary provides an overview of the Council's overall budget position and outturn for the year ended 31 March 2021.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable outturn position by Cabinet Member Portfolio for 2020-21. 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 2020-21 set out the direction of the Council and the outcomes that the Council is seeking to achieve. The Plan identified a small number of focused priorities to direct effort and resource, supported by "deliverables" under each priority. These set out what the Council aimed to deliver over the year and are supported by key measures which enable the Council to monitor the progress made. The Council Plan was refreshed in July 2020 to reflect the impact, opportunities and challenges resulting from the Covid-19 pandemic.
- 4.6 The 2020-21 Performance Report, attached at Appendix 3, sets out the position in full up to the end of March 2021 for each deliverable and associated key measures, and an overview of performance is set out below.

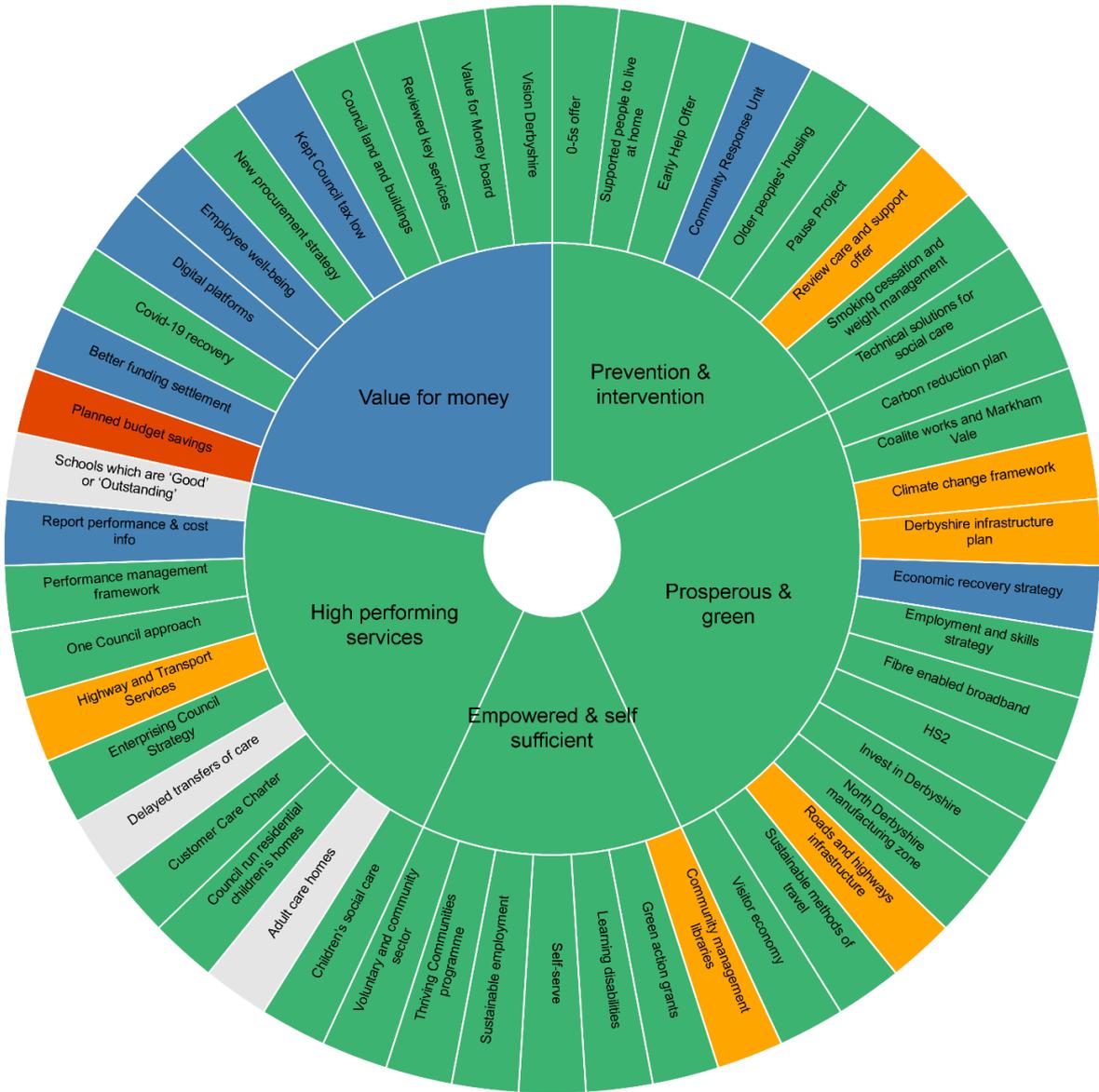
Performance over Time

- 4.7 Good progress has been made in delivering the Council Plan 2020-21. Of the 51 deliverables in the Council Plan, 41 (80%) have been categorised as strong or good, six as requiring review and one as requiring action as at 31 March 2021. This is an improvement in

performance from quarter 3 where 13 deliverables were rated as requiring review or action. Three deliverables have not been given a rating as the data supporting these deliverables continues to be unavailable due to the Covid pandemic.

	Jun 2020	Sep 2020	Dec 2020	Mar 2021
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	1	2	4	7
Good	35	36	32	34
Review	11	11	14	6
Action	2	1	1	1

Deliverable Progress by Priority



Performance by Priority

4.8 The graphic above gives an overview of the year end performance for each deliverable by Council Plan priority.

- The priority for “A Prosperous and Green Derbyshire” performed well and reflects activity to maximise the opportunities presented by Covid-19 as well as address the challenges. One deliverable is rated as strong, highlighting excellent progress on developing and implementing a Covid-19 economic recovery strategy. A further nine deliverables are rated good and three are requiring review.
- The “Empowered and Self-Sufficient Communities” priority has seen an improvement since quarter 3 with the deliverables rated as good increasing from five to six. In particular progress has been made towards Phase 2 of the Thriving Communities programme and in supporting people with learning disabilities to move from a short-term residential placement to a supported living long term home within local communities. There is one deliverable rated as requiring review.
- Good progress was made in delivering the priority for “A Focus on Prevention and Intervention” with one deliverable being rated as strong and seven deliverables as good. One deliverable has been rated as requiring review. The Community Response Unit continues to support those affected by Covid-19 and good progress has been also made in supporting people to stop smoking, despite the constraints of the pandemic.
- Over half of the deliverables in the “High Performing Council services” priority are rated as good or strong, however progress against this priority continues to be affected by the Covid-19 restrictions on Ofsted and Care Quality Commission inspections and the suspension of the national publication of data on delayed transfers of care from hospital. This impacts on the Council’s ability to further improve the key measures relating to these deliverables.
- The “Value for Money” priority performed well with four deliverables now rated as strong, and a further six deliverables rated as good. The deliverable to achieve all planned budget savings in the medium term remains the only deliverable within the Plan rated as requiring action and reflects the impact of Covid-19 on the timing of the Council’s achievement of savings. The position has, however, improved from quarter 3 and the following report gives a detailed analysis of progress against savings targets. It must also be recognised that the achievement of planned savings has affected all councils and the in-year shortfall has been substantially met by the receipt of un-ringfenced Covid-19 grant funding from Government. The expectation is that the savings shortfall will be made up in a later year within the medium-term financial plan.

- 4.9 With 80% of deliverables rated as strong or good, there is much to celebrate in the progress the Council has made in delivering the Council Plan. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Financial Context

- 4.10 The Council's Five Year Financial Plan (FYFP) is reviewed and updated at least annually. It was last updated during the annual budget setting process for 2021-22, earlier in 2021. A number of risks regarding the assumptions made in developing the FYFP were highlighted in the Revenue Budget Report, these being:

- Achievement of Savings – there is a reliance on the achievement of a programme of budget savings. Any delays in implementation result in departmental overspends under normal circumstances, which result in reserves being used to cover the shortfall. Various scenarios for reserves have been modelled and the pessimistic General Reserve forecast results in a balance which is just 1.6% of forecast FYFP spending in 2025-26. Other earmarked reserves available for budget management are also forecast to reduce. The General Reserve needs to be preserved across the medium term to maintain financial sustainability, preserve the ability to soft land budget cuts and provide funding for Covid-19 recovery.
- Service Pressures – there is a commitment to support budget growth where necessary and in particular within children's social care. However, if current trends continue regarding placements and there is inadequate funding to support this, there will be further pressure on budgets in later years. However, there is analysis underway to consider how to mitigate demand pressures on the number of looked after children, which has the potential to help control some of these financial pressures, but they are unlikely to be effective in the short-term. Demographic growth continues to affect Adult Social Care costs. Predictions show that the Council will experience further annual growth, with significant additional annual costs estimated over the period of the FYFP.
- Economic Climate – the Covid-19 pandemic has resulted in a significant economic shock, from which the economy has partly bounced back, but it will take some time to recover Gross Domestic Product to pre-pandemic levels. Higher unemployment increases demand on local authority services, whilst at the same time there is a potential for reductions in income for discretionary services.
- Spending Reviews – the Government has issued single year spending reviews for the last two financial years. Councils need a multi-year settlement that supports both financial and service planning. There is also a risk that the Government's investment in

the Covid-19 pandemic may result in further austerity measures in future years, as savings are required to repay the debt incurred by Government.

- Fair Funding and Business Rates Reviews – the reviews have been delayed for a number of years and the planned implementation for April 2021 had been postponed again. A transparent, fair funding system is required, which reflects need and ability to fund services locally. The FYFP is predicated on the basis that mainstream funding continues as it is now.
- Public Health Grant – the Spending Review, along with the announcements alongside the Provisional Settlement, did not include additional funding for Public Health. This runs contrary to addressing the health inequalities exposed by Covid-19 and levelling up communities. There was confirmation that the grant will continue to be maintained and that the Government will set out further significant action that it is taking to improve the population's health in the coming months, with no clear indication as to what this means.
- Devolution – the expected Devolution White Paper has been further delayed and there are no firm dates as to when the Government will publish it.
- Brexit – whilst a deal has been agreed and implemented between the UK and the EU, there remains uncertainty as to how the agreement will work in practice over the medium to long term.
- Covid-19 Financial Pressures - the Spending Review and Provisional Settlement confirmed that local authorities would be provided with additional funding in 2021-22. It is hoped that this funding will be sufficient and will be distributed in a manner that reflects the cost pressures faced by individual local authorities. Whilst the roll-out of vaccinations provides hope of a return to some degree of normality, there is the potential for further spikes and subsequent and continuing restrictions as the country moves into and out of winter, particularly in respect of the recently identified and more infectious strains. Doing so may result in additional costs depending on the severity of the restrictions.

4.11 By 2025-26, the Council needs to have reduced expenditure by at least a further £72m in real terms, of which measures amounting to £38m have been identified. This is in addition to £304m of budget reductions the Council has already made to services since 2010. The shortfall between target and identified savings has grown over the course of 2020-21 and now stands at £34m, around £22m higher than reported in 2019-20. Although £4m of additional savings have been identified as part of the budget preparation process for 2021-22, there have been additional forecast pressures on the budget from 2021-22 to 2024-25, which mean that the total shortfall has grown by £8m over these years. In addition, there is now an expectation that budget pressures will

continue into 2025-26, which is the final year of the FYFP, when a further £14m of savings are now forecast as being required.

- 4.12 There is a clear and significant challenge to identify savings to bridge the remaining savings gap and plan the best approach to achieving those savings over the next few years, if additional funding is not received over and above that forecast. Additional funding may come from further increasing Council Tax in 2022-23 onwards, over and above the 2% increases forecast, up to referendum limits, further Government grants over and above those predicted or from increased business rates growth. There is a planned use of General and Earmarked Reserves from 2021-22 to 2025-26 in order to achieve a balanced budget.
- 4.13 The Council set its net budget requirement for 2020-21 on 5 February 2020 and originally planned to spend £560.211m, with funding coming in the form of Government non-ring-fenced grants of £182.665m, Council Tax of £342.663m, business rates collected locally of £20.067m and the use of Earmarked Reserves of £14.816m. In 2020-21 the Council has spent £553.375m, against a final net budget of £581.005m. The increase in net budget is because additional general grant income of £60m, the majority of which relates to general Covid-19 grants, additional Business Rates Relief Grant £2.626m and Independent Living Fund Grant £2.534m) and £4m additional business rates income, less additional net transfers to Earmarked and General Reserves of £43m.

Revenue Outturn Summary

- 4.14 The Council's revenue outturn for 2020-21, compared to controllable budget, is summarised below. The outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £361.664m and Public Health grant of £42.175m, other ring-fenced grants and income from other third parties and their associated spend. The outturn is reported on the basis of the Council's portfolios operating in 2020-21.

	Budget £ Millions	Actuals £ Millions	Outturn £ Millions	Budget Performance
Adult Care	273.759	257.889	-15.870	✓
Clean Growth and Regeneration	1.328	1.181	-0.147	✓
Corporate Services	49.080	49.314	0.234	✗
Health and Communities	5.291	4.307	-0.984	✓
Highways, Transport and Infrastructure	80.632	80.769	0.137	✗
Strategic Leadership, Culture and Tourism	14.283	13.576	-0.707	✓
Young People	126.475	129.864	3.389	✗
Total Portfolio Outturn	550.848	536.900	-13.948	✓
Risk Management	9.442	0.000	-9.442	✓
Debt Charges	34.965	31.713	-3.252	✓
Interest and Dividend Income	-5.822	-6.146	-0.324	✓
Levies and Precepts	0.343	0.339	-0.004	✓
Corporate Adjustments	-8.771	-9.431	-0.660	✓
Total	581.005	553.375	-27.630	✓

- 4.15 The Covid-19 pandemic has had a significant impact on the Council's finances in 2020-21. A summary of these impacts is provided at Appendix 17.
- 4.16 There was an overall Council underspend of £27.630m, after accounting for use of £33.565m of the £45.037m of Ministry of Housing Communities & Local Government (MHCLG) Covid-19 emergency grant funding awarded and £2.349m of compensation for lost sales, fees and charges income claimable under the Government scheme announced on 2 July 2020. An additional £0.224m from this grant funding has been contributed to the General Reserve to reimburse Covid-19 impacts experienced in 2019-20.
- 4.17 Of the £13.948m portfolio underspend, the significant variances were an underspend of £15.870m on the Adult Care portfolio and a £3.389m overspend on the Young People portfolio.
- 4.18 The underspend on the Adult Care portfolio is mainly due to Government providing £14.317m of funding to meet the cost of all hospital discharges from March 2020 to September 2020 and up to the first six weeks of packages for all discharges from October 2020. These costs would ordinarily have been met from the portfolio's own budget allocation.

- 4.19 The overspend on the Young People portfolio has resulted primarily from continued high demand for placements for children who are in care or unable to remain at home. The needs of individual children and the availability of placements has also meant that there are an increased number of children who have been placed in both more expensive fostering arrangements and more expensive residential provision.
- 4.20 The overspends on the Corporate Services, Highways, Transport and Infrastructure and Young People portfolios have been charged to the Council's General Reserve in 2020-21.
- 4.21 There has been an underspend on corporate budgets in 2020-21. The underspend on the Risk Management budget relates to unutilised contingency amounts, additional general grant and business rates income and one-off funding returned from portfolios. An earmarked reserve of £15.000m, to support the Council's and wider County recovery from the impacts of the Covid-19 pandemic, and a contingency balance of £2.500m, to fund any losses which may crystallise on investments in pooled funds, have been established from the Risk Management budget in 2020-21. Lower interest rates and delays to capital expenditure because of Covid-19 restrictions have resulted in an underspend on the Debt Charges budget. The Council utilises a range of investments to maximise its interest and dividend income on balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Ltd. Corporate adjustments were underspent because of a reduction in the Council's provision for exit payments.
- 4.22 The Council continues to look at ways to save money and generate income, whilst trying to protect and deliver services suitable for the residents of Derbyshire. Significant consultation and planning timeframes are required to achieve many of these savings. Delays in agreeing proposals could result in overspends by departments, which would then deplete the level of General Reserve held by the Council, decreasing its ability to meet short term, unforeseeable expenditure. In many cases the proposals will be subject to consultation and equality analysis processes. Progress against budget savings targets will be closely monitored, however there is a heightened risk of not achieving a balanced budget, as a result of both cost pressures and savings slippage as a result of the Covid-19 pandemic.
- 4.23 At 31 March 2021 there were £0.579m of portfolio ring-fenced commitments. These commitments were:
- £0.175m (Corporate Services) for the migration to the SAP Azure cloud-based environment.

- £0.233m (Highways, Transport and Infrastructure), which is the remainder of a £0.270m one-off service pressure provided to inspect, assess and project manage works to make safe trees affected by Ash Die Back. This programme has been delayed because of the Covid-19 pandemic.
- £0.171m (Strategic Leadership, Culture and Tourism), which is the remainder of a £0.200m service pressure in 2020-21 to enable the Council to develop and progress its Climate Change policy.

4.24 In addition to the ring-fenced commitments, it is proposed to allocate underspends of £1.667m to the Clean Growth and Regeneration, Health and Communities and the Strategic Leadership, Culture and Tourism portfolios (net of these portfolios' commitments of £0.171m separately proposed). To provide flexibility in meeting budget pressures and reduction targets, these amounts will be carried forward in departmental earmarked reserves. In addition, the process of detailed review of earmarked reserves will continue and any available balance will be returned to the General Reserve, as appropriate. Any decisions on the use of departmental earmarked reserves containing underspends will continue to be subject to appropriate approvals, either by Executive Director or Cabinet Member.

4.25 It is also proposed to allocate £9.000m to the Budget Management Earmarked Reserve and £14.000m to a newly established Earmarked Reserve as a contingency against further potential funding losses during the Covid-19 recovery period.

4.26 The delivery of the Council's FYFP is heavily dependent on an adequate level of General Reserve. The need to maintain an adequate, risk assessed level of reserves has been a key part of the Council's success in both maintaining its financial standing and continuing to deliver high quality services.

4.27 The General Reserve stands at £77.665m at 31 March 2021. There are commitments of £25.246m against this balance, set out in the table at paragraph 4.49 below, and additional commitments were referred to in the Council's 2021-22 Revenue Budget Report. The balance will be further reduced by the measures required to deliver the Council's FYFP noted in paragraph 4.26 above. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.50 and 4.51 below.

Portfolio Costs

4.28 There was a Council portfolio underspend of £13.948m, after the use of MHCLG Covid-19 grant funding for Covid-19 related costs incurred in

2020-21. The table at Appendix 17 shows the Covid-19 related costs across the portfolios as £34.331m. This is the additional cost and lost income of the Council's response up to the end of March 2021, including the impact of slippage to the planned programme of savings which cannot yet be implemented as a result. This amount allows for any specific funding to offset the gross Covid-19 related costs which has already been forecast to be allocated to individual portfolios; these amounts are detailed in Appendix 17. Budget of £34.331m has been allocated to portfolios, from the emergency Covid-19 grant funding and the compensation for lost income from sales, fees and charges received from Government, to match these costs.

4.29 Portfolio costs are explained in more detail in Appendices 4 to 12.

Risk Management Budget

4.30 There was an underspend on the Risk Management Budget of £9.442m in 2020-21.

4.31 The Risk Management Budget of £9.442m includes:

- £7.200m of unused contingency funding, set aside in the 2020-21 Revenue Budget, comprising £2.200m for increases in costs of Continuing Health Care clients and £5.000m for social care cost increases.
- A further £5.278m of contingency funding set aside in the 2020-21 Revenue Budget that has been confirmed as not being required. This comprises:
 - £3.213 for independent sector care home fee increases;
 - £0.811m for increased employer pensions contributions;
 - £0.543m for Learning Disability Short Term Breaks;
 - £0.433m general contingency; and
 - £0.278m for Street Lighting energy inflation.
- £4.627m of additional non-ringfenced grants received in the year, announced after the 2020-21 Revenue Budget was approved by Council on 5 February 2020. These additional grants are
 - £2.661m additional Business Rates Relief Grant;
 - £1.169m Extended Rights to Free Travel Grant;
 - £0.520m Local Reform Community Voices Grant;
 - £0.106m Social Care in Prisons Grant;
 - £0.158m War Pension Disregard; and
 - £0.013m Transparency Code New Burdens.
- £7.829m of one-off funding approved in the Council's 2020-21 Revenue Budget but returned unused from the portfolios concerned. These include:
 - £3.677m from the Adult Care portfolio. This funding, to implement a revised pathway to promote greater

independence for older people in Derbyshire, in accordance with the recommendations of the Better Lives transformation programme, has been funded from the portfolio's 2019-20 underspend.

- £3.000m from the Adult Care portfolio. This funding, for costs associated with the work to address safety standards in the Council's Homes for Older People, was no longer required, as it can be funded from resources already approved in the Capital Programme.
- £1.132m from the Adult Care portfolio. This funding, known as Transition Funding, from within the £4.500m allocation for Demographic Growth, had not been utilised by 31 March 2021.
- £0.020m adjustment for the pay award relating to staff on the Soulsbury scale.
- £2.008m of additional Business Rates income, after amounts were finalised after the 2020-21 Revenue Budget was approved by Council on 5 February 2020.
- LESS: £15.000m to establish an earmarked reserve for the purpose of supporting the wider county and the Council's recovery from the impacts of the Covid-19 pandemic.
- LESS: £2.500m to establish an earmarked reserve as a contingency to fund any losses which may crystallise on investments measured at Fair Value through Profit or Loss (FVPL) after the statutory temporary override issued by MHCLG has lapsed in 2023-24.

