



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

21 September 2021

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

**Performance Monitoring and Budget Monitoring/Forecast Outturn 2021-
22 as at Quarter 1 (30 June 2021)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 To provide Members with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2021-22, as at 30 June 2021 (Quarter 1).

4. Information and Analysis

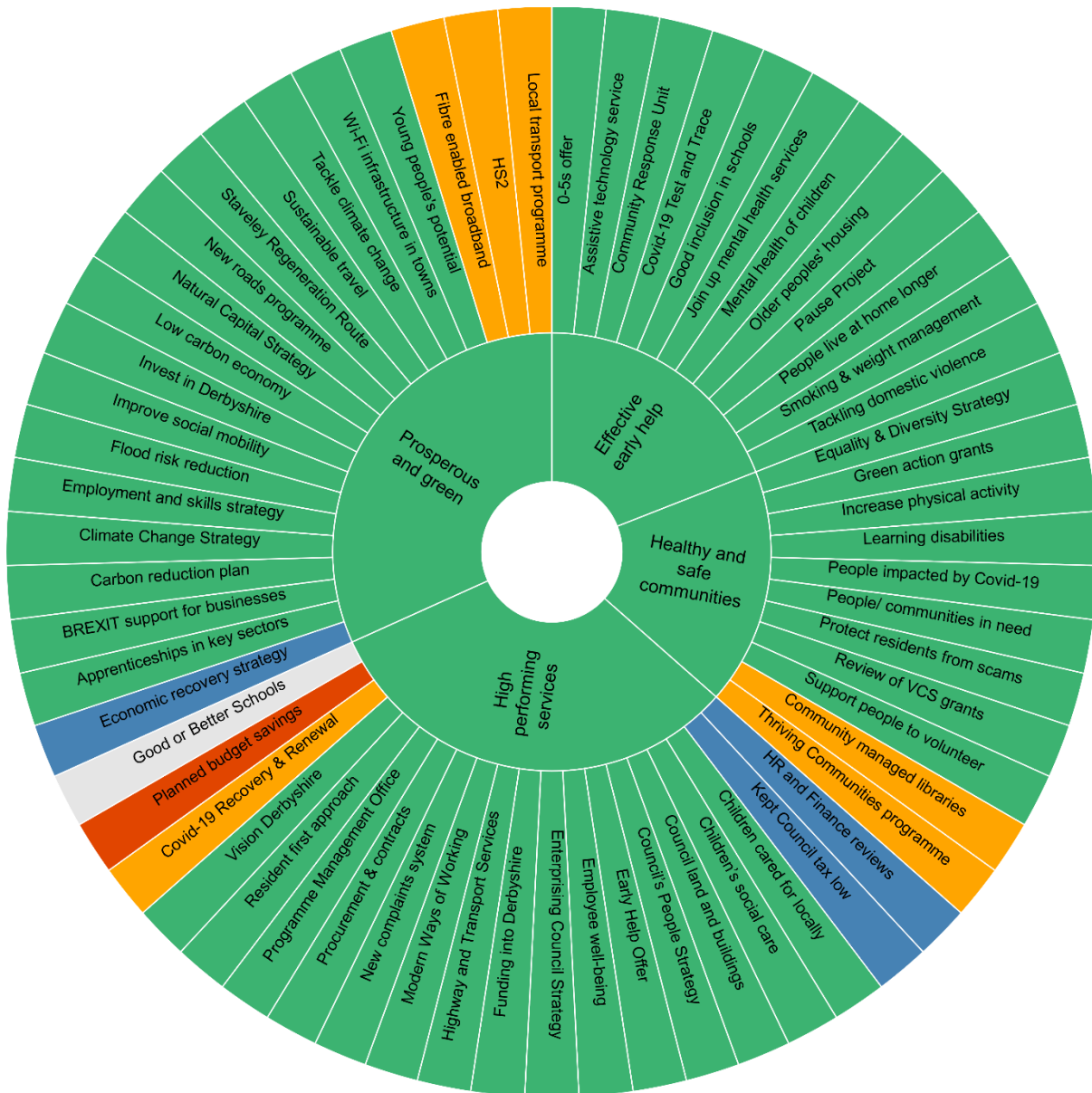
Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.
- 4.3 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 June 2021.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2021-22 as at 30 June 2021. 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 new Council Plan for 2021-25, which outlines the Council's priorities, key deliverables and performance measures, was developed and approved by Council in March 2021.
- 4.6 The performance report for Quarter 1 2021-22, which is attached at Appendix 3, sets out the progress the Council has made over the last quarter on each of the deliverables and key measures set out in the Council Plan.
- 4.7 The Council is performing well in delivering the new Council Plan, with 88% of the 63 deliverables in the Plan that have commenced showing good or strong progress. Only 10% have been rated as "Requiring Review" and one deliverable has been rated as "Requiring Action". One deliverable is awaiting information to enable the rating. Progress in delivering the Plan is shown in the graphic below.

Deliverable Progress



4.8 The graphic below visualises the performance against target for each measure by priority. For the fourteen key measures where data for 2021-22 against target is available, five have been rated as 'Good', with a further four rated as 'Strong', whilst two have been rated as "Requiring Review" and three as "Requiring Action".

Key Measures Against Target



Performance by priority

The resilient, healthy and safe communities priority shows overall “Good” performance for deliverables but “Requiring Review” based on the two rated measures.

Key areas of success are:

- Derbyshire residents have been supported with over 3,000 awards from the Derbyshire Discretionary fund.

- One-to-one support to over 80 vulnerable victims of scams has been provided.
- The Council has distributed £41,000 in grants from the Covid-19 Emergency fund.

Areas for consideration are:

- The reduction in the local presence of services and restrictions on community activity, as a result of the pandemic, has led to a delay to the Thriving Communities programme, meaning that there is some risk to achieving the roll-out into the additional eight communities within the programme timescale. Progress will be monitored and additional capacity may need to be considered, as appropriate.
- Covid-19 has delayed planned progress in transferring libraries to community management. With Covid-19 restrictions lifting, and services resuming, the Library Strategy will be relaunched in September 2021.

The high performing, value for money and resident focused services priority shows overall “Good” performance for deliverables but measures are rated as “Requiring Review” overall.

Key areas of success are:

- A new inspection of a children’s home means all ten are now rated as good or outstanding.
- Reviews of Human Resources and Finance functions are on track and will deliver expected savings.

Areas for consideration are:

- Quarter 1 figures for overall Council budget savings are £16.282m below target. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council’s financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.
- There were 40.5% of children’s social care reflective case review judgements rated as “Good” or “Outstanding”. The way social care cases are audited and graded has been changed this year, to give a more rounded oversight of practice. It is expected that as the number of reflective case reviews completed increases through the year, an increase in performance is anticipated, as we better gauge the quality of practice across children’s social care.

- Whilst the proportion of children returning home from care has increased this quarter, it is below target, and the average cost of children in care placements for 2020-21 is above the target set. Activity, particularly through work with Newton Europe, is progressing to identify opportunities to improve the outcomes of children, whilst also improving value for money.
- Work on the development of a long-term organisational recovery and renewal strategy was delayed due to the continued Covid-19 response, however the next phase of this work and renewal principles have now been agreed at Cabinet.

The effective early help for individuals and communities priority has all deliverables rated as “Good” and overall rating of “Strong” for the measures.

Key areas of success are:

- A wide range of activity to manage Covid-19 outbreaks has been carried out, including over 27,000 lateral flow tests in Council run sites.
- Following participation in Council run programmes, projected numbers show over 450 people are expected to achieve their four week quit target to stop smoking, and over 70 people are expected to achieve a 5% weight loss compared to the Quarter 1 target of 57.

Areas for consideration are:

- Data for the measures on Assistive technology and admissions to residential care is not available for Quarter 1 but further validation and cleansing work means the data should be available for Quarter 2 and performance against target will then be reported.

The priority of a prosperous and green Derbyshire shows overall “Good” performance for both deliverables and measures.

Key areas of success are:

- A wide range of activity in support of the Covid-19 Economic Recovery Strategy has been undertaken.
- Whilst still below target there has been a marked improvement in the number of defects completed with target.
- Initial phases of the Ashbourne Airfield and Hollis Lane link roads have been completed.

Areas of consideration are:

- The Integrated Rail Plan has been delayed until September, however the HS2 East group continue to lobby for completion of the whole project.
- There is no Gigabit top Up Voucher scheme activity to report at Quarter 1 as the Department for Digital, Culture, Media and Sport experienced delays with the launch of the scheme. This has, however, been resolved from July 2021.

Revenue Outturn Summary

4.09 The Council's forecast outturn for 2021-22 as at Quarter 1 (30 June 2021), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £378.684m and Public Health grant of £42.607m, other ring-fenced grants and income from other third parties and their associated spend.