Debt Charges

4.32 The Debt Charges budget underspent by £3.252m in 2020-21.

4.33 Debt charges are based on interest payments, the Capital Financing Requirement (CFR), a Minimum Revenue Provision (MRP) of 2.5% (in keeping with the policy reported to Cabinet on 22 November 2016) and a £3.500m one-off reduction in the Council's Capital Adjustment Account Reserve. This reduction is made on the basis that the amounts set aside to repay debt over the last ten years are well in excess of what is required to ensure the Council can repay its debts.

4.34 The CFR was lower than expected in 2020-21, as spending on capital projects was delayed because of Covid-19 restrictions. Also, public sector interest rates have reduced, contrary to the increases provided for when the budget was set.

Interest and Dividend Income

- 4.35 Interest and dividend income budgets underspent by £0.324m in 2020-21.
- 4.36 The interest base rate has remained at an historically low rate of 0.10% since 10 March 2020. However, the Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income on balances.
- 4.37 A decrease of £0.365m in dividend income on the Council's investments in pooled funds has been supported by use of MHCLG Covid-19 grant funding. Pooled fund investments have been held for the whole financial year.
- 4.38 £0.566m of interest income accrued to the loan to Buxton Crescent Ltd in 2020-21. This was subsequently written-off, in recognition of the fact that the revenues from Buxton Crescent hotel were significantly lower than anticipated because of the impacts of Covid-19. This has been funded using MHCLG Covid-19 grant funding.

Corporate Adjustments

- 4.39 There was an underspend of £0.660m on Corporate Adjustments in 2020-21.
- 4.40 The Council's provision for exit payments decreased by £1.254m in 2020-21; of this, £0.600m had already been budgeted for.
- 4.41 The Council's investments in pooled funds are recognised and measured at Fair Value through Profit or Loss (FVPL) in accordance with accounting standard IFRS 9 Financial Instruments. As at 31 March 2021 there was a cumulative loss on the value of these funds of £3.736m. To date there has been no impact on the Council's General Reserve to recognise any gains or losses in the value of these funds because these effects are reversed out as required by the statutory temporary override that MHCLG has issued. The override is effective for financial years 2018-19 to 2022-23. An earmarked reserve of £2.500m has been established, as a contingency to fund any losses which may crystallise on these investments after the statutory temporary override issued by MHCLG has lapsed in 2023-24.
- 4.42 Only £0.348m of the allocated £1.000m savings target was achieved by the Council paying its Local Government Pension Scheme employer contributions early. This is because of the decision not to pay in advance all the contributions due for the entire period 2020-21 to 2022-

23, but rather to make separate early lump sum payments for each year over that period. This decision was made in light of the Covid-19 pandemic, to preserve the Council's liquidity of cash flow, amongst other considerations. £0.652m of MHCLG Covid-19 grant funding was allocated to reimburse the cost of this savings target which could no longer be achieved.

Budget Savings

4.43 A summary of the achievement of budget savings targets is provided at Appendix 15. The budget savings target for 2020-21 is £18.795m, with a further £6.332m target brought forward from previous years. The savings initiatives identified to meet this target fell short by £7.742m, therefore further proposals will need to be brought forward to ensure the Council continues to balance its budget. Of this total target of £25.127m, £12.359m was achieved by the end of the financial year. Therefore, there is a £12.768m shortfall in achievement of budget savings. The resulting base budget overspend is offset to some extent by one-off underspends, or is being met from one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

4.44 The age profile of debts owed to the Council and the value of debts written off is disclosed in Appendix 16. This information is collected on a departmental rather than on a portfolio basis.

Earmarked Reserves

4.45 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.

4.46 A summary of outstanding balances on the Council's earmarked reserves as at 31 March 2021 is set out in Appendix 14.

4.47 The Council's response to the Covid-19 pandemic and its effects on the Council's finances are expected to continue into 2021-22. Any funding received to support Covid-19 impacts, which had not been utilised by 31 March 2021, has been contributed to earmarked reserves. This will enable this funding to be used for relevant expenditure over the two-year period 2020-21 to 2021-22.

4.48 A complete register of funding receivable to meet Covid-19 related costs in 2020-21 is disclosed in Appendix 17.

General Reserve

4.49 The General Reserve stands at £77.665m at 31 March 2021. The level of General Reserve, before the commitments below, is 13.6% of the Council's Net Budget Requirement for 2021-22. The commitments held against this balance are as follows:

General Reserve at 31 March 2021

	£m
Balance in Pre-Audit Accounts	77.665
Less: Allocations to Portfolios* and Corporate Reserves	
Adult Care	0.000
Corporate Services	(0.175)
Clean Growth and Regeneration	(0.147)
Health and Communities	(0.984)
Highways, Transport and Infrastructure	(0.233)
Strategic Leadership, Culture and Tourism	(0.707)
Young People	0.000
Budget Management Reserve	(9.000)
Contingency Reserve for Post-Covid Funding Risks	(14.000)
<hr/> Balance After Commitments	<hr/> 52.419
 Anticipated Balance Expected as part of FYFP in Revenue Budget Report 2021-22	 37.266

* Use of departmental Earmarked Reserves containing underspends subject to appropriate approvals, either by Executive Director or Cabinet Member.

4.50 In addition there are also commitments held against the General Reserve balance, which were referred to in the Council's 2021-22 Revenue Budget Report.

4.51 The majority of chief financial officers consider an acceptable level of generally available reserves to be one that reflects a risk-based approach to a potential liabilities. A relatively crude measure is to expect the resulting figure to be between 3% to 5% of a council's net spending, representing a prudent level of risk-based reserves. As at 31 March 2021, after the commitments above, the figure for the Council stood at 9%, indicating a robust balance. However, it is necessary to

consider this indicator over the medium term to gain a better understanding of its adequacy.

Portfolio Summaries

4.52 A summary of each of the individual portfolio performance and outturn positions for 2020-21 is detailed in Appendices 4 to 12.

4.53 Whilst budgets are monitored by portfolio, the individual portfolios are not separate entities. All the portfolios operate in conjunction with the others and it is important to consider the Council's budgetary position as a whole in the context of its Five-Year Financial Plan and its overall level of reserves.

5. Consultation

5.1 No consultation is required.

6. Alternative Options Considered

6.1 N/A – the Council is required to outline its revenue outturn position to ensure compliance with good financial management to support the development of short and medium-term financial planning. Not producing an outturn report would be contra to the Council's Financial Regulations which requires the reporting of departmental outturn positions to be reported to Cabinet after the end of the Financial Year.

7. Implications

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

8. Background Papers

8.1 Performance papers held electronically by Policy & Research, Room 124, County Hall. Finance papers held electronically by Financial Strategy, Finance & ICT, Room 137, County Hall.

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2 – Key to Performance Ratings

9.3 Appendix 3 – Performance Report 2020-21 Council Overview

- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Clean Growth and Regeneration - Portfolio Summary
- 9.6 Appendix 6 – Corporate Services - Portfolio Summary
- 9.7 Appendix 7 – Health and Communities - Portfolio Summary
- 9.8 Appendix 8 – Highways, Transport and Infrastructure - Portfolio Summary
- 9.9 Appendix 9 – Strategic Leadership, Culture and Tourism - Portfolio Summary
- 9.10 Appendix 10 – Young People - Portfolio Summary
- 9.11 Appendix 11 – Dedicated Schools Grant (DSG)
- 9.12 Appendix 12 – Public Health Grant
- 9.13 Appendix 13 – Summary of Underspends
- 9.14 Appendix 14 – Earmarked Reserves
- 9.15 Appendix 15 – Budget Savings Monitoring 2020-21
- 9.16 Appendix 16 – Aged Debt
- 9.17 Appendix 17 – Covid-19 Financial Impacts and Funding

10. Recommendations

That Cabinet:

- a) Notes the Council Plan performance and the revenue outturn position for 2020-21;
- b) Considers whether there are any further actions that should be undertaken to improve performance where it has not met the desired level;
- c) Notes the position on General and Earmarked Reserves;
- d) Approves the allocation of underspend amounts and commitments to Portfolios.

- e) Approves the allocation from underspends of £9.000m to the Budget Management Earmarked Reserve and £14.000m to a newly established reserve as a contingency against potential funding losses during the Covid-19 recovery period.

11. Reasons for Recommendations

- 11.1 The outturn report provides a summary of the overall finance performance and use of resources against the Council's approved budget for the financial year 2020-21. The outturn position supports the development of budgets in both the short and medium term.

Performance information is important as it enables the Council and the public to see how well the Council is delivering services and where it needs to make improvements.

Underspends can be carried forward with the approval of Cabinet as set out in the Council's Financial Regulations.

The balance of both the General and Earmarked Reserves support good financial planning. The allocation of £9.000m funding to the Budget Management Earmarked Reserve will support the Council in setting a balanced budget in future years, through the use of one-off funding to support services, whilst the creation of a £14.000m Covid-19 recovery reserve will support the Council in the short and medium-term in responding to unforeseen costs of the Covid-19 pandemic, in the event of further waves.

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

- 12.1 No

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Implications

Financial

1.1 As outlined in the body of the report.

Legal

2.1 None.

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.

The Covid-19 pandemic 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 reserve balances to meet the costs of any unforeseeable events arising from the pandemic.

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

7.1 None.

Key to Performance Ratings

	Strong 	Good 	Review 	Action 	Unknown 
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.	Data measuring the performance of these deliverables continues to be suspended due to Covid-19.
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.
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.	

End of Year Council Plan Performance Report 2020-21

Introduction

Welcome to the Council's performance report on the Council Plan 2019-21, for the year 2020-21. The Council Plan set out the direction of the Council and what we have been working to achieve on behalf of our residents. At the heart of our plan was ensuring we provide maximum value for money for the council tax our residents paid, by delivering the most efficient and effective services we could. Our key priorities were:

- A prosperous and green Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High performing council services
- Value for money

For each priority we identified a set of key deliverables and performance measures which we focused on to meet our priorities. Our progress on these deliverables and measures are set out on the following pages. Data is not available for a number of performance measures, due to the impact of Covid-19. These measures and the current position are set out below.

Performance Measure	Current position
Percentage of children achieving at least a good level of development at the Early Years Foundation Stage	Due to Covid-19, these assessments did not take place in 2020.
Percentage of Council run adult care homes rated as "Good" or "Outstanding" for Quality of Care by the Care Quality Commission	Currently on site CQC inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes.
Percentage of Council run children's homes rated as "Good" or "Outstanding" by Ofsted	Children's home inspections were suspended at the end of March 2020 due to Covid-19. An interim inspection phase started in September 2020; inspections during this interim phase did not include a graded judgement. Full graded inspections of children's homes recommenced in April 2021.

Performance Measure	Current position
Percentage of pupils in primary schools judged by Ofsted to be “Good or Outstanding”	School inspections were suspended at the end of March 2020 due to Covid-19. The full programme of graded school Ofsted inspections will resume in Autumn 2021.
Percentage of pupils in secondary schools judged by Ofsted to be “Good” or “Outstanding”	
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	National publication of the data for this measure has been suspended due to Covid-19.

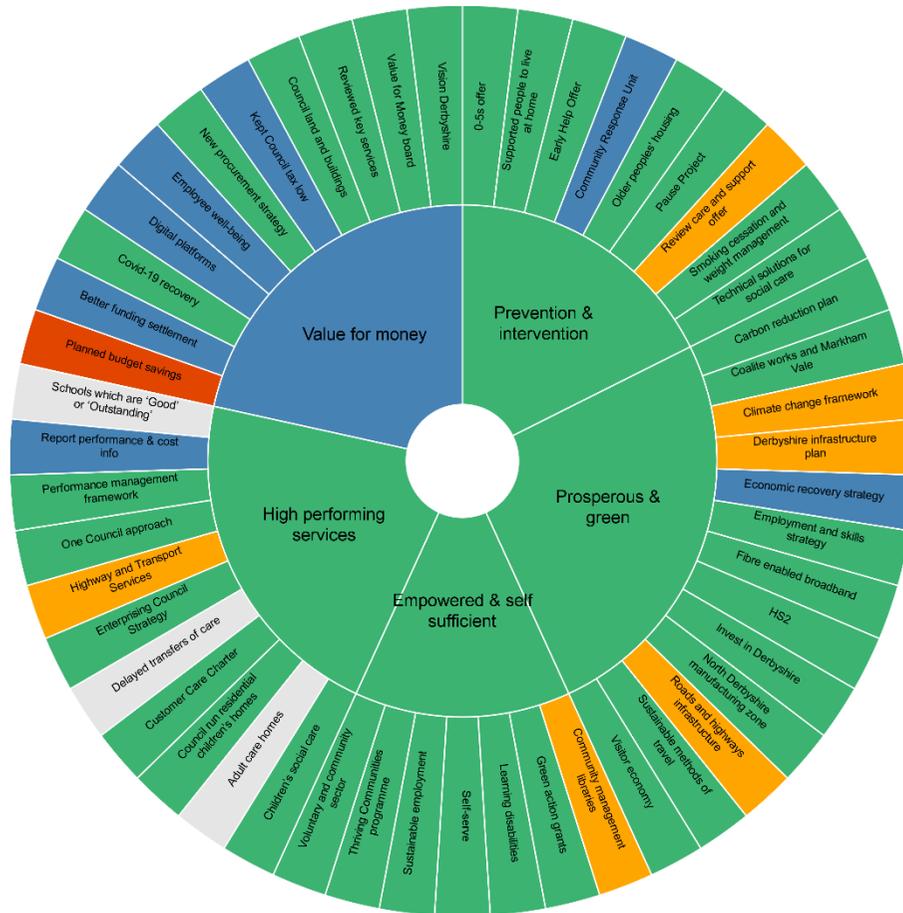
We would welcome your feedback on the report as part of our commitment to continually improve what we do and how we serve the people of Derbyshire. Please tell us what you think at: haveyoursay@Derbyshire.gov.uk

End of Year Council Plan Performance Report 2020-21

Overview

Deliverable Progress

Ongoing Deliverables



	Jun 2020	Sep 2020	Dec 2020	Mar 2021
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	1	2	4	7
Good	35	36	32	34
Review	11	11	14	6
Action	2	1	1	1

Key

- Strong – performing strongly
- Good – performing well
- Review – will be kept under review to ensure performance is brought back on track
- Action – additional action will be/is being taken to bring performance back on track
- Data measuring the performance of these deliverables continues to be suspended due to Covid-19

The priorities in the deliverable wheel are rated based on the average of all of the deliverables related to that priority.

Measure performance against target



	Jun 2020	Sep 2020	Dec 2020	Mar 2021
	Measures	Measures	Measures	Measures
Strong	6	5	7	7
Good	6	3	4	4
Review	3	4	4	3
Action	2	5	3	4

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

Deliverables and Measures rated as “Requiring Action”



Planned Budget Savings

Covid-19 has had a significant impact on the savings programme with only 49% of the Council’s budget savings achieved at the end of the year, however additional funding from Government has mitigated much of the impact of the shortfall on the Council’s financial position.



Number of Participants who achieve 5% Weight Loss

For weight management the number of individuals referred or self-referring in 2020/21 was approximately 60% lower than in 2019/20. This is most likely due to the restricted access to GP practices, which are key elements of the referral pathway. In 2021/22 the Council intends to undertake work to further publicise the service both directly to the public and to GP practices and other healthcare practitioners. The Council will also resume face to face service delivery as some individuals dislike our digital service offer.



Investment into the County

In the year 2020/21 the Council has attracted £15.6m of external funding to support recovery and help drive continued economic growth. Whilst below the target of £20m, this is a substantial increase from last year and the total value of investment linked to this external funding is considerably higher and is likely to be in excess of £23m.



Defects completed within Target

A total of 71% of all highway defects were completed within target during 2020/21 compared with 77.2% for the previous year. It should be acknowledged that due to adverse weather conditions, the Covid-19 pandemic and the impact of previous years back log, work is behind programme. To address these issues additional resources have been applied, and we are currently repairing on average 700 potholes a day. The increased resources will continue until the situation is back to a satisfactory level.

A prosperous and green Derbyshire

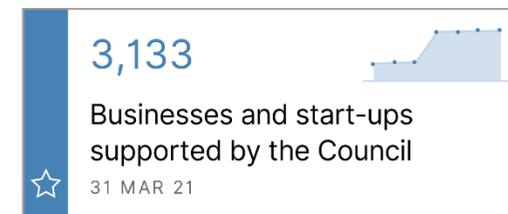
Progress on our deliverables and key measures

★ Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal

Strategy completed and priority interventions being delivered

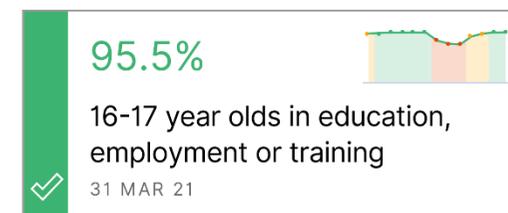
A total of 3,122 businesses have been supported during the year. The number of Derbyshire based business members of the Trusted Trader scheme increased by 63 to a year end figure of 1,064. Trading Standards supported 22 Derbyshire businesses with formal agreements to provide advice. The Economy Transport and Environment department supported 2,036 business via the Business Hardship Fund, webinars and advice to start-ups.

There has been continuous engagement with business throughout the Covid-19 pandemic at a time when many business have been closed and could have disengaged. During the height of the pandemic Vision Derbyshire recognised that additional support was needed to support new start business start ups. Funding to secure 5 new business advisers and a business support grant scheme is now in place. The new business advisers are to be in post by Quarter 1 of 2021 with the grant scheme to be launched in Quarter 2 of 2021.



✔ Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity

Good progress continues to be made in delivering the Council's Employment and Skills Recovery Action Plan. Key success areas in Quarter 4 have included the development of a My Futures platform for Southern Derbyshire, due to go live in the 1st quarter of 2021/2022. The Kickstart programme of work placements for 16-24 year olds has also now started to be delivered in greater numbers as more vacancies come online including positions at the Council. The percentage of young people aged 16 and 17 in education, employment and training is 95.5% whilst the more specific figure for those not in education, employment and training (NEET) and unknown stands at 2.53% which continues to compare favourably with National figures. Early work with Vision Derbyshire has taken place to identify suitable programmes for delivery. The restructuring of the Employment and Skills Board is planned to be implement by the summer of 2021 following the local elections.

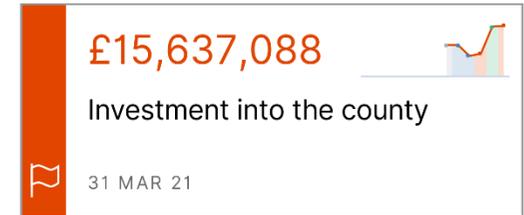


✔ Supported the survival and renewal of the visitor economy

The visitor economy has faced significant and enduring challenges during the last 12 months and whilst most other sectors of the Derbyshire economy have managed to re-open as part of the relaxation of Covid restrictions, key aspects of the visitor economy (accommodation and attractions) have remained either closed or with limited opportunities to re-open. Support over the last 12 months has included 10+ sector based webinars, targeted business support and the development of grant schemes to enable adaptations to premises to make them Covid secure. Within the last quarter a tourism conference has been held and was attended by key national and regional stakeholders. A specific recovery strategy for the visitor economy has been developed which has 3 distinct phases of core activity. Phase 1 will focus on continued business support and guidance, lobbying and advocacy for the sector to Visit Britain and the Department for Digital, Culture, Media and Sport, realignment of European Regional Development Fund grant projects to innovate and diversify businesses and targeted consumer campaigns. Phase 2 will focus on recovery support from April 2021 onwards and will include building consumer confidence, promoting major visitor campaigns such as 'shine a light' and attracting new target markets eg millennials. For Phase 3, support to the sector from 2022 will focus on developing Place making capability, securing long term investment in infrastructure and accommodation.

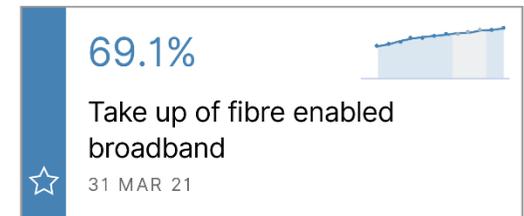
✓ Delivered the new “Invest in Derbyshire” programme

The level of inward investment in the county has remained stable over the period September 2020 to March 2021, although enquiries have continued to show good levels of business confidence in Derbyshire as a place to invest. The existing investment strategy has been reviewed with Marketing Derby and a revised delivery plan is being finalised for the period April 2021 – September 2022. In the year 2020/2021 the Council has attracted £15.6m of external funding to support recovery and help drive continued economic growth. Whilst below the target of £20m, this is a substantial increase from last year. The total value of investment linked to this external funding is considerably higher and is likely to be in excess of £23m (based upon Global Infrastructure Hub and Office of National Statistics analysis of public infrastructure investment).



✓ Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses

Contract 2 for Digital Derbyshire has now been successfully completed at March 2021 with overall take up levels confirmed as 69%, although additional take up will still come forward up to the end of June 2021. The Top up Voucher Scheme was launched in September 2020 and £258k of investment so far has facilitated 15 community projects covering 1066 premises with a combined total project value of £1.27m. The Gigabit Voucher scheme closed on the 31 March 2021 and a new scheme has now been launched. Our remaining Top Up fund of £242k will be applied to this new scheme until the fund is fully utilised. Reassessment of digital white spots (where there is no existing or limited coverage) is being undertaken.

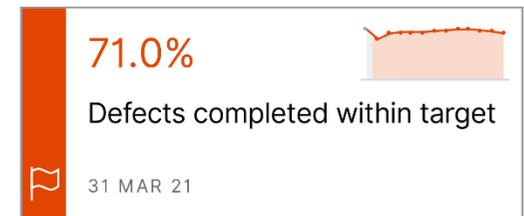


🟡 Invested in well maintained roads and highways infrastructure

The delivery of the capital programme involves a significant increase in resources from previous years. Arrangements are now in place with two national contractors to deliver key packages of the programme such as resurfacing and surface dressing roads. Similar measures are under way to provide the design capacity for the maintenance and improvement schemes in the works programme.

A dedicated drainage team, including the flood risk team, has been established to tackle recent and historic drainage and flooding issues as part of the capital programme.

A total of 71% of all highway defects were completed within the appropriate target timescale (this will range from 2 hours, 32 hours, 9 or 28 days and will be determined by the severity of the defect reported) during 2020/21 compared with 77.2% for the previous year. It should be acknowledged that due to adverse weather conditions within this quarter, the Covid-19 pandemic and the impact of previous years back log, work is behind programme. To address these issues additional resources have been applied, and we are currently repairing on average 700 potholes a day. The increased resources will continue until the situation is back to a satisfactory level.



✓ Worked to maximise growth opportunities arising from HS2 and to mitigate impact

The National Infrastructure Commission report was issued late December 2020 recommending that HS2 East is not implemented in full. Active lobbying has taken place with Government Ministers to ensure the full growth opportunities from the HS2 proposals are realised. The Integrated Rail Plan (IRP) was due to be published in Quarter 4 but is now not expected until after the local government elections in May 2021; the IRP will confirm whether HS2 East goes ahead or not. In the meantime, alternative strategies are being developed to identify other transport and growth opportunities.

Work includes coming forward with an alternative proposal to the completion of the whole HS2 eastern leg which would negate many of the impacts of the initial HS2 proposal in Derbyshire. This alternative arrangement would involve routing the high speed services via existing rail lines in the county which would be upgraded to cope with the new services rather than building completely new links. A study into these alternative proposals will be completed in June 2021.

Completed the development and started the implementation of The Derbyshire Infrastructure Investment Plan to support good growth

The Derbyshire Infrastructure Investment Plan is now referred to as the "Strategic Growth Infrastructure Framework" for which a final draft has been completed. It is the intention to report the final version to the next Joint Economic Prosperity Committee for approval.

Assisted in the successful implementation of a new manufacturing zone in North Derbyshire

The first stage of work on the East Midlands Manufacturing Zone was successfully completed in March 2020 with the production of a suite of reports. To date, Government has not launched any further stages of this initiative, but the findings are being taken into account and where they can, they are being incorporated into funded projects.

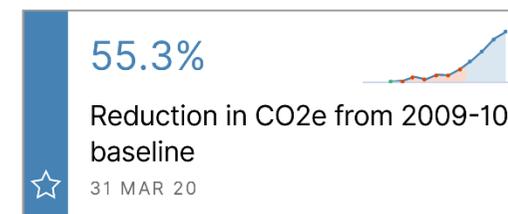
Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale

Remediation works at the former Coalite site are nearing completion on the eastern side of Buttermilk Lane; there have been some delays due to Covid-19. The offsite highway infrastructure work has a planned start date of 17 May 2021 with a 22 week programme and project completion is anticipated on 15 October 2021. Marketing of the site is underway.

With regard to Markham Vale, there have been some delays due to Covid 19. There continues to be high levels of investor interest for sites:- Aver have completed the construction of two speculative industrial buildings branded Orion 1 and Orion 2; Daher Aerospace have taken a lease on Markham Vale 55, X-Bite have taken a lease on the former Andrew Page building; Squadron Medical have vacated their building but the agents have received several bids to purchase it, and Chesters have completed the purchase of Plot 7E to build a fish and chip restaurant. Meanwhile an earthworks contract is underway to bring forward an extension to Plot 6 and also a new large Plot branded The Sidings. A contract is underway to construct a new cycleway route to work between Bolsover and Markham Vale.

Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations

Good progress is being made on reducing carbon emissions from Council owned buildings and operations. Emissions from streetlighting have also reduced for the first ten months of 2020/21 though final figures for the full year are not yet available. Emissions from grey fleet are also notably lower with initial estimates being that these will be around half typical levels. This is due to the switch to holding on-line meetings which is expected to continue moving forwards. The Council has introduced eight electric cars into its fleet and plans to further increase the number of low and zero-emission vehicles. Plans to rationalise the Council's property portfolio and to promote Modern Ways of Working for staff will reduce emissions from property in the future. Opportunities to reduce emissions and improve the sustainability of the goods and services the Council procures are being explored.



Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour

County-wide work to address climate change is being taken forward as part of Vision Derbyshire under the 'Living and Working Sustainably' workstream. Climate action planning is also continuing with the Derby and Derbyshire Action Planning process led by Midlands Energy Hub. Consultants are being engaged to produce a Natural Capital Strategy for the county. Whilst there has been increased

activity in this area of work there is still limited project implementation. Accelerated action to reduce emissions across the county would need to be taken for the county to be on track in reducing emissions to net zero on a pathway consistent with the Paris Agreement. A programme manager for Climate Change has been appointed to drive this work forwards.

 **Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions**

Public consultation for the new east to west cycle route across Chesterfield was delayed until March 2021 and closed on 26 March 2021. As a result the outcome of consultation will not be reported until Quarter 1 2021/22. In addition to both South Derbyshire's and Amber Valley's successful applications to the Office for Zero Emission Vehicles (OZEV); as reported in Quarter 3; applications from Bolsover and Chesterfield were also successful resulting in an additional 48 dual Electric Vehicle (EV) chargepoints. These have either already been installed, or are due to be shortly. This is in addition to the 3 additional dual EV chargepoints at Derbyshire County Council depots in Ambergate, Brimington and Darley Dale, installed in March 2021.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Number of businesses and start-ups supported by the Council		1,152	3,133	1,000	
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	94.0%	93.1%	95.5%	96.0%	
Investment into the county		£9,601,992	£15,637,088	£20,000,000	
Percentage of homes and businesses with fibre enabled broadband	54.8%	62.6%	69.1%	61.0%	
Percentage of defects completed within target	71.5%	77.2%	71.0%	90.0%	
Percentage reduction in CO2e from 2009-10 baseline	47.9%	55.3%		55.0%	

Performance compares the latest data for 2020-21 with the target, where both are available.

Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

Empowered and self-sufficient communities

Progress on our deliverables and key measures

✓ Rolled out the Thriving Communities programme across 13 localities

The restrictions resulting from Covid-19 have had a significant impact on developing the Thriving Communities programme, however the understanding of community issues and strengths, the networks already in place and the experience on the ground has enabled a range of support to be carried out in the existing five areas during 2020-21 including:-

- providing food parcels and Christmas gifts;
- supporting people who have found it difficult, or lack the confidence, ability or knowledge, to access help from statutory services;
- helping people to access, photocopy and submit documentation for support and communicate with services;
- raising income from grants, businesses and personal donations to fund local activity which benefits the community and its people directly;
- distributing emergency 'on the doorstep' assistance (including buying clothes and household items) for people in crisis.

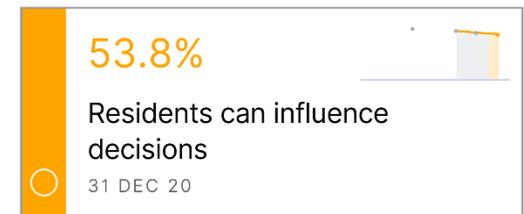
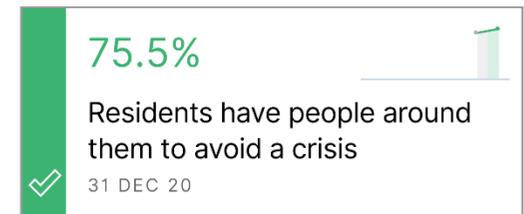
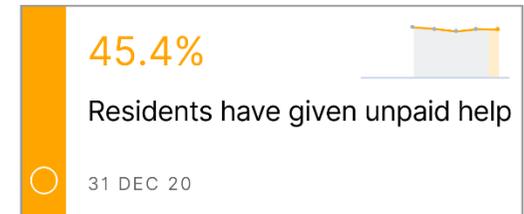
The Thriving Communities approach is also being used as a way to understand the challenges experienced by people who are homeless or rough sleeping and to help future provision.

The programme has now been approved to move to Phase B. A Thriving Communities Board had been established to provide clarity and leadership at the strategic level; representatives from all the Council's departments and key partners have been confirmed and meetings have been scheduled. The next stage of the work will be to determine the next four areas of focus, which will be a combination of communities of place and communities of interest. Development work has focussed on putting in place tools and methodology to support the roll out to new areas, and planning a highly structured and disciplined process to ensure the organisation fully understands the capacity and conditions required to deliver a Thriving Communities approach. This will help to ensure work is placed at the centre of service delivery and development and the local activity which has been flourishing will:

- be sustained in the areas it currently operates;
- be successfully rolled-out into new communities;
- lead to system-level changes to meet common challenges.

Just over 2,100 residents participated in the 2020 "Your Council Your Voice" survey with a range of responses to the questions in support of the Thriving Communities work. The figures for all Derbyshire are as follows:

- Residents with enough people around them to avoid a crisis increased to 75.5% from the 2019 figure of 69.5% and is above the target of 74% set for this year;
- Residents agreeing that by working together they can influence decisions fell slightly to 53.8% from the 2019 figure of 55.4% and is below the target of 58% set for this year;
- Residents giving unpaid help dropped slightly to 45.4% from the 2019 figure of 45.9% and is 2.6 percentage points below the target of 48% set for this year.



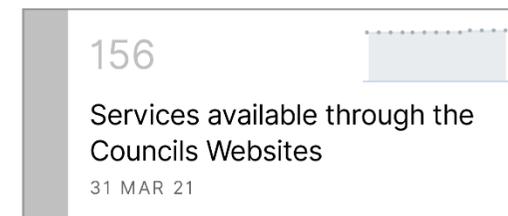
✔ Enabled residents to self-serve using an optimal combination of communication channels

In the past year the Channel Shift programme has moved from planning to implementation, with approval of the Programme and investment in a Customer Relationship Management system (CRM) at Cabinet in March 2020 and the procurement of a supplier over the summer of 2020.

During Quarter 4, contract negotiations have been completed and a CRM supplier has been appointed. Creation of the Project Initiation documentation is underway with the supplier and the project discovery sessions start with departmental teams shortly. On current projections the CRM is planned to be live in October 2021, the Customer Feedback system online in November 2021 (with revised reporting from an interim system from April 2021) and the Room & Events booking system from January 2022.

Capacity within the team and retention of staff continues to be an issue and recruitment is currently underway. The capacity of the organisation to engage fully in the programme is a risk as is the lack of council-wide programme implementation infrastructure to support delivery. Significant work is underway between the Channel Shift programme team and departments to mitigate this risk and ensure optimal and timely delivery.

By the end of the year a total of 156 webforms were available to enable services to be initiated, requests for service raised or information provided. This reflects a pause on new work as the incoming Customer Relationship Management system will supersede the use of web forms with services available online through a customer portal.



✔ Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals utilising the community networks built during the pandemic

During Quarter 4 there has been a continued focus on the Better Lives programme of work. The central team of practitioners have now actively worked with over 300 people with a learning disability or who are autistic, initially focusing on those with the highest level of social care need. Of the 309 people worked with, 147 have a new support plan in place, with 72 choosing to take up the community offer. 7 building based offers within the Council are open, although attendance remains limited due to capacity constraints to ensure the offer is Covid secure. These centres have developed a digital offer and plans to create a community offer have re-established the community connector service. Progress is being made to support people with a learning disability to move from a short-term residential placement to a supported living long term home within local communities. 15 people have moved so far, which is slightly below the target of 20, however this has been impacted by the pandemic and the second national lockdown.

✔ Helped people furthest from the labour market into sustainable employment

During 2020/21, the Council supported 1,333 people with careers guidance, with 358 of those progressing into employment. There has been strong progress on the roll out of the apprenticeship levy transfer which has been made with around 91 levy transfer apprentices at the end of Quarter 4. Targeted partner interventions are being implemented as part of the Recovery Action Plan including the development of a Derbyshire Youth Hub to support unemployed 16 -24 year olds, as well as an expansion of the Kickstart programme with the Department for Work and Pensions (DWP). The percentage of 16-17 year olds not in employment, education or training (NEET) continues to be maintained at low levels despite the pandemic with the latest figure for NEET and Unknown standing at 2.53%.

✔ Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to the pandemic and supporting the sector to recover well, retain new volunteers and thrive

Work has continued across the Voluntary and Community Sector (VCS) Grant Funding Review, putting in place the necessary plans for the next year (2021/22) to ensure that momentum is maintained on the review and key pieces of work across the review are commenced in the coming months.

The Council has worked closely with the VCS over the year to support the sector through the pandemic. The Council has maintained its grant funding commitment to all providers, increased funding where necessary and ensured any additional funding meets the needs of those responding to, or impacted by, the crisis.

The Council has developed and embedded a new approach for investing in VCS infrastructure to support the sector now and in the future and these newly established ways of working has put in place frequent VCS led engagement to identify the opportunities and challenges for the VCS relating to Covid-19. This has supported a wide range of planning going forward, which in turn puts the Council in a position to evaluate and respond accordingly for planning from September 2021.

Work has also continued to establish a new, single approach to voluntary and community sector grant funding for the Council. Working groups, with representatives from across the Council, have been established, to deliver a new model for administering grant funding to the VCS, supporting the whole Council to improve its funding arrangements with the sector to allow it to recovery well from the impact of the pandemic and thrive in the future.

Implemented the transfer of a minimum of five libraries to community management

The Library Strategy was approved by Cabinet on 20 December 2018. The first stage of implementation is focused upon transferring the 20 libraries and two mobile libraries over to community management. The community engagement work has concluded for the 20 libraries and two mobile libraries. Eight successful Expressions of Interest have been received and five Business Cases passed. The service will concentrate on the awarding of Service Level Agreements and Leases to groups and building community capacity in areas where appropriate. A reduction in opening hours at Tier 4 libraries with no Expression of Interest to 18 hours per week has been implemented. The Library Strategy has been temporarily paused since 24 March 2020 and the library service is exploring the best way forward in view of the continuing Covid-19 restrictions.

Supported communities to take action to tackle climate change within their local areas through our new green action grants programme

Proposals on new grant schemes are in development alongside a new funding model to allow the sector to be innovative and creative, whilst also delivering on the Council's priorities, including investment in sustainable and green community activity. Whilst the new grant schemes have not yet begun due to the ongoing Covid-19 pandemic the Council is also working on a Climate Change Strategy which will identify how the Council, in partnership with the VCS, can make best use of available funding.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months	43.7%	45.9%	45.4%	48.0%	
Percentage of residents who agree that they have enough people around them to avoid a crisis	85.3%	69.5%	75.5%	74.0%	
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area	57.5%	55.4%	53.8%	58.0%	
Number of services accessed via e-forms on the Council websites		150	156		

Performance compares the latest data for 2020-21 with the target, where both are available.

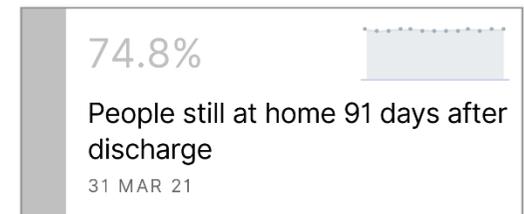
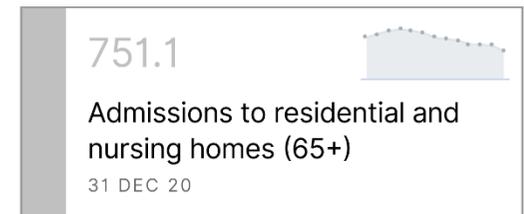
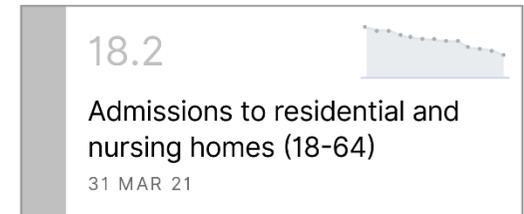
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

A focus on prevention and early intervention

Progress on our deliverables and key measures

✔ Better supported people to live at home longer and feel part of their local communities using the thriving communities approach

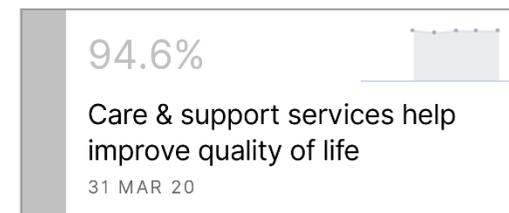
The Better Lives programme work has continued in Quarter 4 with a focus on the creation of the enhanced reablement offer. This new offer is now live across Derbyshire and is on target to ensure a further 1,320 people are able to access this service per year. The performance for those remaining within their own homes for 91 days following discharge from hospital has remained stable throughout the year but did see a slight decrease in Quarter 4 to 74.8%, this figure may change as all data becomes available for Quarter 4. The admission figures for older people to long term residential care for Quarter 3 have remained lower than previous years with a comparison of 371 people admitted to long term residential care in 2019/2020 to 269 people admitted to residential care 2020/2021. Data for the last quarter will be reported in Quarter 1, as we are still working with people to establish their long term support options, figures for January 2021 are positively comparable to January 2020.



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

The Achieving Great Futures (AGF) work stream was paused pending a final decision on what future work will take place as a result of the Children’s Service Diagnostic. Progress on the Special Educational Needs and Disabilities (SEND) Strategic Action Plan Theme 6 (Preparation of Adulthood) has continued which will help support improving the outcomes of children and adults with SEND. The collation and mapping of post 14 has progressed well and a review of the overall strategic vision for transition to adult life for young people with SEND is under way. Opportunities for strengthening processes for capturing young people’s aspirations and planning the support that young people with SEND may need to make a successful transition to adult life are being identified and developed. Key findings from the Achieving Great Futures work stream will also be embedded within these processes. Learning from AGF has been used in the Children’s Diagnostic and there are opportunities for greater impact working across the whole life pathway. In addition there is a Special Educational Needs and Disabilities (SEND) action plan which is being led by the Local Area SEND Board.

In the previous three years over 94% of clients responding to the Adult Care survey have agreed that care and support services help improve their quality of life.



Continued the implementation of the Older People’s Housing, Accommodation and Support Strategy

Ongoing work is taking place with District & Borough Councils, Homes England and Public Sector PLC exploring development opportunities, and linked to market position analysis to understand care provision. Four sites are under investigation and a site in South Derbyshire is moving towards implementation. A planning pipeline has been established to identify and influence private sector developments for older people’s accommodation. An investment event in December reached 24 potential partners and has resulted in 5 contacts about future opportunities.

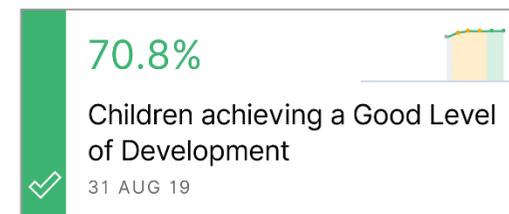
Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint

Proposals for the future service delivery model for the Assistive Technology offer are nearing completion and detailed planning is taking place to meet the procurement timeline. The community alarm and telecare referral process/pathway has been reviewed and streamlined to reduce delays, improve the process, increase data accessibility and align to the new Better Lives transformation programme. Assistive Technology is now fully embedded in the new Better Lives assessment process. A successful data cleansing exercise has been completed that has led to reductions in costs and use of Council resources. The 12 month pilot of the new digital Brain in Hand app has commenced, the app provides a digital support system designed to help people navigate day to day difficulties and to problem solve at any time, using the individual’s mobile.

Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children’s Centres in partnership with the NHS

The 0-5 year Health Visiting Service is in the final stages of making sure any missed 1 year old and 2.5 year old reviews from the first Covid-19 lockdown period have been completed. The guidance at the time meant that all health visits were suspended with the exception of the antenatal and new birth visits only. The 0-5 year old health visiting service has also been working closely with the Early Help team to increase the number and quality of Early Help Assessments being completed by Health Visitors.

Due to Covid-19 the Early Years Foundation Stage assessments didn’t take place in 2020, therefore this data has not been updated.



✔ **Embedded our newly redesigned Early Help Offer for Children, Young People and Families**

Although Covid-19 has meant that the early help offer has not been fully embedded in the way originally intended, the teams have all been working hard with individual families and in local communities to provide the necessary support needed to safeguard children and young people through these very complex times. Throughout the pandemic workers and teams have been very creative in their support to children and their families.

The service is now gathering momentum in terms of engagement with families in creative ways blending face to face and virtual interactions and meetings. In person delivery of group work is the next stage of the pandemic recovery piece. Whilst for some service activity many parents have found the virtual engagement really positive, such as domestic abuse group work, for other types of parenting courses or support, direct engagement in particular for very young children is necessary to have the greatest impact.