	Budget	Use of MHCLG Covid-19 & SFC Grant Funding	Adjusted Budget	Forecast Actuals	Projected Outturn	Budget Performance
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	
Adult Care	260.279	4.661	264.940	265.978	1.038	🔴
Clean Growth and Regeneration	0.773	0.026	0.799	0.577	-0.222	🟢
Corporate Services and Budget	47.511	0.480	47.991	52.616	4.625	🔴
Children's Services and Safeguarding	140.236	4.850	145.086	150.854	5.768	🔴
Health and Communities	8.533	0.095	8.628	8.155	-0.473	🟢
Highways and Transport	30.685	0.889	31.574	34.171	2.597	🔴
Infrastructure & Environment	43.508	2.980	46.488	45.993	-0.495	🟢
Strategic Leadership, Culture, Tourism and Climate Change	12.729	0.079	12.808	12.977	0.169	🔴
Total Portfolio Outturn	544.254	14.060	558.314	571.321	13.007	🔴
Risk Management	20.289	0.000	20.289	9.813	-10.476	🟢
Debt Charges	28.734	0.000	28.734	27.958	-0.776	🟢
Interest and Dividend Income	-4.099	0.908	-3.191	-4.730	-1.539	🟢
Levies and Precepts	0.354	0.000	0.354	0.357	0.003	🔴
Corporate Adjustments	4.930	0.538	5.468	6.793	1.325	🔴
Total	594.462	15.506	609.968	611.512	1.544	🔴

4.10 The Covid-19 pandemic is continuing to have a significant impact on the Council's finances in 2021-22. A summary of these impacts is provided at Appendix 16.

- 4.11 An overall Council overspend of £1.544m is forecast, after accounting for use of £15.506m of non-ringfenced grant funding provided by the Ministry of Housing Communities & Local Government (MHCLG) to support local authorities with the impacts of the Covid-19 pandemic. This includes funding from:
- compensation for lost sales, fees and charges income claimable under the Government scheme announced on 2 July 2020, which has been extended to 30 June 2021; and
 - Covid-19 emergency grants of £15.337m awarded in 2021-22 and £11.248m awarded and brought forward from 2020-21.
- 4.12 Of the forecast £13.007m portfolio overspend, the significant variances are an overspend of £5.768m on the Children's Services and Safeguarding portfolio, a £4.625m overspend on the Corporate Services and Budget portfolio, a £2.597m overspend on the Highways and Transport portfolio and a £1.038m overspend on the Adult Care portfolio.
- 4.13 The forecast £5.768m overspend on the Children's Services and Safeguarding portfolio is primarily due to 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. Other factors contributing to the overspend include the price and the number of journeys associated with transporting children with educational needs to school and the safeguarding costs of supporting a greater number of children in care and children and families in need.
- 4.14 The Council plans to support the Children's Services and Safeguarding portfolio through allocations of a combination of ongoing budget growth and one-off funding to put these services on a sustainable financial footing by the time mitigation measures are able to stabilise the demand pressures on looked after children. Recent modelling suggests that demand is likely to level off by 2023-24.
- 4.15 The forecast £4.625m overspend on the Corporate Services and Budget portfolio is mainly due to current and prior-year savings targets which are not expected to be achieved in 2021-22, relating to the Corporate Property function, running costs on buildings that are awaiting disposal and a delay in the implementation of the new Legal Services operating model.

- 4.16 The forecast £2.597m overspend on the Highways and Transport portfolio relates to the Winter Service budget, which doesn't provide for more than a mild winter and to savings targets which have not yet been allocated to specific services.
- 4.17 The forecast £1.038m overspend on the Adult Care portfolio relates to Purchased Services costs driven by the number of new care packages required to be provided to assessed individuals.
- 4.18 There is a forecast underspend on corporate budgets in 2021-22. The underspend on the Risk Management budget relates mainly to a contingency amount of £8m set aside to mitigate general risks arising from the current uncertain environment resulting from Covid-19. An underspend on the Debt Charges budget is forecast as the portfolio of the Council's long-term loans is repaid and interest on this debt reduces. A favourable variance is forecast in the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Ltd. An overspend on Corporate adjustments is forecast as a result of adjustments arising from Education budgets funded from the Dedicated Schools Grant (DSG).
- 4.19 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.
- 4.20 The delivery of the Council's Five Year Financial Plan (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.

4.21 The General Reserve stands at £77.663m at 30 June 2021. There are commitments of £25.246m against this balance, set out in the table at paragraph 4.43 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 4.22 above. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.44 and 4.45 below.

Portfolio Costs

4.22 There is a forecast Council portfolio overspend of £13.007m, after the use of MHCLG Covid-19 grant funding for Covid-19 related costs incurred in 2021-22. The table at Appendix 16 shows the Covid-19 related costs across the portfolios as £14.060m. This is the forecast additional cost and lost income of the Council's response up to the end of March 2022, 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 16. Budget of £14.060m is forecast to be 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.

4.23 Portfolio costs are explained in more detail in Appendices 4 to 11.

Risk Management Budget

4.24 There is a forecast underspend on the Risk Management Budget of £10.476m in 2021-22.

4.25 The Risk Management Budget of £20.289m includes:

- £12.203m of contingency funding set aside in the 2021-22 Revenue Budget. This comprises:
 - £8.390m general contingency;
 - £2.313m for a pay award; and
 - £1.500m for 2021-22 County Council election costs
- £1.500m of one-off funding approved in the Council's 2021-22 Revenue Budget to pump prime the development of an Assistive Technology service. These funds were returned unused from the Adult Care portfolio as the portfolio was able to alternatively finance this initiative from its underspend in 2020-21.

- £6.000m of Covid-19 Local Support grant. An additional grant to the non-ringfenced grants that had been announced when the 2021-22 Revenue Budget was approved by Council on 3 February 2021.
- £0.585m of ongoing Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth, which had not been utilised by 31 March 2021, returned from the Adult Care portfolio.

4.26 The forecast expenditure of £9.813m on the Risk Management Budget is:

- £6.000m utilisation of the Covid-19 Local Support Grant.
- £2.313m draw-down of contingency funding for a pay award.
- £1.500m draw-down of contingency funding for election costs.

Debt Charges

4.27 The Debt Charges budget is forecast to be underspent by £0.776m in 2021-22.

4.28 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 £7.000m 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.

Interest and Dividend Income

4.29 Interest and dividend income budgets are forecast to be underspent by £1.539m in 2021-22.

4.30 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.

4.31 A projected decrease of £0.654m in dividend income on the Council's investments in pooled funds, compared to 2019-20, is forecast to be supported by the use of MHCLG Covid-19 grant funding. Pooled fund investments have been held for the whole financial year to date.

4.32 The interest rate on the loan to Buxton Crescent Ltd has been reduced in recognition of the fact that the revenues from Buxton Crescent hotel

are expected to be significantly lower than anticipated because of the impacts of Covid-19. The resulting decrease of £0.254m interest income accruing to this loan in 2021-22 is forecast to be funded using MHCLG Covid-19 grant funding.

Corporate Adjustments

- 4.33 There is a forecast overspend of £1.325m on Corporate Adjustments in 2021-22.
- 4.34 There is forecast to be an overspend of £1.401m arising from the difference between controllable and uncontrollable Education budgets funded from the Dedicated Schools Grant (DSG).
- 4.35 The interest income accruing to the loan to Buxton Crescent Ltd for the period April 2021 to September 2021 is expected to be written off in recognition of the fact that the revenues from Buxton Crescent hotel are expected to be significantly lower than anticipated because of the impacts of Covid-19. This is forecasted to be funded using £0.145m of MHCLG Covid-19 grant funding.
- 4.36 Only £0.632m of the allocated £1.000m savings target is forecast to be 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. £0.368m of MHCLG Covid-19 grant funding is forecast to be allocated to reimburse the cost of this savings target which can no longer be achieved.

Budget Savings

- 4.37 A summary of the achievement of budget savings targets is provided at Appendix 14. The budget savings target for 2021-22 is £13.291m, with a further £12.768m target brought forward from previous years. The savings initiatives identified to meet this target fall short by £9.604m, therefore further proposals will need to be brought forward to ensure the Council continues to balance its budget. Of this total target of £26.059m, £9.777m is forecast to be achieved by the end of the financial year. Therefore, there is a £16.282m forecast shortfall in achievement of budget savings. The resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

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

Earmarked Reserves

4.39 Earmarked reserves are held to meet known or predicted liabilities and the funds should be used for the item for which they have been set aside. Any funds no longer required are returned to the General Reserve. The Council reviews the level of earmarked reserves at least annually. The next review of earmarked reserves is scheduled to take place in Autumn 2021.

4.40 A summary of outstanding balances on the Council's earmarked reserves as at 30 June 2021 is set out in Appendix 13.

4.41 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 or is held as a receipt in advance. This will enable this funding to be used for relevant expenditure over the two-year period 2020-21 to 2021-22.

4.42 A complete register of funding available for use to meet Covid-19 related costs in 2021-22 is disclosed in Appendix 16.

General Reserve

4.43 The General Reserve stands at £77.663m at 30 June 2021. The level of General Reserve is £50.873m, after the commitments below and the forecast outturn for 2021-22, which is 8.9% of the Council's Net Budget Requirement for 2021-22. The commitments held against this balance are as follows:

General Reserve

	£m
Balance at 30 June 2021	77.663
Less: 2020-21 Outturn 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)
Balance at 30 June 2021 after Outturn allocations	52.417
Projected Outturn 2021-22	(1.544)
Forecast Balance at 31 March 2022	50.873

Net Budget Requirement 2021-22 **572.475**

General Reserve Balance as % of NBR at 31 March 2022 **8.89%**

4.44 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.

4.45 The majority of chief financial officers consider an acceptable level of generally available reserves to be one that reflects a risk-based approach to 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 30 June 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

4.46 A summary of each of the individual portfolio performance and outturn positions for 2021-22 is detailed in Appendices 4 to 11.

4.47 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.

Traded Services

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

4.49 'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income. An overall deficit of £0.225m is forecast for 2021-22 on fully traded areas across the Council as a whole.

4.50 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. An overall shortfall of £0.088m compared to the budgeted income target is forecast for 2021-22 on partially traded areas across the Council as a whole.

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

5. Consultation

5.1 No consultation is required.

6. Alternative Options Considered

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

7. Implications

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

8. Background Papers

- 8.1 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 2021-22 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 and Budget - Portfolio Summary
- 9.7 Appendix 7 – Children’s Services and Safeguarding - Portfolio Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Traded Services
- 9.13 Appendix 13 – Earmarked Reserves
- 9.14 Appendix 14 – Budget Savings Monitoring 2021-22
- 9.15 Appendix 15 – Aged Debt
- 9.16 Appendix 16 – Covid-19 Financial Impacts and Funding

10. Recommendations

That Audit Committee:

- 10.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2021-22 as at 30 June 2021 (Quarter 1);
- 10.2 Notes the position on General and Earmarked Reserves.

11. Reasons for Recommendations

- 11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2021-22. The outturn position supports the development of budgets in both the short and medium term.
- 11.2 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.
- 11.3 The balance of both the General and Earmarked Reserves support good financial planning.

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

- 12.1 No

Report Authors:

Sam Holmes
Eleanor Scriven
Matthew Walters
Simon Pape
Esther Croll

Contact details:

Samuel.Holmes@derbyshire.gov.uk
Eleanor.Scriven@derbyshire.gov.uk
Matthew.Walters@derbyshire.gov.uk
Simon.Pape@derbyshire.gov.uk
Esther.Croll@derbyshire.gov.uk

This report has been approved by the following officers:

On behalf of:

Director of Legal Services and Monitoring Officer
Director of Finance and ICT
Managing Executive Director

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.






6.2 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.

Appendix 2

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.	

Derbyshire County Council

Appendix 3



Council Plan 2021-25

Performance Report
Quarter 1 2021-22

Introduction





Welcome to the Council's performance report on the Council Plan 2021-25, for Quarter 1 2021-22. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. Our key priorities are:

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

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

Reporting Performance

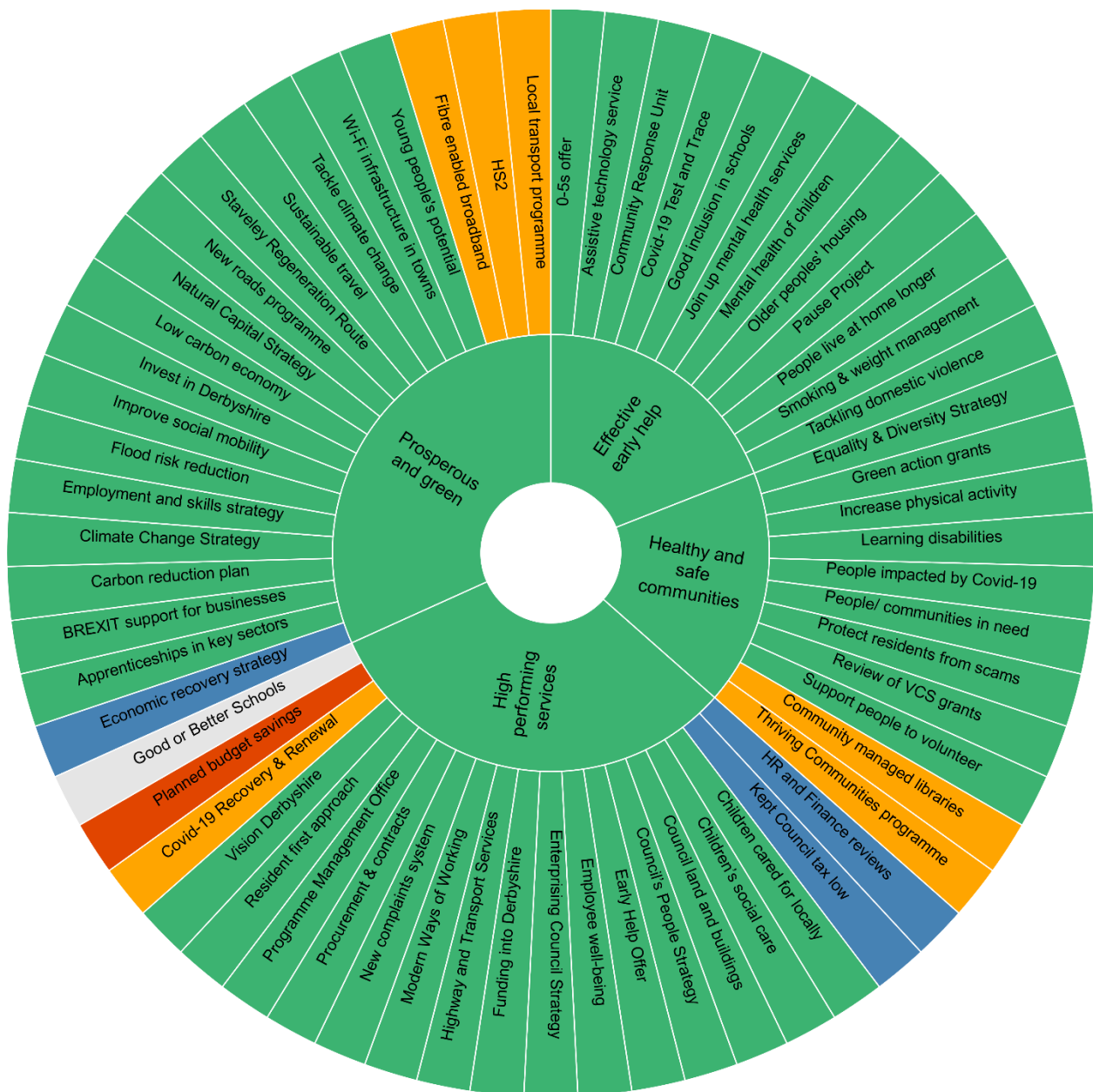
Progress on our Council Plan deliverables and key measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

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

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

Deliverable Overview

Good progress has been made in delivering the Council Plan during Quarter 1 2021-22. Of the 63 deliverables in the Plan that have started implementation, 83% have been rated as 'Good', with a further 5% rated as 'Strong'. Only 10% have been rated as 'Requiring Review' and 2% as 'Requiring Action'. A graphical representation of the Council's performance for Quarter 1 against its priorities (inner wheel) and deliverables (outer wheel) is below. The colours in each segment show the progress the Council is making during 2021-22. The deliverable to achieve all planned budget savings is grey as Quarter 1 data is awaited. The deliverable on supporting schools to be judged good or better by Ofsted is grey as Ofsted school inspections have been suspended and will not resume until Autumn 2021.








Key Measure Overview

A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the fourteen key measures with data, five have been rated as 'Good', with a further four rated as 'Strong'. Only two have been rated as 'Requiring Review' and three as 'Requiring Action'. Measures which are grey currently have no data available for 2021-22.



Appendix 3

Key Measures Updated for Quarter 1 2021-22

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Jun-2021	197	130	
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Jun-2021	18	24	
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Jun-2021	100.0%	91.0%	
Number of approved fostering households	Jun-2021	319	350	
Percentage of children's social care reflective case review judgements rated as 'Good' or 'Outstanding'	Jun-2021	40.5%	Baseline	
Percentage of children returning home after a period of being in care	Jun-2021	15.1%	18.0%	
Employee sickness absence	May-2021	4.4%	Baseline	
Average number of days lost per appointment to sickness (Council, not including schools)	Jun-2021	8.8	9.0	
Amount of money raised from the disposal of land and buildings	Jun-2021	£0	£0	
Projected percentage of annual budget savings achieved	Jun-2021	37.5%	100.0%	
Number of participants in Council delivered stop smoking programmes who stop smoking	Jun-2021	466	300	
Number participants in Council weight management programmes who achieve 5% weight loss	Jun-2021	74	57	
Number of older people and disabled people able to access short term assistance to regain or increase independence	Jun-2021	885	897	
Total amount of expenditure on the delivery of the Local Transport Programme	Jun-2021	5,000,000	5,000,000	
Percentage of defects completed within target	Jun-2021	85.6%	90.0%	
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	May-2021	95.7%	96.0%	

Key Measures with new data for Quarter 4 2020-21


Key Measure	Date	Actual	Target	Performance
Percentage of identified pregnant women receiving an antenatal contact	Mar-2021	93.5%	Not set	
Percentage of infants receiving a new baby review between 10-14 days	Mar-2021	96.9%	Not set	

Performance – Trend over Time

Deliverables

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
 Strong	3			
 Good	52			
 Review	6			
 Action	1			

Measures

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
 Strong	4			
 Good	5			
 Review	2			
 Action	3			

Deliverables and Measures rated as “Requiring Action”

People with a learning disability moving from 24-hour care

Progress is being made to support people with a learning disability and/or who are autistic to move from a short term residential placement to a supported living long term home within local communities. 18 people have moved so far which is below target however this has been impacted by the national guidance concerning social distancing. It is anticipated that accelerated progress will be made during the rest of the year.