The emotional health and wellbeing of young people in Derbyshire is a concern with more children in their teenage years being admitted to care and engaging in alleged criminal activity resulting in police intervention. The youth engagement element of the Early Help teams will be a focus for the service going forward to ensure that contemporary methods of support are embedded into the approach to support teenagers in the future.

The first priority for the Early Help evaluation will be to focus on the Transition service, set-up to support agencies to develop their early help offer, and to prepare a report for the new administration post the elections regarding the future of this element of the early help service.

✔ **Embedded the “Pause Project”, an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring**

The Pause Project have delivered the Community 1 cohort since February 2020 and this will be ongoing upto the 18 month end point. Pause has worked with 107 referred women with a range of unmet needs which include domestic violence, housing, debt, mental illhealth, substance misuse and children in care. By working systemically and in partnership across a number of organisations and pathways the project has acheived improvements for the women engaged. Data indicates that the greatest presenting need in the last 12 months has been mental health (72%) and domestic violence (63%).

29 women are directly engaged with the Pause programme (target being 32) equating to a 91% maintenance rate and this exceeds the contractual threshold of 80%. This involvement with the project is outstanding due to the challenges to models of delivery due to impact of the pandemic.

Other targets met include 100% of women maintaining contraception (LARC); 0 pregnancies reported and 0 further care proceedings. All 29 women are now registered with a GP; 7 women are registered with a dentist and 13 women now in Education, Training, Employment or Volunteering. 19 of these women have already received 12 months of intensive support.

Qualitative evidence through self-reporting indicates 100% improvement across multiple issues and ongoing working towards individual goal- setting by women.

The Pause team comprises 4 practitioners - with an average practitioner caseload of 6-8 people. Community 2 has begun recruitment with 97 referrals, including from women leaving care.

External evaluation of the programme by the University of Sussex will take place throughout 2021.

✔ Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes

The stop smoking and weight management services continue to be delivered virtually and via telephone due to the impact of Covid-19.

For stop smoking the number of people setting a quit date in Quarter 4 has been the highest quarter for 2020/21 (656 quit dates set) and is higher than 2019/20 (556 quit dates set) in the same period. To date 338 participants have achieved a 4 Week Quit. Based on our current quit rate of 65% the forecast is 452 individuals to achieve a 4 Week Quit for Quarter 4.

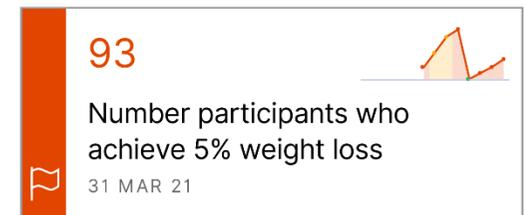
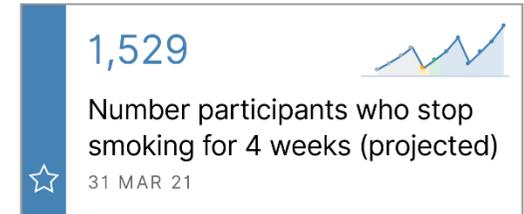
Overall in 2020/21 the stop smoking service has significantly increased the number of people achieving a 4 week Quit with a forecast of 1529 compared to 1159 in 2019/20.

For weight management the Quarter 4 forecast is that 150 individuals will complete the programme, 136 (77%) will lose weight and 42 (24%) will achieve a 5 % weight loss.

Overall 432 people are expected to complete a weight management programme in 2020/21 with a forecast of 374 (87%) participants losing weight and 93 (22%) achieving a 5% weight loss.

Covid-19 has impacted on the performance of the weight management service in 2020/21. The Council suspended service delivery in March 2020 and did not resume until August 2020. The number of individuals referred/self-referring in 2020/21 was approximately 60% lower than in 2019/20. This is most likely due to the restricted access to GP practices, which are key elements of the referral pathway. The prolonged nature of the pandemic has impacted upon individual's motivations to loose weight and there is some evidence to suggest that anxiety and stress arising from lockdowns have led to people gaining weight. In addition our Health Improvement Advisors have had a greater focus over the past year on people's wellbeing and supporting clients generally. In 2021/22 the Council intends to undertake work to further publicise the service both directly to the public and to GP practices and other healthcare practitioners. The Council will also resume face to face service delivery as some individuals dislike our digital service offer.

March figures for both services are year end projections and will be confirmed once all participants have completed the courses started during Quarter 4.



★ Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing

The current Community Response Unit (CRU) model is evolving to meet the needs of communities as we recover from Covid-19 and progress through the road map. The Winter Pressures referral mechanism has ensured good links through to integrated housing support as well as supporting those directly impacted by Covid-19. A phased plan has been drafted to integrate the CRU into the strategic approach to health and wellbeing and Public Health recovery work. However, in Quarter 4 the focus remained on response and supporting local residents, particularly those who are shielding due to lockdown arrangements.

Since the end of March 2020 the Community Response Unit has:

- Written to 43,000 clinically extremely vulnerable residents to let them know we were there to help, and called around 10,000 clinically extremely vulnerable residents who have registered on the national shielding system to offer support;
- Taken 11,817 calls and provided support to 4,471 Derbyshire residents of which 1,643 were clinically extremely vulnerable;
- Supported 2,468 requests for support with food and shopping, 1,640 requests for prescription collections and 589 requests for support with social isolation e.g. friendly phone calls.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Rate of permanent admissions to residential and nursing homes (aged 18-64) per 100,000 population	22.1	41.6	18.2		
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	647.5	1,331.7	751.1		
Proportion of people (aged 65+) who are still at home 91 days after discharge from hospital into Short Term Services		75.2%	74.8%		
Percentage of Clients agreeing that care and support services help improve their quality of life	94.1%	94.6%			
Percentage of children achieving at least a Good Level of Development (EYFS)	70.8%	70.8%			
Number of participants in Council delivered stop smoking programmes who stop smoking (projected)	860	1,158	1,529	1,050	★
Number participants in Council weight management programmes who achieve 5% weight loss (projected)		232	93	186	❏

Performance compares the latest data for 2020-21 with the target, where both are available.

Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

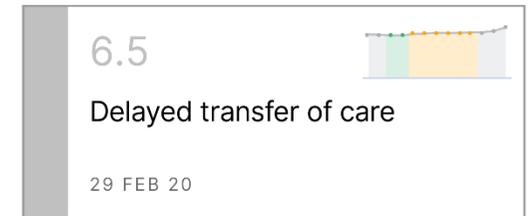
High performing council services

Progress on our deliverables and key measures

■ Maintained the Council's high performance in reducing delayed transfers of care from hospital

The new national approach to discharge has continued throughout Quarter 4. The Better Lives workstream is ongoing and embedding this has resulted in people leaving hospital earlier with progress continuing in this quarter to ensure people do return to their own homes. Quarter 4 has seen an significant increase in the numbers of people requiring a supported discharge. Whilst this is likely to have been linked to the Covid pandemic this demand is being monitored going forward.

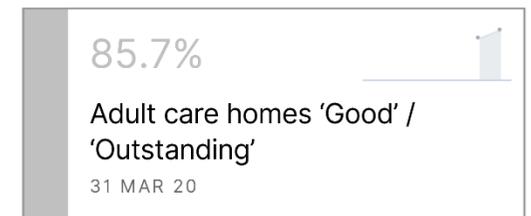
National publication of data has been suspended since February 2020 due to the impact of Covid-19.



■ Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission

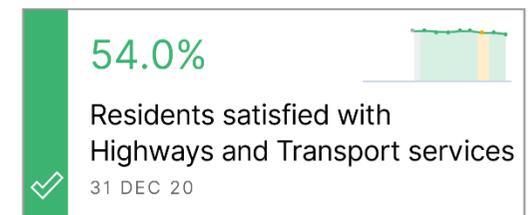
Due to the ongoing suspension of the regular Care Quality Commission (CQC) inspection programme as a result of the pandemic, there has been no opportunity to have current inspection ratings reviewed, therefore 18 of the 22 homes for older people and all 5 of the homes for adults with learning disabilities have remained rated as Good for quality of care. Work has continued to address areas identified for improvement throughout Quarter 4 but until such time as the regular inspection programme is restarted there is no mechanism to have those improvements ratified.

The CQC has continued to operate its targeted inspection programme throughout quarter four which have been focused on infection prevention and control. All inspections carried out during this period have found the Council's service to be safe and following good infection prevention and control guidelines with examples of good practice.



■ Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services

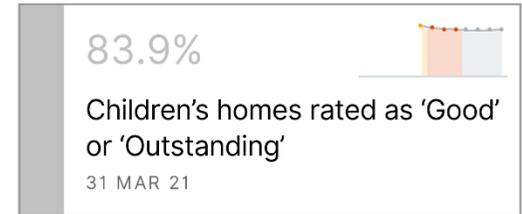
Additional resources have been directed at repairing highway defects as this is the area of greatest concern with the public. The capital programme for 2021/22 is also focused on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing which should improve levels of customer satisfaction.



✔ Strived to ensure that all Council run children’s homes are ‘Good’ or ‘Outstanding’

Children's home inspections have been suspended since the end of March 2020 due to Covid-19. At the point that children's home inspections were suspended, nine out of our eleven homes were judged as good or better (81.8%). Since March 2020, Derbyshire has received two children's home assurance visits from Ofsted. These are not graded judgements but both have been positive in their findings. Recently one of our homes judged as requiring improvement has been deregistered due to a significant programme of building refurbishment of the home requiring a re-registration process when the home reopens next month. The prior requiring improvement rating will no longer apply as a new regulation programme commences due to the substantial period of time the home has been closed. This means that nine out of our ten active children's homes are judged as good or better (90%).

Full children's homes inspections recommenced in April 2021 and within the first week of the restart of the programme our other home previously judged as requiring improvement was visited and regraded with a 'good' outcome. Therefore we start the next financial year with all Derbyshire children's homes rated good or outstanding which is a fantastic reflection of the care our children receive in Derbyshire children's homes.



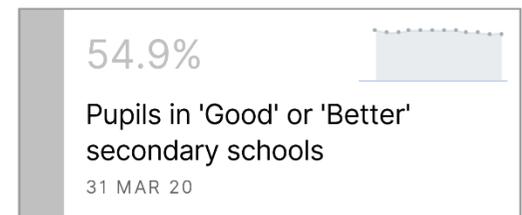
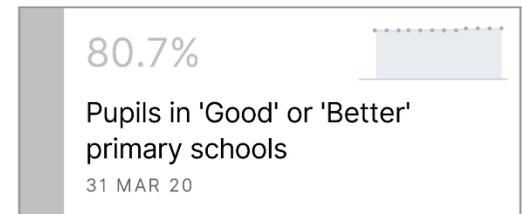
■ Worked with schools to ensure they increased the percentage of children in schools which are ‘Good’ or ‘Outstanding’, so that Derbyshire is in line with the national average

There have been no graded inspections during the Covid-19 pandemic but Ofsted has monitored schools that have been judged as requiring improvement or inadequate to check for progress towards being judged as good overall.

At the point that school inspections were suspended, the percentage of pupils in Derbyshire attending primary schools that were judged to be good or outstanding was 80.7% with performance being below the national average of 87.9% and Derbyshire being ranked 132 nationally. The percentage of secondary aged pupils attending schools judged to be good or better was 54.9% with performance significantly below the national average (79.5%) with Derbyshire ranked 138 nationally.

There is however a significant change to inspection activity in the summer term commencing from 4 May 2021. Following a monitoring inspection where the evidence strongly suggests that a school's current grade is no longer a fair reflection of its work, for example where the school is graded 'inadequate' or 'requires improvement' but has clearly improved, inspectors will be able to convert to a full, graded inspection either immediately or later in the summer term. Ofsted will do the same if a visit to a higher-graded school highlights a significant cause for concern.

288 delegates from 155 maintained and academy schools have already attended or have registered to attend an 'Inspection Ready' course delivered by the Education Improvement Service during this academic year.



✔ Continued to drive improvements in the delivery of children’s social care

This year has been very challenging for our families and for children's social care staff and services. Our workforce has remained strong and compliance with statutory duties has been maintained for all vulnerable children.

Demand into children's social care continues to be closely monitored as it has been since the start of the pandemic. Demand has returned to pre-covid levels but for some agencies referral rates remain slightly lower than would normally be seen for example from schools and health. Around 50% of cases referred are progressing to a single assessment which is a thorough process of information gathering and analysing the needs of the children and/or their family and the nature of the level of any risk of harm to the child or children. This is indicative of the level of risk/support needs for children

in their families currently. Home visits to children and their families are now predominately conducted in person but the blend of virtual engagement is recognised as beneficial to enhance our understanding of the lived experience for some children at home.

The number of children being admitted to local authority care is on the rise particularly in the older teenage age range. A number of admissions over the last 4 weeks have been as a result of alleged criminal activity or a violent/aggressive outburst. A working group has been established jointly with the Police to review the cause, response and affect of this potential trend for Derbyshire young people.

✔ **Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners**

The Enterprising Council programme continues to progress. Work has taken place to review the Council's approach to strategic transformation and change. This phase of activity concluded in March 2021 with the development of a single vision for transformation and proposals for a Programme Management Office to provide capability and capacity to deliver change in a joined up way across the organisation. Following approval of the direction of travel, practical actions are currently being developed to implement this programme activity.

The Modern Ways of Working project continues to progress. This project will build on the significant shift in working practices that has taken place during the pandemic, including the rapid implementation of new technology across the Council, greater homeworking and more flexible and agile working practices. Work has been undertaken with key stakeholders to develop the project scope, plan and resource requirements needed to successfully deliver the project and ensure the Council puts in place practices that meet its ambitions for the future.

✔ **Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services**

The Council has further developed its senior officer leadership model with the creation of a Managing Executive Director role for the forthcoming months. This role will work alongside the Council's three Executive Directors to extend and develop the Council's collective leadership model. This model has been effective over the year in facilitating the provision of co-ordinated leadership for the Council and supporting its role to shape and lead the place, particularly in addressing and recovering from the Covid-19 pandemic. Executive Directors are providing weekly communications with employees to provide both leadership and support, and leadership development training has been undertaken by the Council's leadership team.

Corporate capacity continues to be strengthened. The Human Resource (HR) functional reviews for 2020/21 have remained on track with deployment underway of the approved Health, Safety and Wellbeing model and structure in readiness for implementation on 26 April 2021. The research and design phases have been concluded for Learning and Development, HR Business Services and Recruitment, with final proposals planned for approval on 27 April 2021. These reviews are anticipated to be implemented by the end of September 2021 subject to formal consultation on the proposals. The HR operational excellence programme continues with focus on improved efficiency within HR services pay and recruitment processes.

The Finance Review continues to progress with details of a proposed operating model and revised structure reported to Cabinet in February 2021. A period of formal consultation commenced on 19 February 2021 for those in the scope of the Review and will end on 5 April 2021. A finance business partnering approach has been proposed to enhance the Council's budget monitoring activity. Finance officers have commenced work to identify enhancements to the SAP system as part of the planned upgrade, scheduled to be implemented in Winter 2021. A Finance Teams site is now live to aid communication and collaboration across the service. Workshops/briefings are scheduled to be delivered to finance officers in respect of risk, financial regulations and Council Plan priorities. The revised operating model is scheduled to 'go live' on 5 July 2021.

✔ **Developed and embedded a more robust performance management framework**

Work over the last year has focused on implementing improved reporting of performance, building on a review of best practice from other authorities, to support robust management of the Council's performance. A new style for performance reporting has been introduced, together with integrated budget and performance reports for each Cabinet portfolio and increased timeliness of performance reporting to senior management, Cabinet and members of the public. As part of the service planning process, all departments have reviewed and set targets for all indicators as appropriate. The Council's performance management system, APEX, has continued to be developed with interactive features enabling access to more detailed information and enhanced understanding of performance. Work will be taken forward during the coming year to support the greater use of these features within the Council. During Quarter 4, work has been progressing to further develop the content and quality of performance reports, including the integration of risk with the budget and performance reports for implementation during 2021/22.

★ Developed an integrated approach to reporting performance and cost information aligned to corporate priorities

From September 2020, integrated performance and budget reports for each Cabinet member portfolio have been considered at Cabinet member meetings each quarter during 2020/21, providing analysis of progress in delivering the Council Plan alongside the budget position and projected outturn. Interactive dashboards in the APEX performance management system have also been developed. The Grant Thornton Value for Money benchmarking and analysis tool has been purchased and rolled out to departments and work will be taking place during 2021/22 to take forward the use of this tool to analyse and understand value for money on a corporate and departmental basis. During Quarter 4, work has also been taking place to develop an annual report for members of the public setting out the Council's performance alongside financial information, building on feedback from the public received as part of the "Your Derbyshire, Your Voice" residents' focus groups.

✔ Began to develop a new Customer Experience Strategy setting out how we will meet people's needs

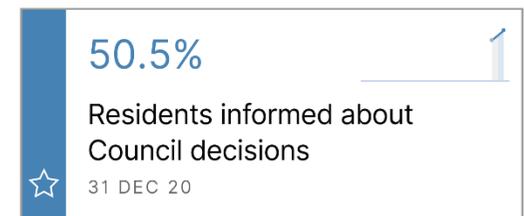
Elements of the Customer Experience strategy have been delivered - the Customer Charter was revised and approved in April 2020 and the Call Derbyshire restructure, resulting in enhanced customer service, was completed in November 2020.

Two further workstreams, the Channel Shift programme and the Customer Feedback (formerly known as Complaints, Compliments and Comments) approach is underway with a new Customer Relationship Management system to be live in Autumn / Winter 2021 and a new customer feedback approach and system in place on a phased basis from December 2021.

Just over 2,100 residents participated in the 2020 "Your Council Your Voice" survey with strong performance for both of the questions relating to customer experience.

Residents satisfied with the Council increased to 53.4% from 48.1% in 2019 which is above the target of 49% set for this year. Residents agreeing the Council keeps them informed about decisions increased to 50.5% nearly 10 percentage points higher than 2019 figure of 40.8% and above the target of 43% set for this year.

The Customer Experience Strategy - encompassing the Council's approach to customer service, the above projects and next steps - will be worked on over 2021/22.



Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	5.6	6.5			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		85.7%	85.2%		
Percentage of residents satisfied overall with Highways and Transportation services	55.0%	55.0%	54.0%	55.0%	✓
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted		83.9%	83.9%		
Percentage of pupils in good or better primary schools		80.7%	81.2%		
Percentage of pupils in good or better secondary schools		54.9%	55.0%		
Percentage of residents who are satisfied with Derbyshire County Council		48.1%	53.4%	49.0%	★
Percentage of residents agreeing that they feel informed about Council decisions		40.8%	50.5%	43.0%	★

Performance compares the latest data for 2020-21 with the target, where both are available.

Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

Value for Money

Progress on our deliverables and key measures

✔ Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners

Further progress has been made on the continued development of the Vision Derbyshire approach over the last year, alongside district and borough partners, with an agreed implementation programme and accelerated delivery programme being put in place for Phase Three.

The work undertaken in Quarter 4 has involved progressing accelerated delivery plans across Vision Derbyshire themes. Councils have identified a number of early starts and short term activity to form proposals for the next phase of the programme, alongside identifying organisational leads, expertise and capacity to support delivery.

Development and engagement with Derbyshire Councils' Executive Officers and Leaders to shape the approach has continued with regular input and discussion. This has also included engagement with a wider group of Elected Members across all Councils to introduce the Vision Derbyshire approach, share the forward plan for Vision Derbyshire and give Elected Members the chance to feed into the work and shape ambitions.

During Phase Three, work to develop formal governance proposal, through widespread engagement has commenced in the shape of Joint Committee arrangements. These arrangements, outlining how decisions will be made and how accountability will be exercised, will support Vision Derbyshire Councils to collaborate effectively in a shared environment and make joint decisions on areas of work which will form part of the future Vision Derbyshire Programme.

The Council continues to await Government's plans to publish a White Paper on Devolution and Local Recovery in 2021. Whilst the Council anticipates the details of the White Paper, progressing proposals for Vision Derbyshire remains the fundamental first step in ensuring that Derbyshire Councils can demonstrate to Government a new collaborative model of local government and deliver better outcomes for local people.

✔ Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19

The Strategic Recovery Group and support team has been stepped back up in April 2021. The first meetings of both the support team and main group are during the week commencing 12 April 2021. A proposal has been drawn together for impact assessment and gap analysis workshops to take place thematically during the Spring and early Summer to look at each of the following themes:

- Economic recovery
- Community recovery
- Health and wellbeing

The workshops will report back into the Strategic Recovery Group in a scheduled way and the Strategic Recovery strategy will be updated along with a plan for ensuring recovery is built into and embedded into a range of mechanisms with a view to develop exit strategy indicators.

Arrangements are being put in place for each of the Strategic Recovery chairs across the region to meet to share emerging best practice, facilitated by East Midlands Councils

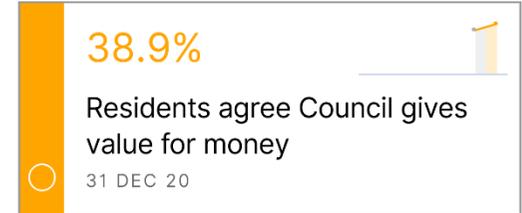
Key achievements this quarter include

1. The reopening of schools with established testing arrangements
2. The reopening of the county businesses in line with the 'roadmap'
3. The production of messaging to support each step of the roadmap
4. Extension of the Covid Winter Grants Scheme to cover the Easter period
5. Derbyshire and regional 'roadmap' workshops held

★ Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures

The Council approved its Council Tax increase of 2.5% for 2021/22 on 3 February 2021. Compared to the 13 similar county councils i.e. those without fire and rescue service responsibility, the Council set the 2nd lowest council tax increase. The average percentage increase for similar authorities was 3.81%. The Council had the option to increase the Adult Social Care Precept by 3%, however, the Council opted for a 1% increase with the option to levy the remaining 2% Precept in 2022/23.

In the 2020 "Your Council Your Voice" survey 814 out of 2,091 (38.9%) respondents agreed the Council provides good value for money. Whilst this is an increase on the 34% figure in 2019 it is slightly below the target of 40% set for this year.

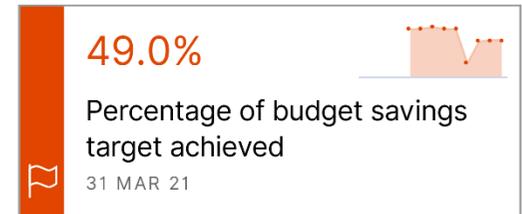


★ Lobbied Government to secure a better funding settlement

The Council submitted a response to the Provisional Local Government Finance Settlement 2021/22 which was set out in the Revenue Budget Report 2021/22 considered by Council on 3 February 2021. The response highlighted the substantial unresolved funding gap between the cost of service demand and the resources available, particularly in respect of adult and children's social care.

📌 Achieved all planned budget savings in the medium term

The Quarter 3 forecast outturn position reported to Cabinet on 15 April 2021 showed an improved position on the achievement of savings of £12.266m, compared to Quarter 2. This has improved again in Quarter 4 to £12.361m. However, this is still substantially short of the target of £25.127m. Covid-19 has had a significant impact on savings programmes resulting in major slippage. The Covid-19 funding will help to mitigate the costs of slippage.



✅ Ensured Council contract decisions deliver value for money through the Council Value for Money Board

The Value for Money Board took place on 9 March 2021 with review of Economy, Transport and Environment Traffic Management and Children's Services Accommodation and Support Services for Children in Care. Both service/contract reviews were able to demonstrate how the Council is obtaining Value for Money from these services. Dates are now set for quarterly Boards for the remainder of 2021 and early 2022.

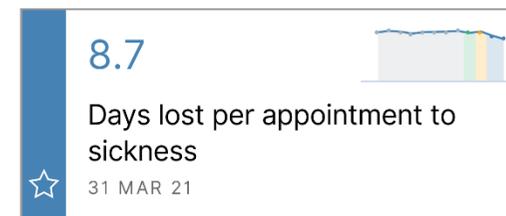
Contracts for review at each board are now being identified and these will be agreed with representatives from the relevant business areas.

★ Improved employee well-being by redefining and reprioritising the Wellbeing Action Plan

The work of the Sickness Absence Delivery Group has continued. A new sickness absence measure based on the percentage of hours lost each month has been developed and tested and will launch in April 2021. The e-learning for managers on reporting sickness absence has been launched and 87% of managers have completed this so far. Further guidance for managers on reporting and monitoring sickness absence has also been produced.

Sickness absence rates for the Council using the current measure of average days lost per appointment have continued to fall and currently stand at 8.7 days, which is 1.3 days below the target for this year of 10 days.

The Health Safety and Wellbeing Functional review has been completed and appointments have been made to all the posts in the new structure ready for its launch at the end of April 2021.

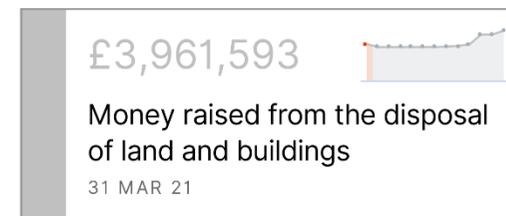


✔ Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets

The rationalisation of the Property portfolio is being carried out in accordance with the modern ways of working programme. 'Corporate Property 2025', a 5 year rolling programme of asset reviews and disposals, has been drawn up and is managed and overseen by the Corporate Asset Management Group. The programme is on target and incorporates:

- 168 assets prioritised for review and planning in year 1;
- A rolling programme of locality reviews embedding One Public Estate within the Property team and forming links with Thriving Communities;
- The establishment of strategic and operational level service area governance groups;
- Service area representation on the Corporate Asset Management Group and Public Sector Plc Partnership Board.

The provisional 2020/21 figure for capital receipts shows just under £4 million pounds has been raised from payments against 11 property assets during the year. This is over £1 million higher than the figure raised in 2019/20.



✔ Reviewed and transformed key services to ensure a mix of in-house and commissioned provision

Service reviews across the Council have continued to progress where possible throughout the current Covid-19 pandemic although the recent third lockdown has stalled progress, work on the Council's programme management methodology continues to progress well. Phase 2 of the work commenced in early November 2021 and was scheduled to run for a period of approximately 12 weeks. Plans to develop a consistent programme management approach and methodology across the council will be initially explored through workshops with key practitioners to ensure best practice is captured and fed into an overarching toolkit for use across the authority. The further development of the Service Review Framework remains paused whilst this wider review takes place.

✔ Achieved key milestones in the implementation of the Procurement Strategy to help the Council to procure goods and services at reduced costs which achieve value for money

The Procurement Strategy and implementation action plan identified a number of short-term actions for 2020/21. Actions which have been successfully delivered during 2020/21 include: -

- Identifying and cleansing all contract data held across the Council;
- Establishing and maintaining a centralised contract register;
- Restructuring the Procurement team into a Category Structure and implementing category approaches to procurement;
- Introducing a procurement performance measurement system.

The annual review of the Procurement Strategy will now be undertaken to review and reset the short and long-term actions as appropriate.

★ Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce

The business case and budget uplift to enable the Council to move to the Microsoft Office M365 solution was approved in January 2021. The Council has subsequently signed the new agreement with Microsoft and the upgrade to the Microsoft 365 licences will be with the Council from the beginning of April 2021. The rollout of the extra functionality provided by the new licences will be undertaken based on the alignment of resources, business need and organisational priorities. The commencement of the deployment of Teams Telephony will have a high priority to support home and new ways of working. Power BI will have a targeted deployment to address some immediate business need. The ICT Service will work closely with the business over coming months to prioritise the rollout of further functionality such as Workflow Automation and other Power Platform tools to fit in with the wider transformation and digital agenda.

Projects to implement a new Resource Management tool and a new Service Desk Management tool within the ICT Service are underway and work has commenced on their implementations. They are expected to be up and running by July 2021. Coupled with Enterprise Architecture, these new toolsets will ensure that the ICT Service is better placed to meet the organisations ICT expectations both now and in the future.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents agreeing that the Council provides value for money		34.0%	38.9%	40.0%	🟡
Percentage of budget savings target achieved		63.5%	49.0%	100.0%	🔴
Average number of days lost per appointment to sickness (Not including schools)	9.9	10.4	8.7	10.0	🟦
Amount of money raised from the disposal of land and buildings		£2,898,546	£3,961,593		

Performance compares the latest data for 2020-21 with the target, where both are available.

Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

Adult Care - Portfolio Summary

Priority	Deliverable	Progress Mar 2021
Empowered and self-sufficient communities	Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals utilising the community networks built during the pandemic	✓
A focus on prevention and early intervention	Better supported people to live at home longer and feel part of their local communities using the thriving communities approach	✓
	Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint	✓
	Continued the implementation of the Older People's Housing, Accommodation and Support Strategy	✓
	Reviewed the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes	◻
High performing council services	Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	◻
	Maintained the Council's high performance in reducing delayed transfers of care from hospital	◻

The progress of the relevant Council Plan deliverables has been reviewed and four have been rated as "good" and one as "review".

Key areas of success are:

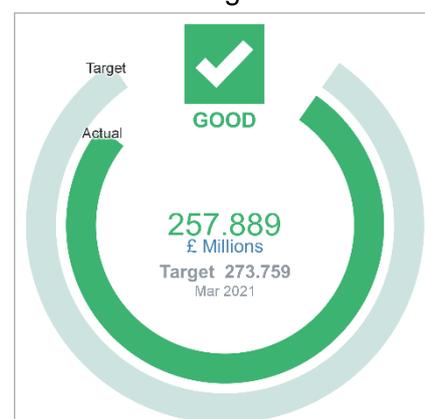
- Progress is being made, in spite of the pandemic, to support people with a learning disability to move from a short-term residential placement to a supported living long term home within local communities.
- The new national approach to discharge from hospital has continued and progress has continued in this Quarter to ensure people do return to their own homes.
- A successful Investment Event for Older People's Housing, Accommodation and Support was held.
- The current assistive technology contracts have been extended for another year due to the impact of Covid-19. The Brain in Hand pilot commenced in November 2020.

Key areas for consideration are:

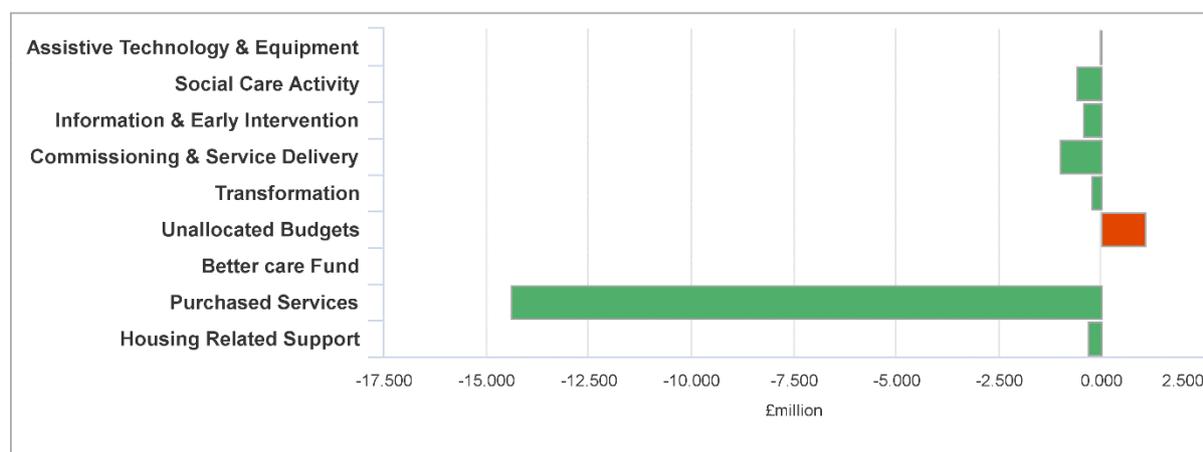
- Reviewing the Council's care and support offer for children with special educational needs and disabilities and adults – The Achieving Great Futures (AGF) workstream was impacted by Covid-19 and was paused pending a final decision on what future work will take place as a result of the Children's Service Diagnostic. Good progress continues to be made on the Special Educational Needs and Disabilities (SEND) action plan which is being led by the Local Area SEND Board.
- The Better Lives programme work has continued in Quarter 4 with a focus on the creation of the enhanced reablement offer. This new offer is now live across Derbyshire and is on target to ensure a further 1,320 people are able to access this service per year. The performance for those remaining within their own homes for 91 days following discharge from hospital has remained stable throughout the year but did see a slight decrease in Quarter 4 to 74.8%, this figure may change as all data becomes available for Quarter 4. The admission figures for older people to long term residential care for Quarter 3 have remained lower than previous years with a comparison of 371 people admitted to long term residential care in 2019/2020 to 269 people admitted to residential care 2020/2021. Data for the last quarter will be reported in Quarter 1, as we are still working with people to establish their long term support options, figures for January 2021 are positively comparable to January 2020..

The portfolio reported an underspend of £15.870m after the allocation of £15.118m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Purchased Services	(14.390)	✓	The Government provided £14.317m of funding to meet the cost of all hospital discharges from March 2020 to September 2020 and up to the first six weeks of packages for all discharges from October 2020. These costs would ordinarily have been met from the portfolio's own budget allocation.
Unallocated Budgets	1.064	✗	Slippage in the Better Lives project due to the impact of Covid-19.
Commissioning & Service Delivery	(1.004)	✓	Underspends on Finance staff due to vacancy control and a reduction in spend on apprenticeships.
Social Care Activity	(0.589)	✓	Reduction in staff travel
Information and Early Intervention	(0.427)	✓	Underspend on Health Homes and Carers Services.
Housing Related Support	(0.316)	✓	Reduced activity on spot contracts.
Transformation	(0.210)	✓	Vacancy control.
Other - Net Overspend	0.002	✗	-

TOTAL	(15.870)		
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The budget savings target for 2020-21 is £3.784m. An over-achievement of budget savings of £0.427m has been brought forward, resulting in total reductions to be achieved of £3.357m at the start of the financial year. Of this target, £1.463m was achieved by the end of the financial year. Therefore, there is currently a £1.894m shortfall in achievement of budget savings. The implementation of planned savings has been significantly delayed by the impacts of Covid-19.

Savings were achieved in 2020-21 in the following areas:

Description	£m
Review Prevention Services	0.044
Better Lives - Whole Lives Disabilities Pathways	0.385
Better Lives - Older People's Pathways	0.496
Funding of Prevention from Public Health Grant	0.538
Total Savings Achieved 2020-21	1.463

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Homes for Older People (Service Pressure)	3.000
Implementation of Better Lives (Service Pressure)	0.533
Covid-19 Infection Control Fund (Ring-Fenced Grant)	18.291
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	15.118
Covid-19 Additional Care Packages - Hospital Discharge (Recharge to NHS England)	14.317
Covid-19 Rapid Testing Fund (Ring-Fenced Grant)	2.426
Covid-19 Workforce Capacity Grant (Ring-Fenced Grant)	1.813
Covid-19 Other Grants (Ring-Fenced Grant)	0.251
One-Off Funding 2020-21	55.749

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
A prosperous and green Derbyshire	Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	✓
	Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale	✓
	Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions	✓
	Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity	✓
	Delivered the new "Invest in Derbyshire" programme	✓
	Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal	★
	Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations	✓
	Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour	◻
Empowered and self-sufficient communities	Helped people furthest from the labour market into sustainable employment	✓
	Supported communities to take action to tackle climate change within their local areas through our new green action grants programme	✓

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

Key areas of success are:

- Economic Recovery Strategy - there has been continuous engagement with businesses throughout the Covid-19 pandemic at a time when many businesses have been closed. A response to the impact of the Covid-19 pandemic on the local economy has formulated a Covid-19 Economic Recovery plan 2021-25 that seeks to: rescue and resume, revive, regenerate and renew the local economy. A total of 3,122 businesses have been supported during the year, with 2,036 business supported through a Business Hardship Fund delivering webinars and advice to business start-ups.

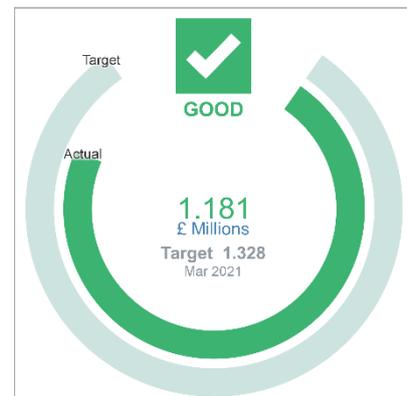
Key areas for consideration are:

- County-wide work to address climate change is being taken forward as part of Vision Derbyshire with leads for the 'Living and Working Sustainably' having been agreed. Climate action planning is also continuing with the D2 Action Planning process led by Midlands Energy Hub. Soft Market Testing has been undertaken to get feedback prior to developing the specification for a tender for producing a Natural Capital Strategy. There has been increased activity in this area of work with the recent appointment of a

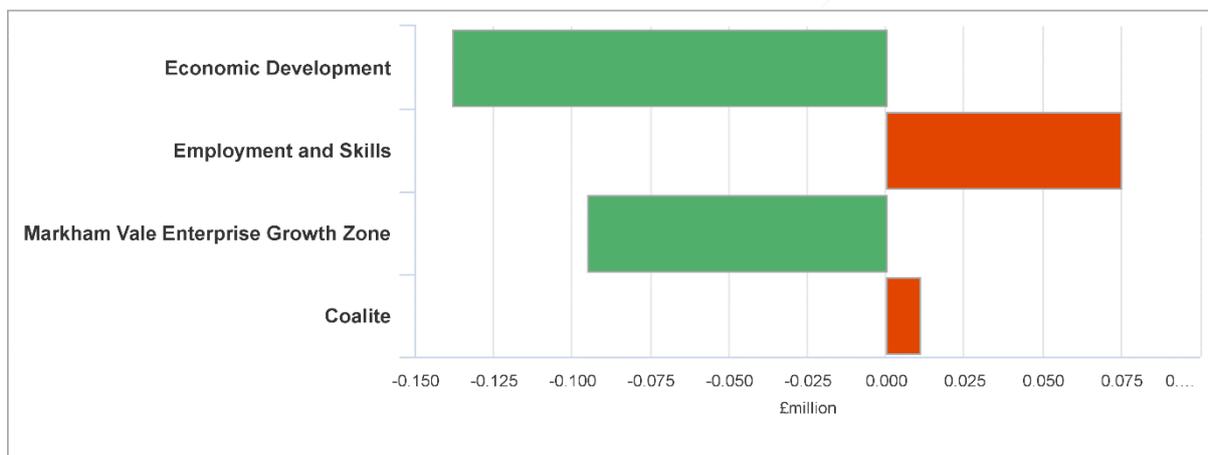
Climate Change Programme Manager that will help to deliver further progress in future quarters on this key Council priority.

The portfolio reported an underspend of £0.147m after the allocation of £0.533m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Economic Development	(0.138)	✓	Planned projects and activities deferred due to Covid-19.
Markham Vale	(0.095)	✓	An increase in salary recharges to capital.

Employment and Skills	0.075		Salary costs that are not currently budgeted for and are pending rationalisation of the Economy and Regeneration Service structure.
Other - Net Overspend	0.011		-
TOTAL	(0.147)		

No budget savings target has been allocated to this portfolio for 2020-21.

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.533
One-Off Funding 2020-21	0.533

Corporate Services - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
Value for money	Achieved key milestones in the implementation of the Procurement Strategy to help the Council to procure goods and services at reduced costs which achieve value for money	✓
	Ensured Council contract decisions deliver value for money through the Council Value for Money Board	✓
	Improved employee well-being by redefining and reprioritising the Wellbeing Action Plan	★
	Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets	✓

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

Key areas of success are:

- Guidance and training for managers on reporting and monitoring absence has been produced and the work of the Sickness Absence Delivery Group has continued.
- The average number of days lost per appointment during 2020-21 was 8.7, a reduction from 10.4 the previous year and below the target of 10. A new monthly measure of percentage of hours lost is being introduced for 2021-22 alongside the existing measure to provide more information.
- The sale of 11 property assets during 2020-21 raised £3.961 million.

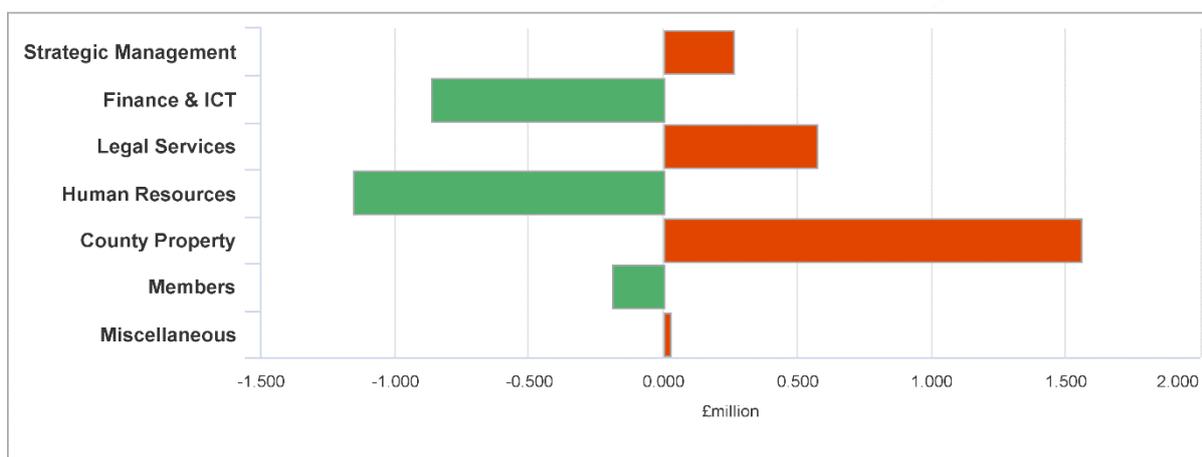
There are no specific areas for consideration, but progress of the Value for Money Board and Procurement Strategy will continue to be monitored to ensure good progress is maintained.

The portfolio reported an overspend of £0.234m after the allocation of £4.060m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Actual Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
County Property	1.561		Savings targets not yet achieved.