Children returning home from care

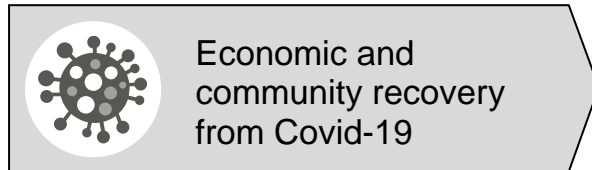
Some progress has been made this quarter. The proportion of children returning home to live with parents or another person with parental responsibility as part of the care planning process has increased from 14.8% at the end of Quarter 4 to 15.0% at the end of Quarter 1. The target for this measure is to be above the national average 18% which related to 2019-20. The recommendations from our children's services evaluation will start to be implemented in September 2021 and it is anticipated that this work will impact positively on outcomes for children in care.

Kept on track to achieve all planned budget savings in the medium term

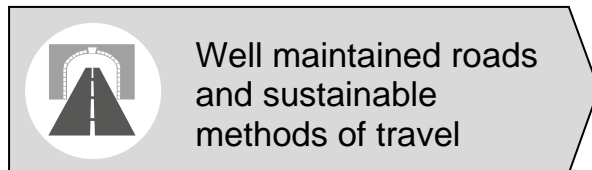
The Quarter 1 position shows a projected achievement of savings of £9.777m, substantially short of the target of £26.059m. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council's financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.

Headline Initiatives

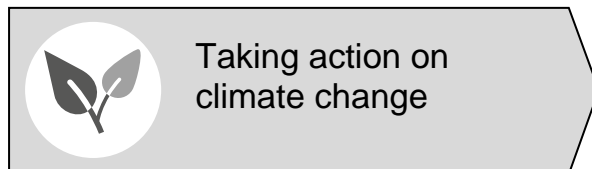
The following activity in support of our headline initiatives has taken place over this quarter – we have



- Extended the Growth Hub Project to provide business advice and support for an extra 18 months
- Distributed £41,000 worth of grants from the Covid Emergency Fund to support small groups and organisations
- Launched the Green Entrepreneur fund to support innovation in low carbon technologies
- Made available £200m of funding for secondary schools to deliver face to face summer schools this year
- Provided advice, information and guidance to support the safe re-opening of different activities

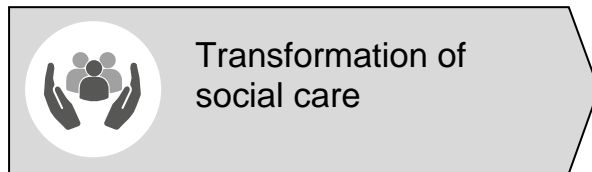


- Delivered £1m of highways surface treatment work
- Completed work to fix 7,618 road defects
- Created new opportunities in local areas for active travel and recreational cycling
- Completed the first phases of the Ashbourne Airfield and Hollis Lane link roads

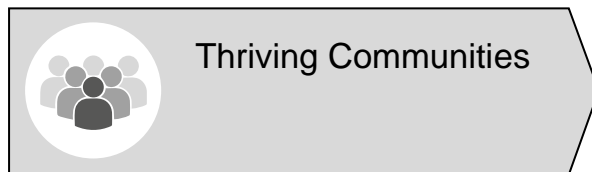


- Set out priorities for the next steps to tackle climate change
- Set targets for reductions in staff travel to reflect new ways of working developed during Covid-19
- Started work on the Natural Capital Strategy for Derbyshire

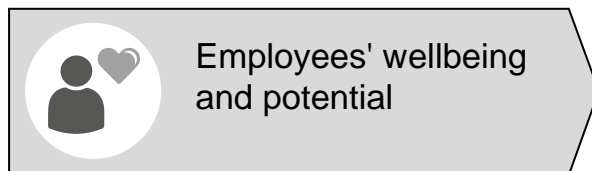
Appendix 3



- Supported 897 people to access the enhanced reablement service, helping people to increase their independence and remain part of their local communities
- Supported 18 people with learning disabilities to move from a short term residential placement to a supported living long term home with local communities, working towards our end of year target of 60
- Continued to pilot the brain in hand app with 25 clients to date, providing digital self-management technology, which, combined with human support, helps people live more independently



- Supported growth of the Thriving Communities approach in Cotmanhay, Shirebrook, Gamesley and Newhall
- Put in place plans to extend the approach to Langley Mill, Staveley, Ashbourne and to homelessness
- Provided support in communities such as delivering meals, raising donations for people in crisis and helping prepare peoples' homes for return from hospital



- Supported employees to reduce sickness absence with an average of 8.8 days absence against a reduced target of 9 for this year
- Engaged with employees to help design new approaches to agile and flexible working
- Offered an extended range of leadership apprenticeships to employees, supporting their personal aspirations and professional development
- Engaged with employees to help design new approaches to agile and flexible working
- Offered an extended range of leadership apprenticeships to employees, supporting their personal aspirations and professional development

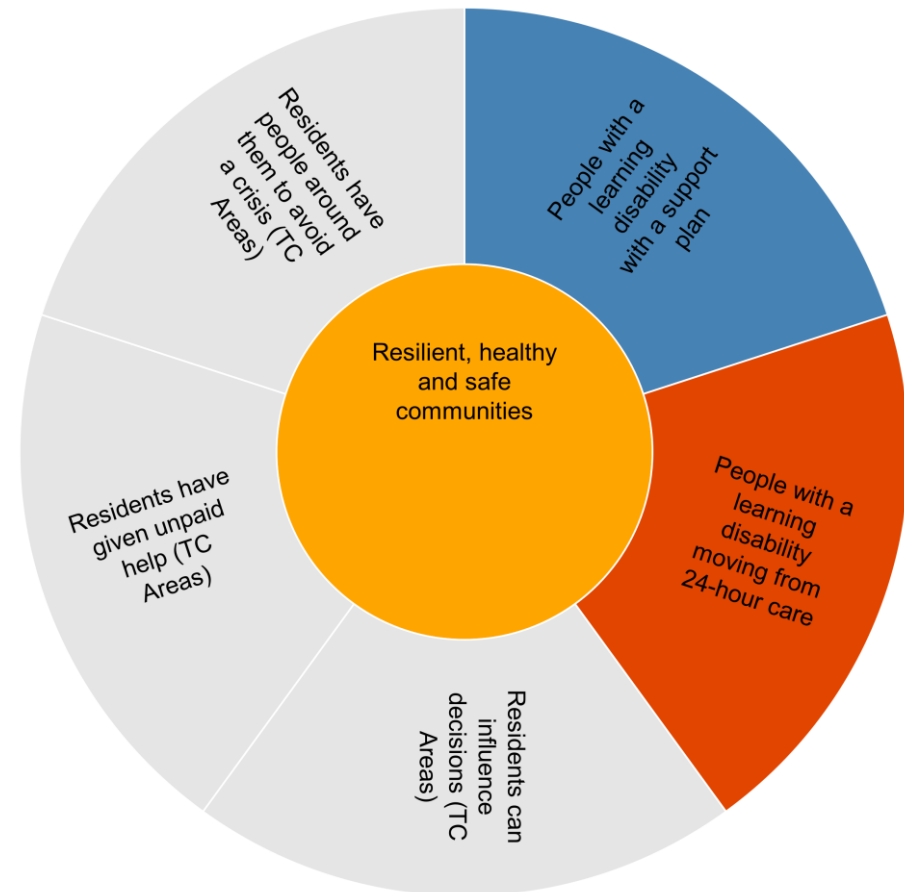
Resilient, healthy and safe communities

Overview

Deliverable Progress



Key Measures



Appendix 3

This priority shows overall “Good” progress for deliverables but measures are rated as “Review” based on 2 rated measures.

Appendix 3

Progress on our deliverables and key measures

■ Worked with communities in a further 8 areas across the county as part of the Thriving Communities programme, listening to and understanding their needs and working together to ensure they thrive

Rating: Review

Expected completion date: 31 Mar 2022

The new Thriving Communities Board has been established with the commitment to drive forward the approach within communities across Derbyshire. A structured programme of Board sessions, designed to close the gap between the system and communities, has already begun to create a dynamic relationship between strategic leaders and practical local activity.

The Board agreed to support continued growth of the Thriving Communities approach in Cotmanhay, Shirebrook, Gamesley and Newhall and to expand work, initially, into four new areas, Langley Mill, Staveley, Ashbourne (and surrounding areas) and homelessness. Work which had been paused in Danesmoor/ Clay Cross due to a lack of capacity and interest locally will remain on hold.

Board members have entered into in-depth dialogue about embedding the approach by receiving insight about the current situation in local communities, how public services are collaborating with local people (and each other) and the opportunities and challenges this presents in shifting culture to Thriving Ways of Working. This has been made more difficult during the pandemic, as the approach is grounded in creating human relationships and working practically together to find and release the potential of people and communities at the local level in community spaces.

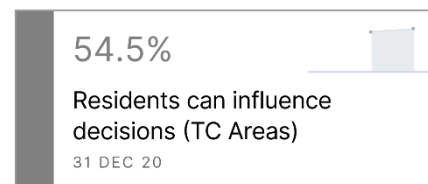
The reduction in the local presence of services and restrictions on community activity as a result of the pandemic has led to a delay to the programme, meaning that there is some risk to achieving the roll-out into the additional 8 communities within the programme timescale. Progress will be monitored and additional capacity may need to be considered as appropriate.