Human Resources	(0.429)		<p>Vacancy control. Departmental Human Resource functions are currently being centralised. Holding vacancies will assist in managing a planned restructure of the function as a whole which is expected to deliver significant savings in 2020-21 and 2021-22.</p> <p>Phase 2 savings of the review will be realised in 2021-22. These savings have been funded in 2020-21 through one-off use of £0.723m of the prior-year underspends reserve.</p>
Finance and ICT	(0.863)		<p>Vacancy control. This will assist in managing the planned restructure of the ICT service, aiming to deliver significant savings over the three years from 2020-21.</p>
Legal Services	0.575		<p>Savings targets allocated to Legal Services based on a new operating model being introduced. The model has not yet been introduced. Work on achieving the model is underway following the appointment of the new Director of Legal Services.</p> <p>Also salary overspends due to additional demand related to childcare cases and pressures arising from Covid-19.</p>
Strategic Management	0.267		<p>Savings which have not yet been allocated to specific services and is therefore an overspend.</p>
Members	(0.185)		-
Other - Net Overspend	0.031		-

Total before support from Prior-Year underspends reserve	0.957		
Transfer from Prior-Year underspends earmarked reserve	(0.723)		As agreed by Cabinet September 2019 to fund Phase 2 savings from the HR Review in 2020-21.
TOTAL	0.234		

A budget savings target for 2020-21 of £5.190m has been allocated, with a further £0.676m target brought forward from previous years. Of this total target of £5.866m, £2.513m was achieved by the end of 2020-21. Therefore, there is currently a £3.353m shortfall in the achievement of budget savings.

Savings were achieved in 2020-21 in the following areas:

Description	£m
ICT contract review	0.075
ICT new business systems	0.100
ICT restructure	0.500
ICT rationalisation of systems	0.100
Finance - Insurance fund contributions	0.350
Finance - Additional interest receipts	0.250
Finance - Restructure	0.140
Finance - VR/VER budget	0.018
Legal Services - Business Centre	0.050
HR structures review	0.930
Total Savings Achieved 2020-21	2.513

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Legal Services (Service Pressure)	0.300
GDPR - General Data Protection Regulation (Service Pressure)	0.180
IKEN - Legal case management platform (Service Pressure)	0.042
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	4.060
One-Off Funding 2020-21	4.582

At the 2020-21 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Migration to the SAP Azure cloud-based environment	0.175
Total Commitments	0.175

Health and Communities - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
Empowered and self-sufficient communities	Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to the pandemic and supporting the sector to recover well, retain new volunteers and thrive	✓
A focus on prevention and early intervention	Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	✓
	Embedded the "Pause Project", an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring	✓
	Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes	✓
	Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing	★

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

Key areas of success are:

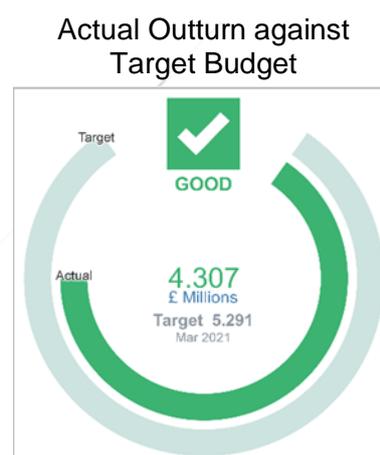
- Pause Derbyshire team continued to deliver the project with 29 women engaged, which due to the impact of the pandemic is good performance at 91%, exceeding the 80% target for this service. The outcomes associated with the service continue to be met with women receiving a range of health and wellbeing support.
- The Community Response Unit effectively supported the system to respond to Winter Pressures and continues to support those affected by Covid-19.
- The stop smoking and weight management services continue to be delivered virtually and via telephone due to the impact of COVID-19. For the stop smoking service the number of people setting a quit date in Q4 has been the highest quarter for 2020-21 and is higher than 2019-20 in the same period.
- The 0 to 5 service is in the final stages of undertaking work to catch up those who did not receive a 1 year and 2.5 year contact when this contact was suspended during the first lockdown in line with national guidance. The 0-5 Service has also been working closely with the Early Help to increase the number and quality of assessments undertaken by Health Visitors.

Key areas for consideration are:

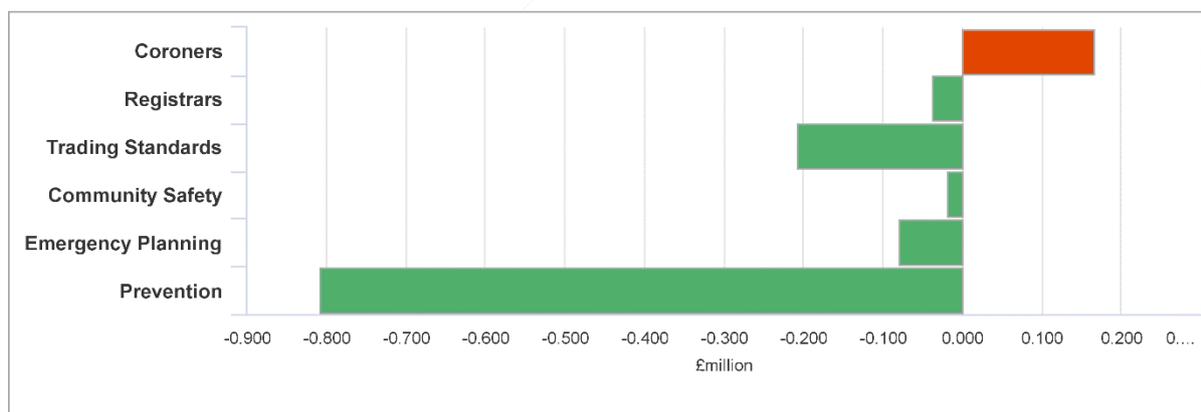
- Covid-19 has impacted on the performance of the weight management service in 2020-21. The Council suspended service delivery in March 2020 and did not resume until August 2020. The number of individuals referred/self-referring in 2020-21 was approximately 60% lower than in

2019-20. This is most likely due to the restricted access to GP practices, which are key elements of the referral pathway. The prolonged nature of the pandemic has impacted upon individual's motivations to lose weight and there is some evidence to suggest that anxiety and stress arising from lockdowns have led to people gaining weight. In addition, our Health Improvement Advisors have had a greater focus over the past year on people's wellbeing and supporting clients generally. In 2021-22 the Council intends to undertake work to further publicise the service both directly to the public and to GP practices and other healthcare practitioners. The Council will also resume face to face service delivery as some individuals dislike our digital service offer.

The portfolio reported an underspend of £0.984m after the allocation of £1.096m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Prevention	(0.807)	✓	Costs in respect of the Derbyshire Discretionary Fund

			which would ordinarily have been met from the portfolio's own budget allocation, have been met from the Public Health grant, the Covid Winter grant scheme and the Emergency Assistance Grant for Food and Essential Supplies.
Trading Standards	(0.207)	✓	Vacancies.
Coroners	0.167	✗	Residual running costs on old premises, backlog of invoices relating to Pathology fees and an increase in postmortems and other professional services.
Emergency Planning	(0.080)	✓	-
Registrars	(0.038)	✓	-
Community Safety	(0.019)	✓	-
TOTAL	(0.984)		

A budget savings target of £0.216m has been allocated for 2020-21. An over-achievement of budget savings of £0.066m has been brought forward from previous years, resulting in total reductions to be achieved of £0.150m at the start of the financial year. Of this target, £0.216m was achieved by the end of the financial year. Therefore, there is currently an over-achievement of budget savings of £0.066m.

Savings were achieved in 2020-21 in the following areas:

Description	£m
Community Safety - reduction in staffing	0.065
Community Safety - cease funding Stop Hate	0.007
Community Safety - increase recharges for Training	0.008
Trading Standards - Restructure	0.061
Trading Standards - Cessation of Weight Restriction enforcement	0.025
Registrars - increased charges	0.050
Total Savings Achieved 2020-21	0.216

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Community Safety - Domestic Violence (Service Pressure)	0.500
Covid-19 Community Testing (Ring-Fenced Grant)	1.696

Covid-19 Containment Outbreak Management Fund (Ring-Fenced Grant)	1.124
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.096
Covid-19 Emergency Assistance (Ring-Fenced Grant)	0.808
Covid-19 Test and Trace (Ring-Fenced Grant)	0.474
Covid-19 Clinically Extremely Vulnerable Individuals (Ring-Fenced Grant)	0.209
One-Off Funding 2020-21	5.907

Highways, Transport and Infrastructure - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
A prosperous and green Derbyshire	Completed the development and started the implementation of The Derbyshire Infrastructure Investment Plan to support good growth	□
	Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	✓
	Invested in well maintained roads and highways infrastructure	□
	Worked to maximise growth opportunities arising from HS2 and to mitigate impact	✓
High performing council services	Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	□

Progress is "good" for two out of the five Council Plan deliverables led by the portfolio.

Key areas of success are:

- We are awaiting confirmation from the Integrated Rail Plan as to whether HS2 East will go ahead. In the meantime, alternative strategies are being developed to identify other transport and growth opportunities. Work includes coming forward with an alternative proposal to the completion of the whole HS2 eastern leg which would negate many of the impacts of the initial HS2 proposal in Derbyshire. This alternative arrangement would involve routing the high speed services via existing rail lines in the county which would be upgraded to cope with the new services rather than building completely new links. A study into these alternative proposals will be completed in June 2021.
- Completion of Contract 2 for fibre enabled broadband was essentially achieved in December 2020 which has resulted in 21,000 additional properties being connected, this is in addition to the 86,000 connected during Contract 1. BT have connected an additional 90,000 premises as part of commercial roll out (Fibre to Premise). Connection will continue to 64 communities from quarter 4 onwards as part of completing the work with BT on Contract 2.

Key areas for consideration are:

- A total of 71% of all highway defects were completed within target during 2020/21 compared with 77.2% for the previous year. It should be acknowledged that due to adverse weather conditions, the Covid-19 pandemic and the impact of previous years back log, work is behind programme.
- A significant amount of the £40m programme of highway improvements schemes will be targetted at repairs resulting from the floods that hit the county in late 2019 and early 2020 that left behind damaged carriageways and structures, and two major landslips that washed away roads which are

being addressed. A programme to tackle drainage and surface deterioration and prevent potholes is also in progress which will help with improving customer satisfaction levels with the condition of the roads.

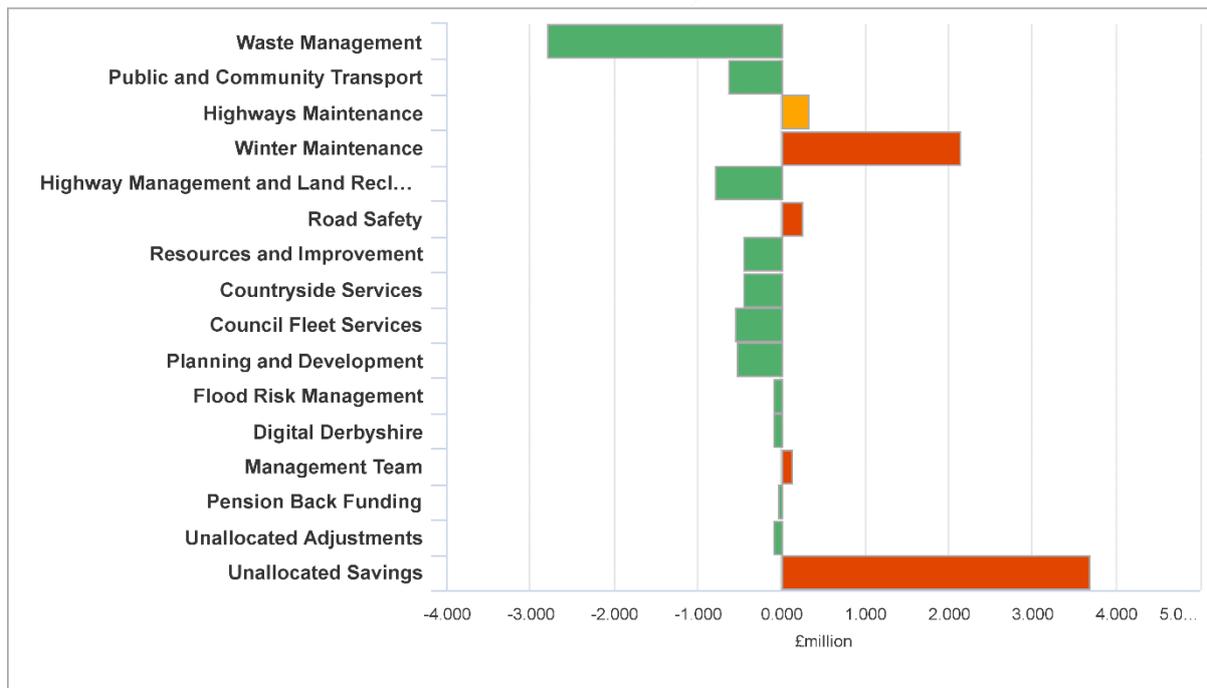
- The Derbyshire Infrastructure Plan, now referred to as the "Strategic Growth Infrastructure Framework", has been completed and is awaiting approval from strategic partners prior to gaining final approval from the Joint Economic Prosperity Committee.

The portfolio reported an overspend of £0.137m after the allocation of £6.040m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Unallocated Budget Savings	3.684		Savings which have not yet been allocated to specific services and is therefore an overspend.
Waste Management	(2.795)		Short-term savings under the service continuity arrangements.
Winter Maintenance	2.139		The budget for winter maintenance is £1.473m and spend this year was £3.612m. A large stockpile of grit salt has to be maintained to comply with Department for Transport recommendations, based on an average year, prior to the onset of winter. The vehicles associated with gritting are a high fixed overhead irrespective of the severity of the conditions. The overspend is due to an insufficient budget allocation to cover these costs in addition to costs driven by severe spells of weather this winter.
Highway Management and Land Reclamation	(0.773)		Vacancies. Delays in recruitment due to the impact of Covid-19.
Public and Community Transport	(0.625)		Reduced demand for the Gold Card service, due to restricted travel following Covid-19 guidance, has reduced the amount paid to operators.
Council Fleet Services	(0.536)		Additional income from vehicle maintenance.

Planning and Development	(0.518)		Section 38 and 278 (Highways Act 1980) agreements income over-recovered.
Countryside Service	(0.449)		Vacancy control. Also, delay in programme to inspect, assess and project manage works to make safe trees affected by Ash Die Back due to Covid-19 restrictions.
Resources and Improvement	(0.440)		Vacancies. Reduced attendance on training courses due to Covid-19. Additional permit income due to an increase in building works during the pandemic.
Highways Maintenance	0.338		Very wet weather and low temperatures during winter increased the volume of reactive work on potholes and the number of callouts to flooding events.
Road Safety	0.261		Implementation of a savings initiative, based on additional income being generated, has been delayed as legislation has yet to be enacted.
Other - Net Underspend	(0.149)		-
TOTAL	0.137		

The budget savings target for 2020-21 is £1.426m, with a further £5.234m target brought forward from previous years. Of this total target of £6.660m, £2.346m was achieved by the end of the financial year. Therefore, there is currently a £4.314m shortfall in achievement of budget savings, however the multi-year savings programme to 2024-25 does allow for some slippage to be covered by prior years' underspends, still delivering the savings target in total.

Savings were achieved in 2020-21 in the following areas:

Description	£m
Highways Staffing	0.258
Public Transport	0.450
Budget Challenge 2020-21	0.150
Development Control S38/278 Income	0.600

Gold Card	0.388
Waste	0.500
Total Savings Achieved 2020-21	2.346

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Ash Dieback (Service Pressure)	0.270
Elvaston Castle Masterplan (Service Pressure)	0.200
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	6.040
Covid-19 Cycle and Pedestrian temporary works Income only Active Grant (Ring-Fenced Grants)	0.443
One-Off Funding 2020-21	6.953

At the 2020-21 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Remainder of a £0.270m one-off service pressure provided to inspect, assess and project manage works to make safe trees affected by Ash Die Back. This programme has been delayed due to the Covid-19 pandemic.	0.233
Total Commitments	0.233

Strategic Leadership, Culture and Tourism - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
A prosperous and green Derbyshire	Supported the survival and renewal of the visitor economy	✓
Empowered and self-sufficient communities	Enabled residents to self-serve using an optimal combination of communication channels	✓
	Implemented the transfer of a minimum of five libraries to community management	◻
	Rolled out the Thriving Communities programme across 13 localities	✓
High performing council services	Began to develop a new Customer Experience Strategy setting out how we will meet people's needs	✓
	Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners	✓
	Developed an integrated approach to reporting performance and cost information aligned to corporate priorities	★
	Developed and embedded a more robust performance management framework	✓
	Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services	✓
Value for money	Achieved all planned budget savings in the medium term	◻
	Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce	★
	Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures	★
	Lobbied Government to secure a better funding settlement	★
	Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19	✓
	Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	✓
	Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	✓

Progress is “good” or “strong” for the majority of the Council Plan deliverables led by the portfolio with one rated as “requiring review” and one as “requiring action”.

Key areas of success are:

- The 2021/22 Council Tax increase of 2.5% was the second lowest of comparable county councils.
- Home working and development of new ways of working is being successfully supported by the ICT service and the upgrade to Microsoft 365 licences.
- The “Your Council Your Voice” survey showed 53.4% of residents satisfied with the Council and 50.5% agreeing they are kept informed. Both figures are higher than the previous year and above the target.

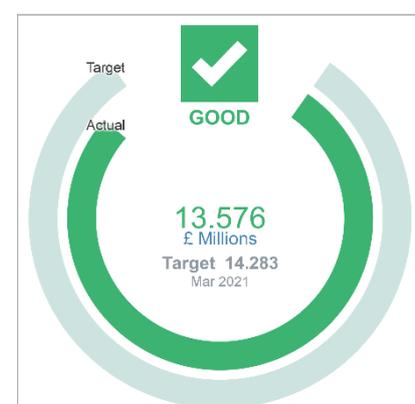
- Integrated performance and budget reports have been successfully developed and considered at Cabinet member meetings.

Key areas for consideration are:

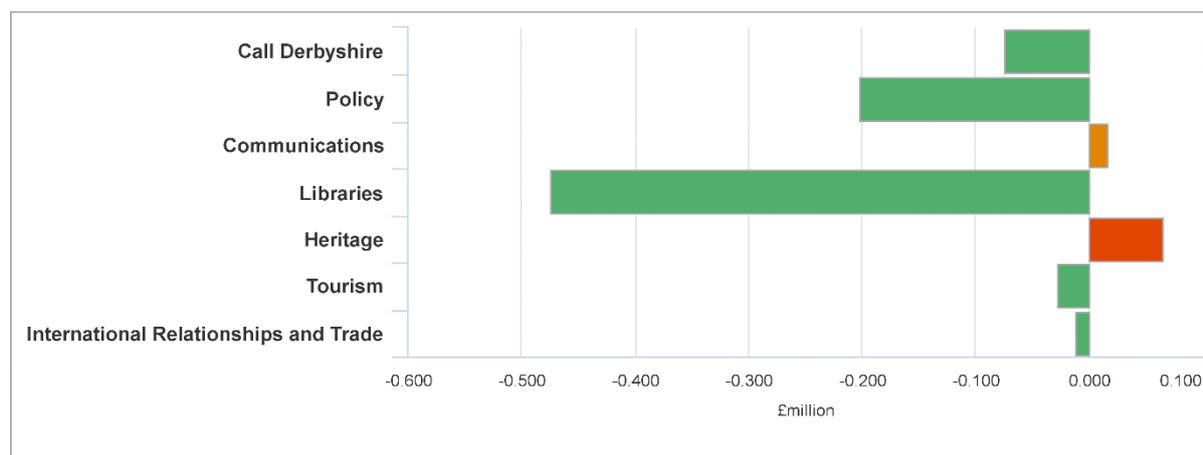
- Covid-19 has had a significant impact on the savings programme with only 49% of the Council's budget savings achieved at the end of the year, however additional funding will help to mitigate the impact.
- Covid-19 has delayed the planned transfer of libraries to community management. The library service is exploring ways forward in view of continuing restrictions.
- The "Your Council Your Voice" survey showed 38.9% of residents agreeing that the Council gives good value for money. Whilst below target this was a 4.9 percentage point increase on the previous year and a range of work is ongoing to ensure the Council delivers value for money including reviews of key services and implementing the Council's Procurement Strategy.
- The "Your Council Your Voice" survey showed reductions from the previous year in residents giving unpaid help and agreeing they can influence decisions with both measures also below target. However many people in Derbyshire have volunteered to support individuals and communities during the pandemic whilst social distancing restrictions have impacted other types of volunteering.

The portfolio reported an underspend of £0.707m after the allocation of £1.128m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Libraries	(0.474)	✓	Savings realised as part of the Libraries Strategy.
Policy and Research	(0.201)	✓	Only £0.029m of the £0.200m service pressure for Climate Change allocated this year has been utilised.
Call Derbyshire	(0.075)	✓	High staff turnover.
Heritage	0.065	✗	Environmental Studies unable to progress planned new funding opportunities due to impacts of Covid-19.
Tourism	(0.028)	✓	-
Communications	0.017	✗	-
International Relationships and Trade	(0.011)	✓	-
TOTAL	(0.707)		

The budget savings target for 2020-21 is £0.829m, with a further £0.086m target brought forward from previous years. Of this total target of £0.915m, £0.260m was achieved by the end of the financial year. Therefore, there is currently a £0.655m shortfall in achievement of budget savings.

Savings were achieved in 2020-21 in the following areas:

Description	£m
Policy and Research - Staffing	0.099
Community Services - Mobile Library Service	0.025
Community Services HQ reduction	0.038
Arts Service Delivery	0.038
Records Office - reduce opening hours	0.060
Total Savings Achieved 2020-21	0.260

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.097
Covid-19 Arts Council Grant to support Museum (Ring-Fenced Grants)	0.023
One-Off Funding 2020-21	1.120

At the 2020-21 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Remainder of a £0.200m service pressure in 2020-21 to enable the Council to develop and progress its Climate Change policy.	0.171
Total Commitments	0.171

Young People - Portfolio Summary

Deliverable Progress

Priority	Deliverable	Progress Mar 2021
A focus on prevention and early intervention	Embedded our newly redesigned Early Help Offer for Children, Young People and Families	✓
	Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	✓
	Embedded the "Pause Project", an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring	✓
	Reviewed the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes	◻
High performing council services	Continued to drive improvements in the delivery of children's social care	✓
	Strived to ensure that all Council run children's homes are 'Good' or 'Outstanding'	✓
	Worked with schools to ensure they increased the percentage of children in schools which are 'Good' or 'Outstanding', so that Derbyshire is in line with the national average	■

Key areas for consideration are:

- Reviewing the Council's care and support offer for children with special educational needs and disabilities and adults – The Achieving Great Futures (AGF) workstream was impacted by Covid-19 and was paused pending a final decision on what future work will take place as a result of the Children's Service Diagnostic. Good progress continues to be made on the Special Educational Needs and Disabilities (SEND) action plan which is being led by the Local Area SEND Board.

Key areas to note are:

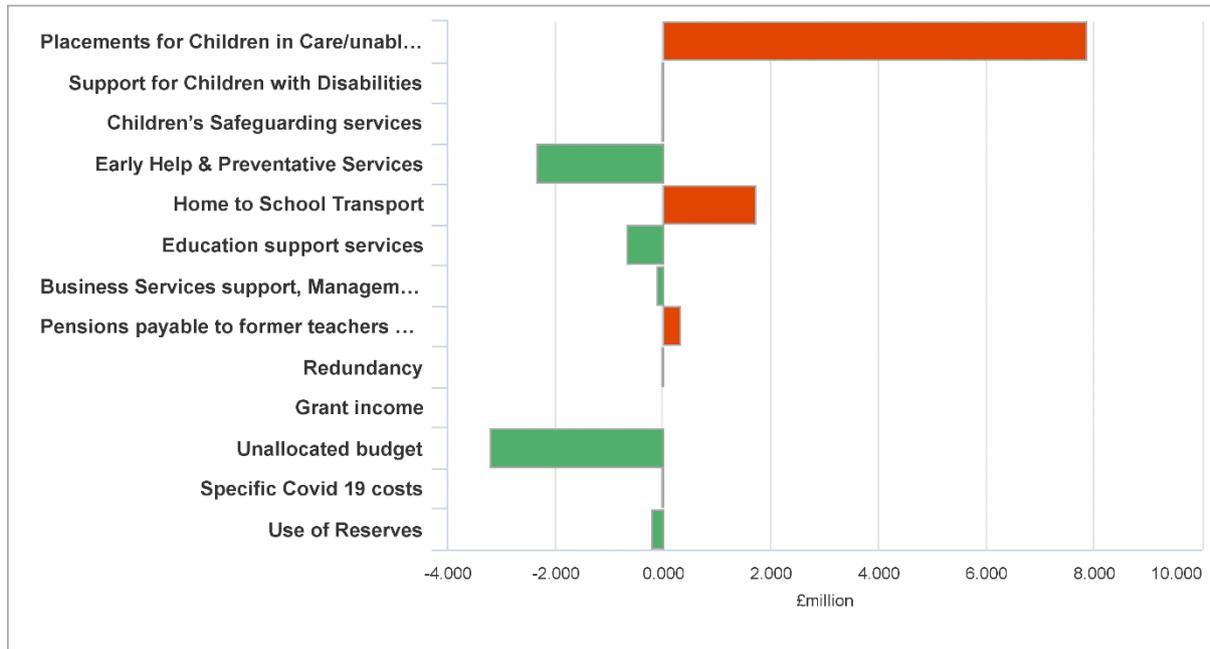
- The suspension of Ofsted inspections means that there is no new data on the number of children in schools which are 'Good' or 'Outstanding' and this deliverable has not been given a rating.

The portfolio reported an overspend of £3.389m after the allocation of £6.357m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Actual Outturn against Target Budget



Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Placements for Children in Care (or unable to remain at home)	7.875		<p>Placement numbers rose steadily during the year in line with increases in the number of children in care. There are currently more placements required than can be funded from the allocated budget.</p> <p>The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision</p>
Unallocated Budgets	(3.189)		<p>In-year grant funding of which the largest item is the allocation from the Dedicated Schools Grant of £1.390m. No announcements had been made about the continuation of these funding streams beyond 31 March 2021, so these are being used to mitigate current levels of spend.</p>
Early Help and Preventative Services	(2.336)		<p>Additional contributions of £1.500m from the Public Health grant to support work in Children's Centres. Vacancies at the start of 2020-21 following the introduction of the new Early Help service. Vacancy levels have now returned to levels consistent with normal staff turnover.</p>

Home to School Transport	1.707		Increase in the number of journeys provided to children with Special Educational Needs (SEN) and an increase in the cost of those journeys, driven by economic factors and the need to provide more specialised vehicles.
Education Support Services	(0.655)		Vacancies. Reductions in expenditure associated with delivery of courses and the service due to the impacts of Covid-19.
Pensions Payable to Former Staff	0.321		Enhanced pension obligations payable to staff who left under efficiency programmes during the early 1990s.
Other - Net Underspend	(0.130)		-
Total before support from reserves	3.593		
Release of reserves – no further commitments	(0.204)		Reserves of £0.204m which have no further commitments against them have been released during 2020-21 to offset the overspend.
TOTAL	3.389		

A savings target of £2.350m has been allocated for 2020-21, with a further £0.829m target brought forward from previous years. Savings initiatives totalling £2.350m have been identified, of which £1.215m were achieved by the end of the financial year. Therefore, there is currently a £1.965m shortfall in achievement of budget savings.

Savings were achieved in 2020-21 in the following areas:

Description	£m
Care Leavers Employment Programme	0.162
Donut Centre	0.081
Early Help	0.167
PAUSE contract	0.143
Local Children's Safeguarding Board	0.004
Remote and Mobile working	0.235
Pensions	0.236

Finance	0.037
Business Support Functions	0.150
Total Savings Achieved 2020-21	1.215

One-off factors which supported the 2020-21 outturn position were as follows:

One-Off Funding	£m
Social Worker recruitment (Service Pressure)	1.300
Children in Care Legal Proceedings (Service Pressure)	1.100
Preventative Support to Families (Service Pressure)	1.000
Home to School Transport SEN (Service Pressure)	0.971
Care Leavers (Service Pressure)	0.498
Service Transformation (Service Pressure)	0.438
Quality Assurance SEND and Fostering (Service Pressure)	0.214
Elective Home Education (Service Pressure)	0.207
Funding from reserves	0.204
Support to Achieving Great Futures (Service Pressure)	0.108
Covid-19 Use of MHCLG Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	6.357
Covid-19 Winter Grant Scheme (Ring-Fenced Grant)	2.687
Covid-19 Home to School Transport (Ring-Fenced Grant)	0.866
Covid-19 Wellbeing for Education return (Ring-Fenced Grant)	0.110
One-Off Funding 2020-21	16.060

Dedicated Schools Grant (DSG)

The DSG is a ring-fenced grant comprising four individual blocks: Schools Block, High Needs Block, Early Years Block and Central Block. Allocations of the blocks are governed by the Schools and Early Years Finance Regulations. Any underspend or overspend on the grant is carried forward to future years within the accumulated balance of the DSG Earmarked Reserve.

The Department for Education (DfE) have clarified the ring-fenced status of the DSG by putting provisions into the School and Early Years Finance (England) Regulations 2020 that require that a cumulative DSG deficit must be carried forward to be dealt with from future years' DSG income, unless otherwise authorised by the Secretary of State not to do so. The updated regulations require the Council to engage formally with the DfE on recovery plans if it has a deficit balance on its DSG or if it reports a substantial reduction in its DSG surplus.

Furthermore, the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) 2020-21 requires that where the DSG 2020-21 closing balance is a deficit this must be reported in a statutory ring-fenced unusable reserve: the Dedicated Schools Grant Adjustment Account (DSGAA). At 31 March 2021 a deficit of £1.157m was reported in the Council's DSGAA.

In 2020-21 there was an overspend on the DSG of £1.284m. The main variances were:

Service	(Under)/Over Spend £m	Main Reason for Outturn Position
High Needs Block (exc. LA Schools)	5.253	<p>Top-ups paid to mainstream Derbyshire schools exceeded plan by £3.063m and top-ups paid to Derbyshire special schools by £1.209m due to a greater number of children assessed as requiring and receiving support.</p> <p>£2.417m additional cost was incurred due to an increase in the cost of provision and the number of children being educated in out of local authority area schools and independent and non-maintained special schools.</p> <p>These overspends were offset by £1.048m due to: (a) reduced travel and running costs as staff have worked remotely to deliver support virtually and (b) lower referrals of individual pupils to services for specific support.</p>
Schools Growth funding inc. KS1	(2.175)	<p>£0.322m unspent allocation of pre- and post- opening grants for new schools. £1.325m set aside to offset spending within the High Needs Block. The balance is mainly due to allocations to support schools to meet KS1 pupil/teacher ratios being lower than anticipated.</p>

Re-pooled school funding	(1.370)		The top slice collected for redundancy costs exceeded actual costs by £0.701m. Also, the costs of covering staff in primary schools on maternity leave were lower than the re-pooled amount by £0.420m.
Release of rates reserve	(0.721)		Release of funds in this reserve to mitigate the deficit position. The reserve contained accumulated rates refunds received where schools had successfully appealed against valuations.
Early Years Block - Schools/PVI	0.545		Funding for this block is determined by the number of hours that children attend settings. As the number of children actually attending settings was lower than the planned attendance during the Covid-19 lockdown, it is expected that there will be a reclaim of grant by the DfE, which this overspend reflects.
Dedicated Schools Grant Income	(0.148)		Additional income received in 2020-21 as a result of finalisation of the grant receipt for 2019-20 on the Early Years block.
Other - Net Overspend	(0.100)		-
TOTAL	1.284		

Public Health Grant

The Public Health Grant is a ring-fenced grant. Any underspend or overspend on the grant is carried forward to future years, within the accumulated balance of the Public Health Grant Earmarked Reserve.

There was an underspend on the Public Health Grant of £1.107m. The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
One-off funding to the Young People portfolio	1.500		To support Children's Centres and the Early Years offer.
Live Life Better Derbyshire service	(0.943)		Unfilled vacancies. Also, reduced activity and costs due to Covid-19 restrictions.
Sexual Health	(0.838)		Clinical activity reduced due to Covid-19 restrictions.
OBA Priorities	(0.372)		Several projects on hold or delayed due to Covid-19 restrictions.
Place Based Approach	(0.350)		Several projects on hold or delayed due to Covid-19 restrictions.
Other - Net Underspend	(0.104)		-
TOTAL	(1.107)		

Summary of Underspends

	Budget £m	Actual £m	Underspend £m	Commitments £m	Balance after Commitments £m	Allocation for use of Underspends £m	Balance to remain in General Reserve £m
Adult Care	273.759	257.889	(15.870)	0.000	(15.870)	0.000	15.870
Corporate Services	49.080	49.314	0.234	0.175	0.409	0.000	(0.409)
Clean Growth and Regeneration	1.328	1.181	(0.147)	0.000	(0.147)	0.147	0.000
Health and Communities	5.291	4.307	(0.984)	0.000	(0.984)	0.984	0.000
Highways, Transport and Infrastructure	80.632	80.769	0.137	0.233	0.370	0.000	(0.370)
Strategic Leadership, Culture and Tourism	14.283	13.576	(0.707)	0.171	(0.536)	0.536	0.000
Young People	126.475	129.864	3.389	0.000	3.389	0.000	(3.389)
PORTFOLIOS TOTAL	550.848	536.900	(13.948)	0.579	(13.369)	1.667	11.702
Risk Management	9.442	0.000	(9.442)	0.000	(9.442)	0.000	9.442
Debt Charges	34.965	31.713	(3.252)	0.000	(3.252)	0.000	3.252

Appendix 13

Controlled

	Budget £m	Actual £m	Underspend £m	Commitments £m	Balance after Commitments £m	Allocation for use of Underspends £m	Balance to remain in General Reserve £m
Interest and Dividend Income	(5.822)	(6.146)	(0.324)	0.000	(0.324)	0.000	0.324
Levies and Precepts	0.343	0.339	(0.004)	0.000	(0.004)	0.000	0.004
Corporate Adjustments	(8.771)	(9.431)	(0.660)	0.000	(0.660)	0.000	0.660
TOTAL	581.005	553.375	(27.630)	0.579	(27.051)	1.667	25.384
Budget Management Reserve						9.000	(9.000)
Post-Covid Funding Risks Reserve						14.000	(14.000)
						24.667	2.384

Earmarked Reserves

	31 Mar 2020	Transfers		31 Mar 2021
	£m	In	Out	£m
		£m	£m	
Adult Care				
Older People's Housing Strategy	(30.000)	0.000	13.897	(16.103)
Telecare	0.000	(1.500)	0.000	(1.500)
Other reserves	(3.853)	(0.158)	3.972	(0.039)
Sub Total	(33.853)	(1.658)	17.869	(17.642)
Clean Growth and Regeneration				
Markham Environment Centre	(0.114)	0.000	0.000	(0.114)
Skills Training	(0.092)	(0.050)	0.031	(0.111)
D2 Growth Fund	(0.200)	0.000	0.100	(0.100)
Other reserves	(0.290)	(0.013)	0.008	(0.295)
Sub Total	(0.696)	(0.063)	0.139	(0.620)
Corporate Services				
Revenue Contributions to Capital	(28.295)	(18.901)	2.612	(44.584)
Loan Modification Gains	(26.124)	0.000	0.870	(25.254)
Insurance and Risk Management	(20.085)	(0.026)	3.006	(17.105)
Covid-19 Recovery Fund	0.000	(15.000)	0.000	(15.000)
Budget Management	(16.431)	(9.302)	13.816	(11.917)
Covid Emergency and SFC Losses Grants	0.000	(47.387)	36.139	(11.248)
Planned Building Maintenance	(5.275)	(2.148)	0.870	(6.553)
Business Rates Pool	(4.672)	(1.629)	0.000	(6.301)
Property Insurance Maintenance Pool	(2.713)	(1.509)	1.225	(2.997)
Prior Year Underspends	(3.986)	(2.009)	3.117	(2.878)
Computer Purchasing	(2.828)	(0.056)	0.034	(2.850)
Investment Losses Contingency	0.000	(2.500)	0.000	(2.500)
Business Rates Strategic Investment Fund	(1.013)	(0.975)	0.000	(1.988)
PFI Reserves	(2.341)	(0.146)	0.507	(1.980)

	31 Mar 2020	Transfers		31 Mar 2021
	£m	In £m	Out £m	£m
Property DLO	(2.110)	(0.358)	1.044	(1.424)
Covid Tax Income Guarantee Grant	0.000	(1.267)	0.000	(1.267)
Change Management	(1.807)	0.000	0.644	(1.163)
Other reserves	(14.135)	(1.792)	10.614	(5.313)
Sub Total	(131.815)	(105.005)	74.498	(162.322)
Health and Communities				
Public Health Grant	(7.424)	(1.108)	0.000	(8.532)
Covid Test and Trace Grant	0.000	(3.385)	0.000	(3.385)
Domestic Abuse	(2.142)	0.000	0.520	(1.622)
Trusted Trader	(0.101)	0.000	0.000	(0.101)
CEV Individuals Support Grant	0.000	(0.698)	0.000	(0.698)
Mass Community Testing Grant	0.000	(0.771)	0.000	(0.771)
Public Health S256/External Funds	0.000	(0.244)	0.004	(0.240)
Proceeds of Crime	(0.135)	(0.007)	0.006	(0.136)
Other reserves	(0.462)	0.198	0.000	(0.264)
Sub total	(10.264)	(6.015)	0.530	(15.749)
Highways, Transport and Infrastructure				
Prior Year Underspends	(9.810)	(1.756)	0.264	(11.302)
Winter Maintenance	(2.000)	0.000	0.000	(2.000)
Commuted Highways Maintenance	(1.137)	(0.573)	0.000	(1.710)
Road Safety Public Service Agreement (PSA)	(1.079)	0.000	0.227	(0.852)
Derby and Derbyshire Road Safety Partnership Reserve	(0.632)	(0.003)	0.018	(0.617)
Waste Recycling Initiatives	(0.598)	0.000	0.000	(0.598)
Other reserves	(1.983)	(0.327)	0.493	(1.817)
Sub Total	(17.239)	(2.659)	1.002	(18.896)
Strategic Leadership, Culture and Tourism				
Derwent Valley Mills World Heritage Site	(0.176)	(0.035)	0.022	(0.189)
Channel Shift	0.000	(1.054)	0.609	(0.445)
Library Restructure	(0.429)	0.000	0.000	(0.429)

	31 Mar 2020 £m	Transfers		31 Mar 2021 £m
		In £m	Out £m	
Community Managed Libraries	(0.742)	0.000	0.000	(0.742)
Policy and Research	(0.715)	0.000	0.055	(0.660)
Derbyshire Challenge Fund	(0.531)	(0.155)	0.328	(0.358)
Other reserves	(0.570)	(0.091)	0.101	(0.560)
Sub Total	(3.163)	(1.335)	1.115	(3.383)
Young People				
Schools Balances	(23.897)	(12.781)	1.753	(34.925)
Tackling Troubled Families	(3.894)	(1.755)	1.831	(3.818)
Childrens Services IT Systems	(0.706)	0.000	0.049	(0.657)
Primary Teacher Pooled Premiums	(0.465)	(0.652)	0.464	(0.653)
Prior Year Underspend/Commitments	(0.229)	(0.302)	0.077	(0.454)
COVID Winter Grant Scheme	0.000	(0.253)	0.000	(0.253)
QA Elective Home Education	0.000	(0.233)	0.000	(0.233)
Home to School Transport Covid Grant	0.000	(0.230)	0.000	(0.230)
Dedicated Schools Grant (DSG)	(0.187)	(0.075)	0.262	0.000
Other reserves	(2.731)	(0.359)	2.418	(0.672)
Sub Total	(32.109)	(16.640)	6.854	(41.895)
Overall Totals	(229.139)	(133.375)	102.007	(260.507)

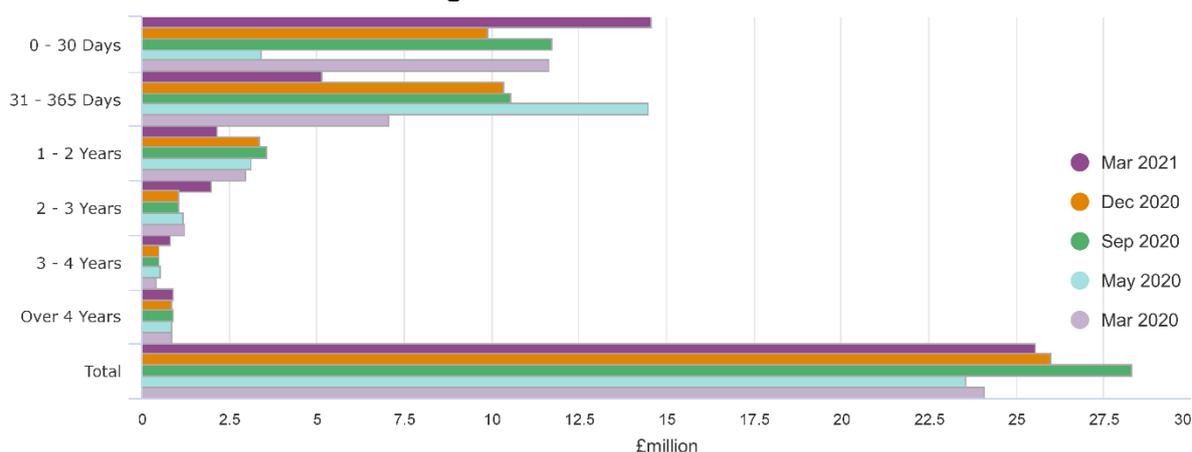
Budget Savings Monitoring 2020-21

Portfolio	<u>Budget Savings Target</u>			<u>Ongoing Savings Initiatives</u>		<u>Actual Savings Achieved</u>	
	Prior Year not yet achieved Brought Forward £ Millions	Current Year £ Millions	Total Target £ Millions	Total Identified £ Millions	Shortfall (-)/ Additional Identified Savings £ Millions	Achieved by Financial Year End £ Millions	Shortfall (-)/ Additional Achievement of Savings Target £ Millions
Adult Care	-0.427	3.784	3.357	0.919	-2.438 	1.463	-1.894 
Clean Growth & Regeneration	0.000	0.000	0.000	0.000	0.000 	0.000	0.000 
Corporate Services	0.676	5.190	5.866	4.931	-0.935 	2.513	-3.353 
Health and Communities	-0.066	0.216	0.150	0.216	0.066 	0.216	0.066 
Highways, Transport & Infrastructure	5.234	1.426	6.660	2.976	-3.684 	2.346	-4.314 
Strategic Leadership, Culture & Tourism	0.086	0.829	0.915	0.993	0.078 	0.260	-0.655 
Young People	0.829	2.350	3.179	2.350	-0.829 	1.214	-1.965 
Cross Portfolio	0.000	5.000	5.000	5.000	0.000 	4.347	-0.653 
Cabinet	6.332	18.795	25.127	17.385	-7.742 	12.359	-12.768 

Age profile of debt, relating to income receivable, at 31 March 2021

	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	5.811	2.962	1.582	0.559	0.369	0.663	11.946
	48.6%	24.8%	13.2%	4.7%	3.1%	5.5%	100.0%
Children's Services	2.398	0.135	0.108	0.020	0.012	0.012	2.685
	89.3%	5.0%	4.0%	0.7%	0.4%	0.4%	100.0%
Economy, Transport and Environment	3.087	0.902	0.362	0.740	0.232	0.022	5.345
	57.8%	16.9%	6.8%	13.8%	4.3%	0.4%	100.0%
Commissioning, Communities and Policy	3.255	1.161	0.106	0.680	0.186	0.186	5.574
	58.4%	20.8%	1.9%	12.2%	3.3%	3.3%	100.0%
All Departments	14.551	5.160	2.158	1.999	0.799	0.883	25.550
	57.0%	20.2%	8.4%	7.8%	3.1%	3.5%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 31 March 2021

Department	£m	
Adult Social Care and Health	0.217	↑
Children's Services	0.019	↓
Economy, Transport and Environment	0.026	↑
Commissioning, Communities and Policy	0.031	↑
All Departments	0.293	↑

Covid-19 Financial Impacts and Funding**Covid-19 Gross Costs by Portfolio**

In 2020-21, the gross cost to the Council in respect of the Covid-19 pandemic was £81.428m, before Covid-19 specific recharge and grant income and Covid-19 general grant income. The table below details these gross costs, by Service Area and by Council portfolio. An amount of £0.224m charged to the General Reserve for Covid-19 impacts experienced in 2019-20 is included in 'Other - excluding service areas listed above'.