Establishing the Board however has been extremely successful, supported by developments including:

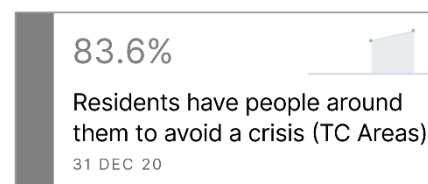
A set of Thriving Communities Guidebooks which have been created to outline the model, ways of working, story, methodology and tools for practical application, alongside a bespoke evaluation framework which is being used to baseline and monitor progress in shifting culture and practice at all levels;

Three successful dialogue-based sessions have been run, and attended by both board members and a range of officers in management and frontline roles.

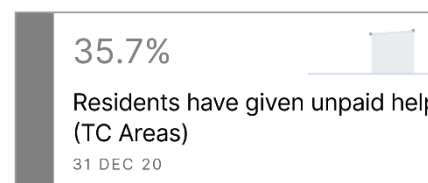
Thriving Communities 'Connected Teams' have continued to fill gaps locally, providing support such as personal care, delivering meals, raising donations for people in crisis, helping prepare peoples' homes for return from hospital and offering a welcoming 'place to go' for any local issues. They



2019-2020	51.1%
2020-2021	54.5%
Target 20-21	58.0%
Performance	■
2021-2022	Due in Q3
Target 21-22	55.0%



2019-2020	64.2%
2020-2021	83.6%
Target 20-21	70.0%
Performance	★
2021-2022	Due in Q3
Target 21-22	70.0%



2019-2020	33.1%
2020-2021	35.7%
Target 20-21	32.0%
Performance	★
2021-2022	Due in Q3
Target 21-22	36.0%

Appendix 3

have been a lifeline for those without family or support networks and have provided a bridge between local people and services. They are active in helping partners to understand the root cause of problems (e.g. drug problems, assaults, gangs causing property damage) and create local solutions. They are also helping to bring new opportunities into communities by providing a way for local employers to connect with people and generating investment via external funding and donations.

The three survey questions will be included in annual residents survey will take place during Quarter 3. This will provide updated responses figures for the established Thriving Communities areas against targets for 2021-22 set in line with previous performance and trends.

Worked with partners through the Active Derbyshire network to increase the number of people in local communities taking part in physical activity, including reviewing and updating the Derbyshire Cycle Plan

Rating: Good

Expected completion date: 31 Mar 2022

The Active Derbyshire network has been expanded through the development of the Talking Space virtual platform. The platform has engaged a much broader number of partners from across the physical activity system. The platform has enabled themed discussions to be held, which have helped partners understand and connect with inactive people and communities. The network has also enabled over £400,000 of external funding from Sport England's Tackling Inequality Fund and Young Peoples Fund to be delivered in the county.

In terms of the Derbyshire Cycle Plan a review is currently progressing. A key deliverable of the Plan has been the increased activity around cycling at a local level. Active Derbyshire has worked with Local Authorities, Public Health and the Council's Sustainable Travel colleagues to enable the local system to come together and create new opportunities for active travel and recreational cycling.

Provided support to people and communities in need, including financial help from our discretionary fund, and support for those affected by flooding

Rating: Good

Expected completion date: 31 Mar 2022

The Derbyshire Discretionary Fund has supported Derbyshire residents with 3,126 awards in Quarter 1. There were 2,622 awards of Emergency Cash Payments; 216 awards of Exceptional Pressure Grants; 153 awards under the Covid Winter Grant Scheme funding that ended on 16 April 2021; and 135 awards under the Covid Support Payments provision which began on 11 May 2021. There have been no instances of flooding hardship this quarter.

Appendix 3

Put in place a new Equality and Diversity Strategy, setting out priority actions the Council will take to reduce discrimination and tackle inequalities

Rating: Good

Expected completion date: 31 Mar 2022

Following a preliminary workshop and discussions across the Council, a set of initial draft equality and diversity priorities have been identified. These have formed the basis of the initial draft Equality and Diversity Strategy 2021-25 which is currently in development. Engagement on the proposed draft Strategy with workshop participants and other stakeholders will take place over coming months with public consultation on the draft Strategy planned for Autumn 2021. The final Equality and Diversity Strategy will be presented for adoption by full Council in February 2022.

Provided targeted support to protect residents who are most susceptible to scams, fraud and financial abuse

Rating: Good

Expected completion date: 31 Mar 2022

Officers have responded to more than 300 referrals from the National Trading Standards Scams Team and other local partners to respond to referrals for help and support. Over 80 vulnerable residents have received one-to-one support to help them recognise current scams, and where a client has been a victim, Trading Standards have intervened with banks and other businesses to seek compensation and refunds. In addition Trading Standards have continued to install call blocker devices at the homes of those most residents that are most vulnerable. These devices have so far prevented over 100,000 nuisance and scam calls since the installations started.

Provided green grants to community projects to support investment in sustainable and green community activity

Rating: Good

Expected completion date: 31 Mar 2022

Work has taken place to develop and bring forward proposals on the creation of a new grants programme which will provide the opportunity for the Council to create an ongoing approach to the distribution of any grants it may wish to award to meet identified priorities.

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 Voluntary and Community Sector, can make best use of available funding.

The recently formed Grants Board is currently overseeing the review process and developing the Council's future approach. A significant amount of work is needed before the launch of any new programme including the development of technical guidance, production of materials, toolkits, FAQ's and application forms. This could also include a Grants Management System, dedicated officer capacity which will need to be developed in the coming months to support the new approach.

Appendix 3

Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the Covid-19 pandemic

Rating: Good

Expected completion date: 30 Sep 2022

In its very early stages, officers have been working on the scope of this Council Plan priority to ensure that the full depth and breadth of the opportunities of increasing volunteering can be discussed before work is taken forward. There are a number of services already benefitting from the assistance of volunteers and it essential that all approaches are considered as this priority is developed. Discussions on this priority will be held with senior officers at the earliest possible opportunity.

Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic

Rating: Good

Expected completion date: 31 Mar 2022

Public Health continues to work alongside the Local Resilience Forum partners across Derbyshire to support communities to recover from the pandemic. We have continued to make funding available to small groups and organisations via the COVID Emergency Fund, which ended on 30 June 2021. In Quarter 1 the fund distributed £41,000 in grants. In addition, we have engaged at a locality level to support communities in the response to Covid-19 and have an established Community Champions network in place who can share the latest updates in relation to Covid-19 information and advice. Public Health continues to provide appropriate advice, information and guidance to support the safe re-opening of different activities. We have conducted and supported surveys of residents and the third sector to improve our understanding of the impact of the pandemic on people and organisations across Derbyshire.

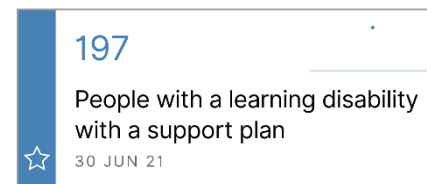
Appendix 3

✔ Worked with people with learning disabilities and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

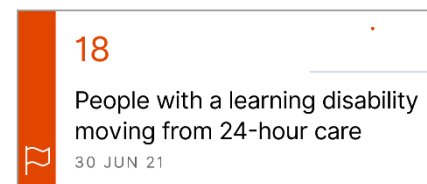
Rating: Good

Expected completion date: 31 Mar 2023

During Quarter 1 there has been a continued focus on the Better Lives programme of work. The central team of practitioners have now actively worked with 317 people with a learning disability or who are autistic. Of these people, 197 have a new outcome focused support plan in place, with 99 choosing to take up an element of a different community offer. The community connector service is now re-established and all 197 people have been approached regarding a digital solution using everyday technology to connect. 7 building based offers remain open, although actual attendance remains limited due to capacity constraints to ensure the offer is Covid secure. 50 people are now accessing on line activities provided by our day centres. 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. 18 people have moved so far which is below target however this has been impacted by the national guidance concerning social distancing.



2021-2022	197
Target	130
Performance	



2021-2022	18
Target	24
Performance	

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

Rating: Review

Expected completion date: 31 Oct 2024

The first stage of implementation is focused upon transferring the 20 libraries and two mobile libraries over to community management. 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 tentative date has been set for the transfer of Woodville library on 21 August 2021. The library service is exploring the best way forward in view of the continuing Covid-19 restrictions alongside the Library Strategy which will be relaunched in September 2021.

✔ Finalised the review of voluntary and community sector grants and established a consistent approach to future funding to support the sector to recover well, grow and thrive

Rating: Good

Expected completion date: 31 Mar 2022

Work has continued on the Voluntary and Community Sector (VCS) Grant Funding Review, implementing the plans developed in Quarter 4 of 2020-21 to ensure that momentum is maintained on the review and ensure key pieces of work across the review have commenced.

Appendix 3

Officers have continued to develop and embed the new approach for investing in VCS infrastructure to support and has undertaken critical first monitoring meetings with all 13 providers to understand the work providers are undertaking as part of the new approach. Given the ongoing nature of the pandemic and the sector's role in providing a vital community response, work has been undertaken to securing funding for infrastructure organisations for an additional six-month period at a total cost of £226,114 has been critical.

To ensure that there is adequate VCS infrastructure in place to provide ongoing support to response, recovery and resurgence regarding the pandemic, work has been undertaken with Public Health to secure funding for infrastructure providers to ensure adequate capacity to support those identified as clinically extremely vulnerable (CEV) whilst providers pivot back towards their core infrastructure. These proposals, totalling £250,000 will be brought forward in the coming months.