Service Area	Covid-19 Gross Costs by Portfolio								TOTAL £m
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	
Income Losses									
Highways and Transport Sales, Fees & Charges (SFC) - Parking services losses	0.000	0.000	0.000	0.000	0.221	0.000	0.000	0.000	0.221
Highways and Transport Sales, Fees & Charges (SFC) losses - other	0.000	0.000	0.000	0.000	0.556	0.000	0.000	0.000	0.556
Cultural & Related (SFC) - Recreation and sport losses	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cultural & Related (SFC) losses - other	0.000	0.000	0.000	0.000	0.000	0.216	0.000	0.000	0.216
Planning & Development SFC losses	0.000	0.000	0.000	0.000	0.034	0.000	0.000	0.000	0.034
SFC income losses - other	1.115	0.037	1.003	0.800	0.260	0.030	2.405	0.000	5.650
Sales, Fees & Charges (SFC) income losses sub-total	1.115	0.037	1.003	0.800	1.071	0.246	2.405	0.000	6.677

Service Area	Covid-19 Gross Costs by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Commercial Income losses	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.931	0.931
Other income losses	0.000	0.000	0.588	0.000	0.102	0.000	0.000	0.000	0.690
Other non-collection fund losses sub-total	0.000	0.000	0.588	0.000	0.102	0.000	0.000	0.931	1.621
Total Income Losses	1.115	0.037	1.591	0.800	1.173	0.246	2.405	0.931	8.298
Costs									
Adult Social Care – additional demand	35.449	0.000	0.000	0.000	0.000	0.000	0.000	0.000	35.449
Adult Social Care – supporting the market	4.258	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.258
Adult Social Care – workforce pressures	3.913	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.913
Adult Social Care - Personal protective equipment (PPE)	3.891	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.891
Adult Social Care - other	0.251	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.251
Adult Social Care sub-total	47.762	0.000	47.762						
Children's Social Care – workforce pressures	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Children's Social Care - residential care	0.000	0.000	0.000	0.000	0.000	0.000	2.399	0.000	2.399
Children's Social Care - care leavers	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Children's Services - other	0.000	0.000	0.000	0.000	0.000	0.000	2.687	0.000	2.687
Children's Social Care sub-total	0.000	0.000	0.000	0.000	0.000	0.000	5.086	0.000	5.086

Service Area	Covid-19 Gross Costs by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Education - SEND	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Education - Home to school transport	0.000	0.000	0.000	0.000	0.000	0.000	0.866	0.000	0.866
Education - other	0.000	0.000	0.000	0.000	0.000	0.000	0.375	0.000	0.375
Education sub-total	0.000	0.000	0.000	0.000	0.000	0.000	1.241	0.000	1.241
Highways and Transport	0.000	0.000	0.000	0.000	1.069	0.000	0.000	0.000	1.069
Public Health - Testing, contact tracing and outbreak planning	0.000	0.000	0.000	5.722	0.000	0.000	0.000	0.000	5.722
Public Health - Other	0.000	0.000	0.000	1.018	0.000	0.000	0.000	0.000	1.018
Public Health sub-total	0.000	0.000	0.000	6.740	0.000	0.000	0.000	0.000	6.740
Housing - homelessness services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing - rough sleeping	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.000	0.250
Housing - other excluding HRA	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing sub total	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.000	0.250
Cultural & related - Sports, leisure and community facilities	0.000	0.000	0.000	0.000	0.000	0.082	0.000	0.000	0.082
Cultural & related - other	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cultural & related sub-total	0.000	0.000	0.000	0.000	0.000	0.082	0.000	0.000	0.082

Service Area	Covid-19 Gross Costs by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Environment & regulatory - cremation, cemetery and mortuary services/Excess deaths	0.000	0.000	0.033	0.000	0.000	0.000	0.000	0.000	0.033
Environment & regulatory - waste management	0.000	0.000	0.000	0.000	3.563	0.000	0.000	0.000	3.563
Environment & regulatory - other	0.000	0.496	0.000	0.031	0.048	0.001	0.000	0.000	0.576
Environment & regulatory - sub-total	0.000	0.496	0.033	0.031	3.611	0.001	0.000	0.000	4.172
Planning & development	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Finance & corporate - ICT & remote working	0.000	0.000	0.112	0.005	0.000	0.000	0.000	0.000	0.117
Finance & corporate - Revenue & benefits expansion	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Finance & corporate - other	0.000	0.000	2.323	0.071	0.000	0.196	0.078	0.000	2.668
Finance & corporate - sub-total	0.000	0.000	2.435	0.076	0.000	0.196	0.078	0.000	2.785
Other - Shielding	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - PPE (non-Adult Social Care and HRA)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - unachieved savings/delayed projects	0.662	0.000	0.000	0.000	0.630	0.375	1.210	0.652	3.529

Service Area	Covid-19 Gross Costs by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Other – lockdown compliance and reopening costs (incl. enforcement)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - Domestic Abuse Services	0.000	0.000	0.000	0.190	0.000	0.000	0.000	0.000	0.190
Other - Elections	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - excluding service areas listed above	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.224	0.224
Other - sub-total	0.662	0.000	0.000	0.190	0.630	0.375	1.210	0.876	3.943
Total Costs	48.424	0.496	2.468	7.037	5.310	0.904	7.615	0.876	73.130
Total Gross Costs and Income Losses	49.539	0.533	4.059	7.837	6.483	1.150	10.020	1.807	81.428

Covid-19 Costs and Funding

The table below sets out how the Council's Covid-19 pandemic 2020-21 gross costs of £81.428m, by Service Area, have been fully funded, using £47.639m of available Covid-19 specific recharges and grant income, with the balance of £33.789m funded using the Council's general Covid-19 emergency funding for Local Government receivable for 2020-21 of £45.037m. The remaining balance of the Covid-19 general emergency funding at 31 March 2021, amounting to £11.248m, has been carried forward to 2021-22 in an earmarked reserve.

Service Area	Covid-19 Costs and Funding					
	Gross Costs	Offsets	Covid-19 Emergency Funding for Local Government			
	TOTAL £m	Specific Re-charges and Grant Income £m	Used in 2020-21 £m	Carried Forward to 2021-22 £m	TOTAL £m	%
Income Losses						
Highways and Transport Sales, Fees & Charges (SFC) - Parking services losses	0.221	0.000	0.221	0.000	0.221	0.49%
Highways and Transport Sales, Fees & Charges (SFC) losses - other	0.556	0.000	0.556	0.000	0.556	1.23%
Cultural & Related (SFC) - Recreation and sport losses	0.000	0.000	0.000	0.000	0.000	0.00%
Cultural & Related (SFC) losses - other	0.216	0.000	0.216	0.000	0.216	0.48%
Planning & Development SFC losses	0.034	0.000	0.034	0.000	0.034	0.08%
SFC income losses - other	5.650	(2.349)	3.301	0.000	3.301	7.33%
Sales, Fees & Charges (SFC) income losses sub-total	6.677	(2.349)	4.328	0.000	4.328	9.61%
Commercial Income losses	0.931	0.000	0.931	0.000	0.931	2.07%
Other income losses	0.690	0.000	0.690	0.000	0.690	1.53%

Service Area	Covid-19 Costs and Funding					
	Gross Costs	Offsets	Covid-19 Emergency Funding for Local Government			
	TOTAL £m	Specific Re-charges and Grant Income £m	Used in 2020-21 £m	Carried Forward to 2021-22 £m	TOTAL £m	%
Other non-collection fund losses sub- total	1.621	0.000	1.621	0.000	1.621	3.60%
Total Income Losses	8.298	(2.349)	5.949	0.000	5.949	13.21%
Costs						
Adult Social Care – additional demand	35.449	(32.608)	2.841	0.000	2.841	6.31%
Adult Social Care – supporting the market	4.258	0.000	4.258	0.000	4.258	9.45%
Adult Social Care – workforce pressures	3.913	(1.813)	2.100	0.000	2.100	4.66%
Adult Social Care - Personal protective equipment (PPE)	3.891	0.000	3.891	0.000	3.891	8.64%
Adult Social Care - other	0.251	0.000	0.251	0.000	0.251	0.56%
Adult Social Care sub-total	47.762	(34.421)	13.341	0.000	13.341	29.62%
Children's Social Care – workforce pressures	0.000	0.000	0.000	0.000	0.000	0.00%
Children's Social Care - residential care	2.399	0.000	2.399	0.000	2.399	5.33%
Children's Social Care - care leavers	0.000	0.000	0.000	0.000	0.000	0.00%
Children's Services - other	2.687	(2.687)	0.000	0.000	0.000	0.00%
Children's Social Care sub-total	5.086	(2.687)	2.399	0.000	2.399	5.33%
Education - SEND	0.000	0.000	0.000	0.000	0.000	0.00%
Education - Home to school transport	0.866	(0.866)	0.000	0.000	0.000	0.00%

Service Area	Covid-19 Costs and Funding					
	Gross Costs	Offsets	Covid-19 Emergency Funding for Local Government			
	TOTAL £m	Specific Re-charges and Grant Income £m	Used in 2020-21 £m	Carried Forward to 2021-22 £m	TOTAL £m	%
Education - other	0.375	(0.110)	0.265	0.000	0.265	0.59%
Education sub-total	1.241	(0.976)	0.265	0.000	0.265	0.59%
Highways and Transport	1.069	(0.443)	0.626	0.000	0.626	1.39%
Public Health - Testing, contact tracing and outbreak planning	5.722	(5.722)	0.000	0.000	0.000	0.00%
Public Health - Other	1.018	(1.018)	0.000	0.000	0.000	0.00%
Public Health sub-total	6.740	(6.740)	0.000	0.000	0.000	0.00%
Housing - homelessness services	0.000	0.000	0.000	0.000	0.000	0.00%
Housing - rough sleeping	0.250	0.000	0.250	0.000	0.250	0.56%
Housing - other excluding HRA	0.000	0.000	0.000	0.000	0.000	0.00%
Housing sub-total	0.250	0.000	0.250	0.000	0.250	0.56%
Cultural & related - Sports, leisure and community facilities	0.082	(0.023)	0.059	0.000	0.059	0.13%
Cultural & related - other	0.000	0.000	0.000	0.000	0.000	0.00%
Cultural & related sub-total	0.082	(0.023)	0.059	0.000	0.059	0.13%
Environment & regulatory - cremation, cemetery and mortuary services/Excess deaths	0.033	0.000	0.033	0.000	0.033	0.07%
Environment & regulatory - waste management	3.563	0.000	3.563	0.000	3.563	7.91%
Environment & regulatory - other	0.576	0.000	0.576	0.000	0.576	1.28%

Service Area	Covid-19 Costs and Funding					
	Gross Costs	Offsets	Covid-19 Emergency Funding for Local Government			
	TOTAL £m	Specific Re-charges and Grant Income £m	Used in 2020-21 £m	Carried Forward to 2021-22 £m	TOTAL £m	%
Environment & regulatory - sub-total	4.172	0.000	4.172	0.000	4.172	9.26%
Finance & corporate - ICT & remote working	0.117	0.000	0.117	0.000	0.117	0.26%
Finance & corporate - Revenue & benefits expansion	0.000	0.000	0.000	0.000	0.000	0.00%
Finance & corporate - other	2.668	0.000	2.668	0.000	2.668	5.92%
Finance & corporate - sub-total	2.785	0.000	2.785	0.000	2.785	6.18%
Other - Shielding	0.000	0.000	0.000	0.000	0.000	0.00%
Other - PPE (non-Adult Social Care and HRA)	0.000	0.000	0.000	0.000	0.000	0.00%
Other - unachieved savings/delayed projects	3.529	0.000	3.529	0.000	3.529	7.84%
Other – lockdown compliance and reopening costs (incl. enforcement)	0.000	0.000	0.000	0.000	0.000	0.00%
Other - Domestic Abuse Services	0.190	0.000	0.190	0.000	0.190	0.42%
Other - Elections	0.000	0.000	0.000	0.000	0.000	0.00%
Other - excluding service areas listed above	0.224	0.000	0.224	11.248	11.472	25.47%
Other - sub-total	3.943	0.000	3.943	11.248	15.191	33.73%
Total Costs	73.130	(45.290)	27.840	11.248	39.088	86.79%
Total Gross Costs and Income Losses	81.428	(47.639)	33.789	11.248	45.037	100.00%

Covid-19 Funding by Portfolio

The table below gives details of the £47.639m of Covid-19 specific recharges and grant income receivable by the Council in 2020-21, used to partially offset the Council's Covid-19 gross costs in 2020-21 of £81.428m, by Council portfolio. It also shows that the balance of 2020-21 Covid-19 gross costs by Council portfolio, amounting to £33.789m, has been funded using the Council's general Covid-19 emergency funding for Local Government receivable for 2020-21 of £45.037m. Use of general Covid-19 emergency funding for Local Government and Compensation for Lost income from Sales, Fees and Charges in 2020-21 by portfolios, excluding Corporate Budgets, was £34.331m.

	Covid-19 Funding by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Total Gross Costs and Income Losses	49.539	0.533	4.059	7.837	6.483	1.150	10.020	1.807	81.428
Offsets: Specific Recharges and Grant Income									
Active Travel Fund: Cycle and Pedestrian temporary works	0.000	0.000	0.000	0.000	(0.443)	0.000	0.000	0.000	(0.443)
Additional Care Package Costs (Hospital Discharge) Recharged to Health	(14.317)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(14.317)
Additional School and College Transport Capacity Funding	0.000	0.000	0.000	0.000	0.000	0.000	(0.866)	0.000	(0.866)
Bridging between Two Worlds Museum Grant	0.000	0.000	0.000	0.000	0.000	(0.023)	0.000	0.000	(0.023)
Contain Outbreak Management Fund and Mass Community Testing	0.000	0.000	0.000	(2.820)	0.000	0.000	0.000	0.000	(2.820)

	Covid-19 Funding by Portfolio								
	AC £m	CGR £m	CS £m	HC £m	HTI £m	SLCT £m	YP £m	Corporate Budgets £m	TOTAL £m
Critically Extremely Vulnerable (CEV) Individuals Support Grant	0.000	0.000	0.000	(0.209)	0.000	0.000	0.000	0.000	(0.209)
Emergency Assistance Grant	0.000	0.000	0.000	(0.809)	0.000	0.000	0.000	0.000	(0.809)
Infection Control Fund	(18.291)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(18.291)
Rapid Testing Fund	0.000	0.000	0.000	(2.426)	0.000	0.000	0.000	0.000	(2.426)
Sales Fees and Charges Compensation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(2.349)	(2.349)
Test and Trace Grant	0.000	0.000	0.000	(0.476)	0.000	0.000	0.000	0.000	(0.476)
Wellbeing for Education Return Grant	0.000	0.000	0.000	0.000	0.000	0.000	(0.110)	0.000	(0.110)
Winter Grant Scheme	0.000	0.000	0.000	0.000	0.000	0.000	(2.687)	0.000	(2.687)
Workforce Capacity Fund	(1.813)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.813)
Total Offsets	(34.421)	0.000	0.000	(6.740)	(0.443)	(0.023)	(3.663)	(2.349)	(47.639)
Covid-19 Emergency Funding for Local Government used in 2020-21	15.118	0.533	4.059	1.097	6.040	1.127	6.357	(0.542)	33.789

	£m
Covid-19 Emergency Funding for Local Government used in 2020-21	33.789
Adjustment for Corporate Budgets	0.542
Portfolio use of Covid-19 Emergency Funding for Local Government and Compensation for Lost Income from Sales, Fees and Charges in 2020-21	34.331

Register of Covid-19 Funding Receivable as at 31 March 2021

The table below gives details of the £117.101m of Covid-19 recharges and grant income receivable by the Council in 2020-21. Of this funding, £81.425m has been used to fund the Council's Covid-19 gross costs in 2020-21. The balance of funding which had not been utilised by 31 March 2021 amounts to £35.700m. Of this, £16.618m has been contributed to earmarked reserves and £19.508m has been carried forward as a receipt in advance to support the Council's response to the Covid-19 pandemic and its continued effects on the Council's finances into 2021-22.

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
N/A	Coronavirus (COVID-19): emergency funding for local government	Grant	MHCLG	45.037	33.789	No	Un-ringfenced funding for local authorities to use to respond to the Covid-19 pandemic.
N/A	Sales Fees and Charges Income Losses Compensation Scheme	Grant	MHCLG	2.349	2.349	No	To compensate lost sales, fees and charges income, as a result of the Covid-19 pandemic, at a rate of 75p in every pound, over and above the first 5% of budgeted income for the year.

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
AC	Clinical Commissioning Group (CCG) funding for additional costs associated with COVID-19 including hospital discharge	Recharge	NHSE	14.317	14.317	Yes	NHS/CCG funding to help local authorities with Covid-19 associated costs including those relating to hospital discharge and follow-on care.
AC	Adult Social Care Infection Control Fund (ICF) - Round 1	Grant	DHSC	9.517	9.517	Yes	To support adult social care providers, to reduce the rate of Covid-19 transmission in and between care homes and support wider workforce resilience.
AC	Adult Social Care Infection Control Fund (ICF) - Round 2	Grant	DHSC	8.774	8.774	Yes	As above.
AC	Rapid Testing Fund	Grant	DHSC	2.427	2.427	Yes	To support additional rapid testing of staff in care homes, and to support visiting professionals and enable indoors, close contact visiting where possible.

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
AC	Workforce Capacity Fund	Grant	DHSC	1.814	1.814	Yes	To provide additional care staff where shortages arise, support administrative tasks so experienced and skilled staff can focus on providing care, and help existing staff to take on additional hours if they wish with overtime payments or by covering childcare costs.
HC	Test and Trace Service Support Grant	Grant	DHSC	3.859	0.474	Yes	For local authorities in England to develop and action their plans to reduce the spread of the virus in their area.

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
HC	Emergency Assistance Grant for Food and Essential Supplies	Grant	DEFRA	0.808	0.808	No	For local authorities in England to use to support people who are struggling to afford food and other essentials due to Covid-19.
HC	Contain Outbreak Management Fund (COMF)	Grant	DHSC	20.182	1.124	No	To support local authorities to deliver their non-pharmaceutical interventions and to support their Covid response. The funding is a non-recurring payment for the 2020–21 financial year.
HC	Clinically Extremely Vulnerable (CEV) Funding	Grant	MHCLG	0.907	0.209	No	Funding to support clinically extremely vulnerable (CEV).

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
HC	Mass Community Testing	Grant	DHSC	2.467	1.696	Yes	To provide support to the Local Authority towards expenditure in relation to Community Testing in response to the Covid-19 outbreak.
HTI	Emergency Active Travel Fund (Tranche 1 only)	Grant	DfT	0.443	0.443	Yes	Supports local transport authorities with producing cycling and walking facilities. Tranche 1 supports the installation of temporary projects for the Covid-19 pandemic.
SLCT	Bridging between Two Worlds	Grant	Arts Council	0.022	0.022	Yes	To support coronavirus-related spending pressures within the Museum.
YP	Additional Home to School Transport	Grant	DfE	1.097	0.866	Yes	To create extra capacity and allow more students to use alternatives to public transport, while social

Portfolio	Description	Type	Awarding Body	Funding Awarded by 31 March 2021 £m	Expenditure by 31 March 2021 £m	Ring-Fenced	Purpose
							distancing measures remain in place.
YP	COVID Winter Grant Scheme	Grant	DWP	2.939	2.686	Yes	Made available in early December 2020 to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.
YP	Well-Being for Education Return	Grant	DfE	0.142	0.110	No	To better equip education settings to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education following the disruptions to schooling because of Covid.
				117.101	81.425		