The Council has continued to make usual grant payments during the Covid-19 crisis and has maintained regular contact with relevant organisations. Throughout the period of the pandemic preparatory work for the grants review has been undertaken to establish a baseline of current awards and to develop options appraisals to assist both internal discussions and engagement and consultation with groups at the appropriate time about future funding arrangements.

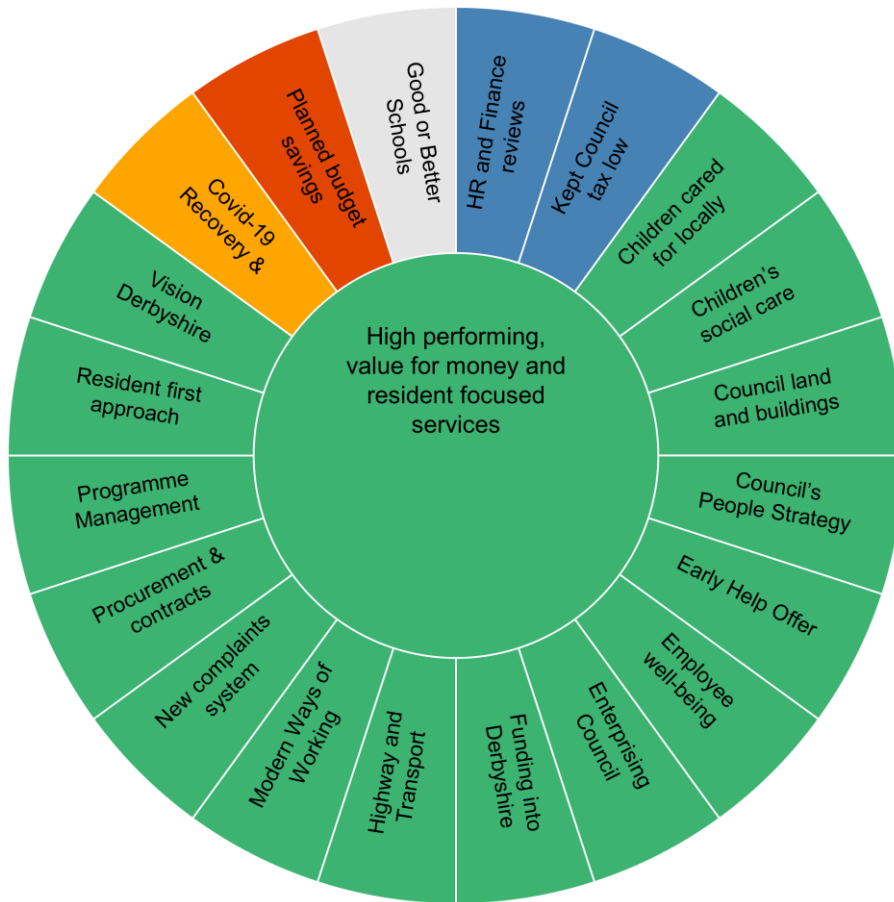
Organisations are still under significant pressure as a result of the pandemic and work has been undertaken to secure £378,936 funding to ensure the security and stability of the sector is maintained in the interim for a period of six months from 1 October 2021 - 31 March 2022.

Work has also continued to establish a new, single approach to voluntary and community sector grant funding for the Council. Five working groups have been established, with representatives from across the Council, to deliver new policies, processes, rules, regulations and digital infrastructure to support consistent and coordinated development and administration of grant funding to the VCS. This will support the whole Council to improve its funding arrangements with the sector to allow it to recover well from the impact of the pandemic and thrive in the future.

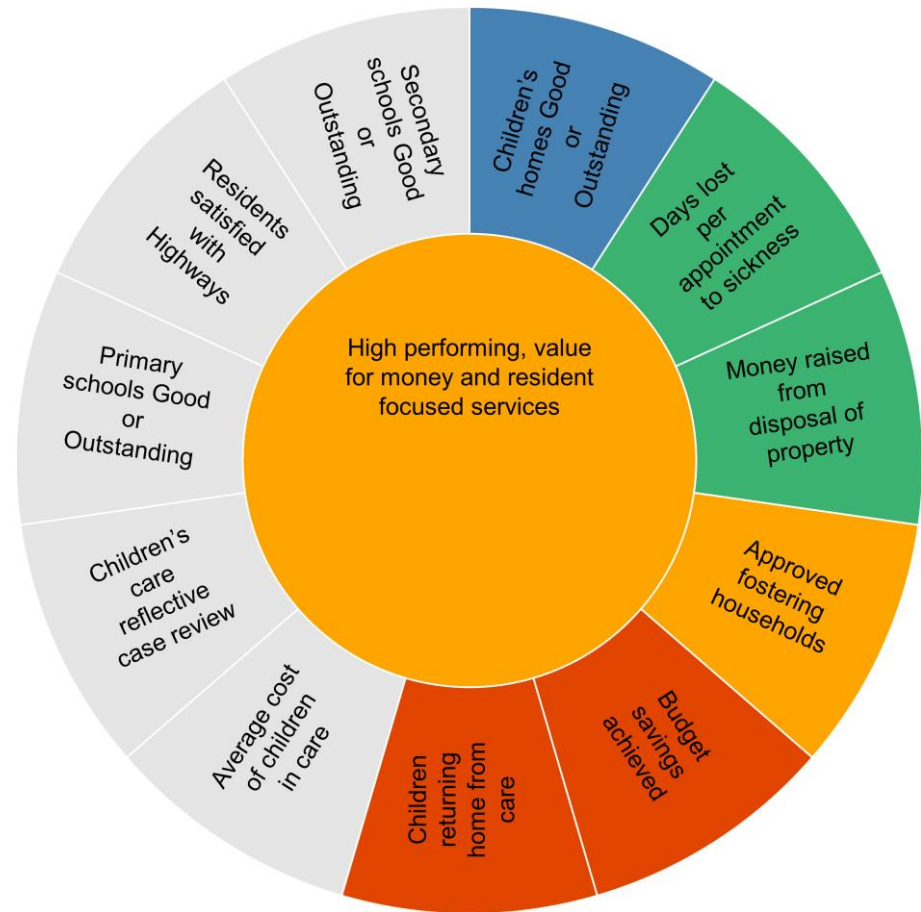
High performing, value for money and resident focused services

Overview

Deliverable Progress



Key Measures



Appendix 3

This priority shows overall “Good” progress for deliverables but measures are rated as “Review” based on 6 rated measures.

Appendix 3

Progress on our deliverables and key measures

Worked with schools to ensure that the percentage of children in Derbyshire schools which are 'Good' or 'Outstanding' is in line with the national average

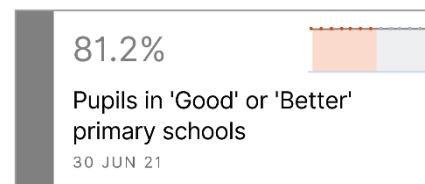
Rating:

Expected completion date: 31 Mar 2025

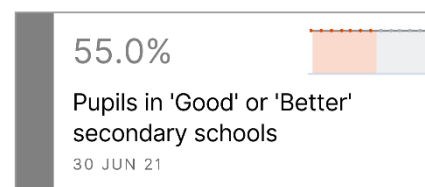
There have been no graded inspections during the Covid-19 pandemic but Ofsted has monitored schools that have been judged as requiring improvement or inadequate to check for progress towards being judged as good overall.

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 81.2% with performance being below the national average of 88.2% and Derbyshire being ranked 132 nationally. The percentage of secondary aged pupils attending schools judged to be good or better was 55% with performance significantly below the national average (79.5%) with Derbyshire ranked 135 nationally.

Ofsted have confirmed that their full programme of graded school inspections will resume in autumn 2021. 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.



2019-2020	80.7%
2020-2021	81.2%
2021-2022	81.2%
Target	84.0%
National Benchmark	88.2%



2019-2020	54.9%
2020-2021	55.0%
2021-2022	55.0%
Target	68.0%
National Benchmark	79.6%

Appendix 3

✓ Increased the number of council foster carers and improved the availability of high quality children's homes within Derbyshire, so that more children are cared for locally

Rating: Good

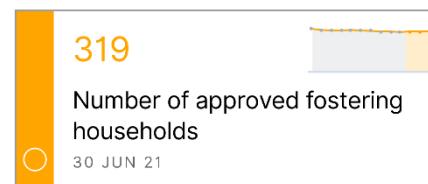
Expected completion date: 31 Mar 2022

The inspection regime has recommenced for children's homes and one of Derbyshire's children's homes has now moved into the 'good' category from 'requires improvement' which is really positive. At this time all 10 of Derbyshire's children's homes which have been inspected are rated good or outstanding. Two additional homes are awaiting their first inspection. One was deregistered due to closure for refurbishment. This home has now reopened and the refurbishment has resulted in a very beautiful home for children. The second new home, Spring cottage, is also awaiting it's first inspection.

The number of approved fostering households has increased this quarter from 312 at the end of March to 319 at the end of June. We continue to monitor and scrutinise the impact of our revised fostering recruitment campaign and continue in our activity to improve retention rates by strengthening the intensity of support in the first year of fostering. The service is currently working on a Fostering Service Modernisation Programme to ensure that our Fostering Service continues to build on its strengths while ensuring that it is in the best position to grow the service and care for more children in high-quality family placements, against the backdrop of an increasingly competitive market.



2019-2020	83.9%
2020-2021	83.9%
2021-2022	100.0%
Target	91.0%
Performance	★



2020-2021	312
2021-2022	319
Target	350
Performance	🟡

✓ Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire

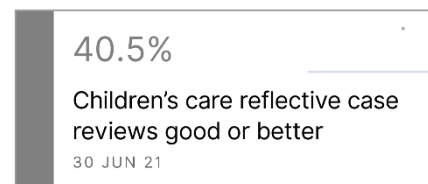
Rating: Good

Expected completion date: 31 Mar 2022

We continue to see positive impact from the changes we have implemented across early help and safeguarding services with improving practice consistency and solid performance across a range of performance measures. Our improvement priority action plan which was established to drive greater consistency in practice and improvements in delivery of services in children's social care, has recently had a refresh and we continue to make good progress in delivering the actions identified.

This will ensure that the focus of activity to strengthen practice continues to be in the right places and at the right time.

Demand levels in social care continue to be closely monitored to ensure that services are alert to any indicators of change. Currently the situation remains stable around numbers of referrals into the service. However the number of children being admitted to care has followed an upward trajectory with more children being admitted at an older age due to increasing mental health and wellbeing concerns including stress in families leading to higher levels of aggression and violence. Good progress has been achieved in establishing a sustainable workforce. Recent targeted recruitment of social



2020-2021	57.3%
2021-2022	40.5%
Target	Baseline

Appendix 3

workers in the south of the county has been fruitful and this should result in a reduction in agency staffing. A stable, well trained and supported workforce is key to high quality help and support for families across Derbyshire.

We have changed the way we audit and grade our social care cases this year. Reflective case reviews have replaced our previous audit approach. These provide us with a more rounded oversight of practice informed by the views of practitioners, children and parents. Previous audits were assigned an overall grade. With our new reflective case reviews, individual sections are graded giving greater granularity about quality of practice. As the number of reflective case reviews completed increases through the year, we anticipate an increase in performance as we better gauge the quality of practice across social care. Performance this year is not directly comparable with previous years and a new target will be set for quarter 2 when we will have completed more reflective case reviews.

✔ **Implemented recommendations from our children’s services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure**

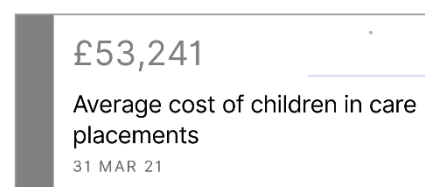
Rating: Good

Expected completion date: 31 Mar 2022

During 2020 the Council commissioned some time-limited Children's Diagnostic work from Newton Europe to help us explore potential opportunities for some of our most challenging areas. Newton Europe also provided predictions in demand arising from Covid-19 during this period. The diagnostic work focussed on safeguarding and early help pathways and decision-making, placements and commissioning, children's disability pathway and home to school transport. This activity included data analysis, workshops with relevant staff, case reviews and research. Following the findings of this work, the Council is entering into the next phase to take these findings forward with a transformational programme of work across Children's Services. Work has already commenced on the design phase this quarter, looking at how the Council can improve the outcomes for vulnerable children, young people and families being supported by the authority. This stage will lead into the implementation phase which will commence in September 2021.



2019-2020	19.0%
2020-2021	16.2%
2021-2022	15.1%
Target	18.0%
Performance	



2019-2020	£46,091
2020-2021	£53,241
Target 20-21	£41,000
Target 21-22	£41,000

The proportion of children returning home to live with parents or another person with parental responsibility as part of the care planning process has increased from 14.8% at the end of Quarter 4 to 15.0% at the end of Quarter 1. The target for this measure is to be above the national average. Performance is below the latest national figure of 18% which related to 2019-20. The national figure for 2020-21 will be published in December. The average cost of children in care placements is an annual indicator. The last update and rating is from Quarter 4 2020-21. We continue to face pressure from the rising cost of placements for children in care. We are progressing activity to identify opportunities, particularly through our work with Newton Europe, to improve the experiences and outcomes for children whilst also improving value for money. Data for 2021-22 will not be available until Quarter 4.

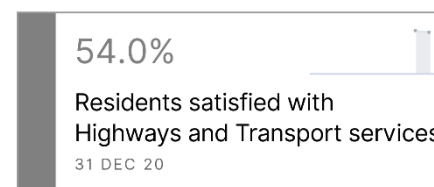
Appendix 3

✓ Increased the levels of customer satisfaction in the Council's Highway Service

Rating: Good

Expected completion date: 31 Mar 2022

Customer satisfaction is reported following the results of the NHT report available in October annually. The data is reported in Q3.



2019-2020	55.0%
2020-2021	54.0%
Target 20-21	55.0%
Performance	✓
2021-2022	Due in Q3
Target 21-22	57.0%
National Benchmark	54.0%

✓ Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance

Rating: Good

Expected completion date: 31 Mar 2022

The Customer Relationship Management (CRM) system, which will enable residents to access a larger number of services online - and to track the progress of their requests - is currently being installed with the delivery of the agreed Phase 1 services to be in place by 31 December 2021. This will include improved customer feedback (complaints, comments and compliments) processes and use of the CRM system by both the Contact Centre (Call Derbyshire) and the Highways Hub to improve customer experience when interacting with the Council.

There is a target of 80 services being available online via the CRM by the end of the year and performance against this will be reported once implementation has commenced.

✓ Put in place a new complaints and feedback system to improve service delivery and resident experience

Rating: Good

Expected completion date: 31 Mar 2022

The underpinning Customer Relationship Management (CRM) system is now being installed and delivery in Phase 1 (July to December 2021) has now been agreed with the supplier and governance board.

Customer feedback for Children's Services and Place will be delivered in Phase 1, with investigation work for Adult Social Care & Health customer feedback taking place in the same period (with delivery anticipated in 2022). Phase 1 will also see the development of data reporting to ensure that relevant information is available to support improvement. Investigation work for customer feedback in Commissioning, Communities & Policy, which is more disparate, will take place in 2022.

Appendix 3

Customer feedback reports will be made quarterly to the Corporate Management Team from 2021-22.

Delivered Phase 3 of Vision Derbyshire including activity on business support, climate change, homelessness, independent living and skills and employment priorities, creating new arrangements to speed up joint decision making with partners

Rating: Good

Expected completion date: 30 Sep 2024

Vision Derbyshire continues to be driven forward, involving a significant investment of time, hard work and goodwill from participating councils and their leaders, executive officers and lead officers. The future of the approach is now at a critical stage of development and the work undertaken over this quarter has been vital to accelerating the delivery of the programme

This has involved progressing Phase 3a, underway since April 2021 and sought to take advantage of the significant progress made during Phase 3 putting in place plans and making the necessary preparations for the delivery of a wider, ambitious programme of work as part of Phase 4 proposals.

The work in Phase 3a has included scoping out and developing programme delivery plans for the four thematic ambitions, further developing new formal governance arrangements, identifying resources for the creation of dedicated joint programme support and drafting a shared report for securing councils' buy in for Phase 4 through each individual Council's formal governance arrangements.

Worked with partners to secure additional funding into Derbyshire and progress a devolution deal for the East Midlands

Rating: Good

Expected completion date: 30 Sep 2022

The Council continues to await Government's plans on the future of English Devolution following the omission of the Devolution and Local Recovery White Paper in the 2021 Queens Speech. Whilst the Council anticipates the details on a newly announced 'Levelling Up' White Paper, work will continue on progressing proposals for Vision Derbyshire, as this 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.

Developed a medium and long-term organisational recovery and renewal strategy to address the challenges and opportunities presented by Covid-19

Rating: Review

Expected completion date: 30 Sep 2021

Due to the continued Covid-19 response extending into 2021, the start of this workstream was delayed. The workstream will develop a clear strategy and roadmap to accelerate the delivery of the Council's future ambitions. This work has now started, with meetings held to discuss the scope and scale of this workstream as the Council moves into the recovery phase following the prolonged pandemic response efforts. This activity is identifying potential

Appendix 3

overlap, gaps and complementarity with other areas, including Community Renewal and Modern Ways of Working. Baseline activity is now being undertaken along with a review of Economic Recovery priorities.

A report outlining the next phase of this work was agreed at Cabinet in June 2021. The strategy will include a number of renewal principles, including:

Being future focussed and working now on the long term change we would wish to see for our future generations;

Focussing on the four 'E's - economy, efficiency, effectiveness, equity and the 'F' - fairness;

Providing strong leadership and assurance, reimagining the role of the Council, working in partnership with local communities and partners to deliver ambitious change;

Harnessing the potential of people who have mobilised during the current pandemic and identifying opportunities to devolve power to local communities;

Maximising opportunities to drive forward organisational change and reduce our carbon footprint.

Identified and implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy

Rating: Good

Expected completion date: 31 Dec 2021

The Enterprising Council programme has continued to progress during the last quarter, with the Enterprising Council Board meeting monthly to provide oversight and direction to the delivery of activity. A report was taken to Cabinet in June, that reviewed the progress to date and agreed the workstreams for the next phase of work. These areas include Strategic Transformation and the establishment of a Programme Management Office, Modern Ways of Working, the People Strategy, Organisation Recovery and Renewal, and Demand Management.

Established a new Programme Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money

Rating: Good

Expected completion date: 31 Mar 2022

The establishment of a new Programme Management Office (PMO) has continued to progress during the last quarter. Following the conclusion of the report into developing a One Council approach to transformation, a detailed implementation plan was agreed at Cabinet in June 2021 with six areas identified as the focus for the next phase of the work. These include: the review of all existing change and transformation projects and programmes; introducing corporate transformation governance arrangements, development of a clear approach to how benefits will be delivered.

Implemented Phase 1 of the Modern Ways of Working strategy working with employees across the Council to design new approaches to agile and flexible working

Rating: Good

Expected completion date: 31 Mar 2022

The Modern Ways of Working programme continues to progress in this last quarter. The programme will build on the significant shift in working practices that has taken place in the pandemic, including the rapid implementation of new technology across the Council, greater home working and more flexible agile working practices. Work has been undertaken to establish new programme governance structures, engagement with staff and other key

Appendix 3

stakeholders, and a detailed project plan. There is a programme of desks and office clearance being undertaken to ensure the spaces can be adapted and used more flexibility.

A report was taken to Cabinet in June 2021 to update on progress and agree the next phase of work, including developing a long term strategy, that will ensure alignment with other key Council priorities such as the ambition to be carbon zero by 2032, the digital approach and planed outcomes from Property 2025.



Carried out reviews of Human Resources and Finance functions to further improve these services and make savings

Rating: Strong

Expected completion date: 30 Sep 2021

The Human Resources review is on track to exceed projected savings for 2021-22. Health, Safety & Wellbeing was implemented on 6 April 2021, with Recruitment, HR Business Services and Learning and Development on track to implement on 26 September 2021.

A revised operating model for finance will be implemented on 5 July 2021. Formal consultation was undertaken between February and April 2021 for those in scope of the Review. Following the period of consultation, recruitment and selection procedures were completed. The Review will deliver savings of £0.040m.



Developed and approved the Council's People Strategy and associated people priorities, encompassing the council's people vision, employee values and behaviours

Rating: Good

Expected completion date: 30 Sep 2021

The Council's People Strategy incorporates the organisation's people ambition which reflects what we are trying to achieve with the overarching aim to be a diverse employer, an innovative employer and an employer of choice. The strategy outlines five key people priorities which will enable the development of the organisation wide workforce agenda but will also enable departmental and localised people plans to be developed by leaders at all levels of the organisation.

The strategy will be presented to Cabinet on 8 July 2021 for approval.

Appendix 3

✔ Implemented the Wellbeing Action Plan to support employee wellbeing, reduce sickness absence and improve service delivery

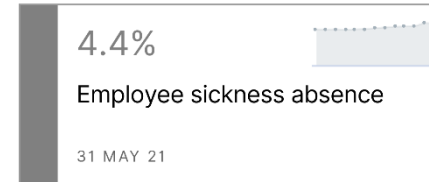
Rating: Good

Expected completion date: 30 Apr 2022

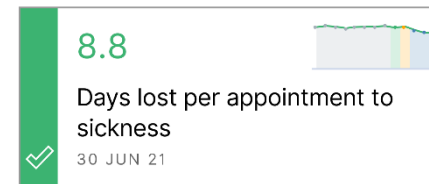
The new sickness absence measure has now been launched and is now being used in the regular monthly reporting to Departmental Management Teams. Departments are currently establishing departmental targets for sickness absence relating to the new measure and a council wide target can then be put in place to reflect these.

The new health, safety and wellbeing structure has been launched and the functional teams established, the teams have a work plan in place to deliver on the actions in the Council's health safety and wellbeing Action plan which will also be refreshed. A Health Safety and Wellbeing Challenge group has been established to provide a link between the Council's senior management and the Health, Safety and Wellbeing team.

The new sickness absence measure shows total sickness hours in the month as a percentage of total working hours available with the latest performance figure up to end of May being 4.4%. Whilst the baseline is being established and targets agreed for the new measure the established measure of days lost per appointment to sickness will continue to be reported to give a comparative trend and the June figure of 8.8 days shows good performance against the target of 9 days.



2020-2021	4.1%
2021-2022	4.4%
Target	Baseline



2019-2020	10.4
2020-2021	8.7
2021-2022	8.8
Target	9.0
Performance	✔

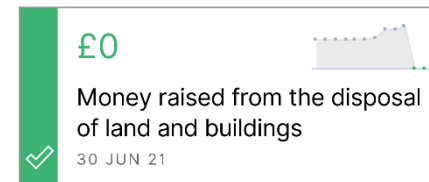
✔ Implemented a programme to centralise the Council's property assets and budgets to ensure the most effective use of our land and buildings

Rating: Good

Expected completion date: 31 Mar 2022

A report to approve transition to a full 'Corporate Landlord' operating model under the name of 'Asset Optimisation' has been approved by Cabinet. Asset Optimisation brings the responsibility and accountability for land and property asset management, including all budgets and decisions, centralised within Corporate Property. The report also approved creation of a specialist role to produce a detailed and costed timetable for this programme of work. In Quarter 1 an Asset Optimisation panel has been established and a Project Initiation Document with Options Appraisal produced.

The Council expects to raise £3.6m from the disposal of property assets by the end of the year, however no sales were scheduled for Quarter 1.



2019-2020	£2,898,546
2020-2021	£3,961,593
2021-2022	£0
Q1 Target	£0
Performance	✔

Appendix 3

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

Rating: Strong

Expected completion date: 31 Mar 2022

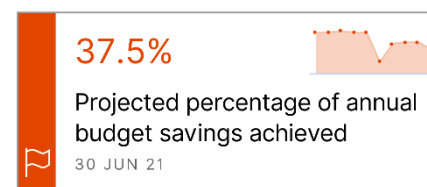
Council Tax for 2021-22 has increased by 2.5%. Compared to the 13 similar county councils, i.e. those without fire and rescue service responsibility, the Council set the 2nd lowest council tax increase. The average percentage increase for similar authorities was 3.81%. The Council had the option to increase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


Kept on track to achieve all planned budget savings in the medium term

Rating: Action

Expected completion date: 31 Mar 2022

The Quarter 1 position shows a projected achievement of savings of £9.777m, substantially short of the target of £26.059m. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council's financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.



2019-2020	63.5%
2020-2021	49.2%
2021-2022	37.5%
Target	100.0%
Performance	

Demonstrated value for money through excellent procurement and contract management

Rating: Good

Expected completion date: 31 Mar 2022

The latest Value for Money Board (VfM) considered value assessments presented by the Place department on Traffic Management Systems and Childrens Services on Accommodation and Support Services for Children in Care leading to excellent engagement and debate from all members.

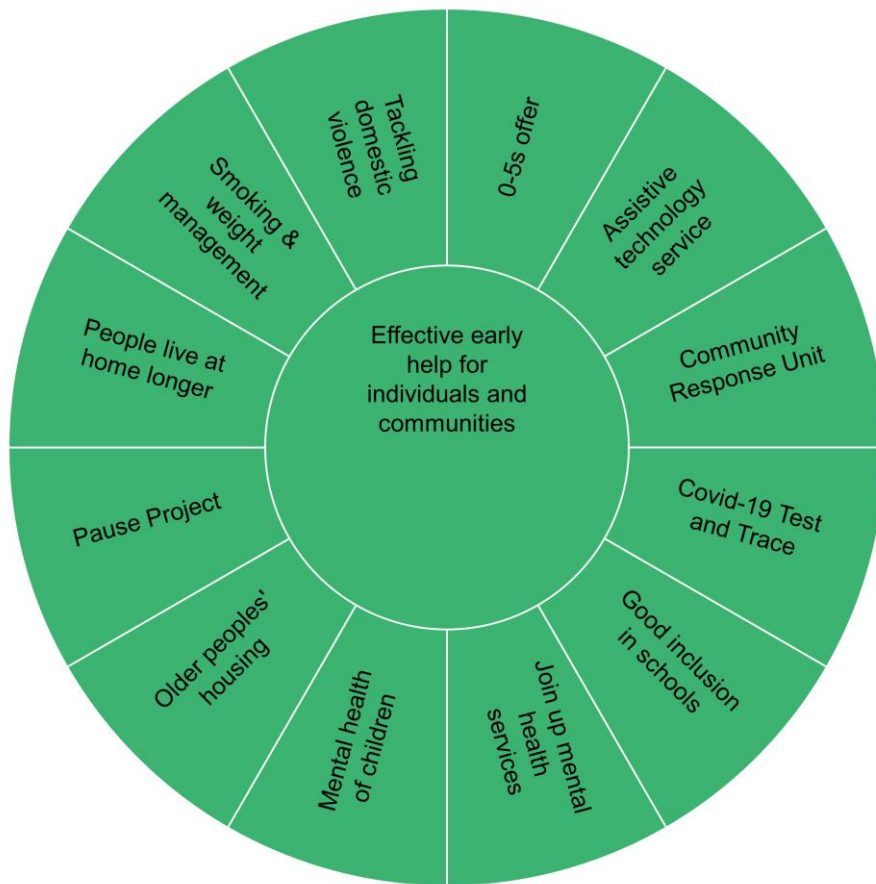
Councillor Spencer is the new chair of the VfM Board and is looking to reconfigure the terms of reference to widen the scope to consider value for money beyond just procurement.

The next meeting in July will have value assessment presentations from Public Health on Adult Integrated Substance Misuse Treatment Service (Drug & Alcohol) and the Print Services Framework .

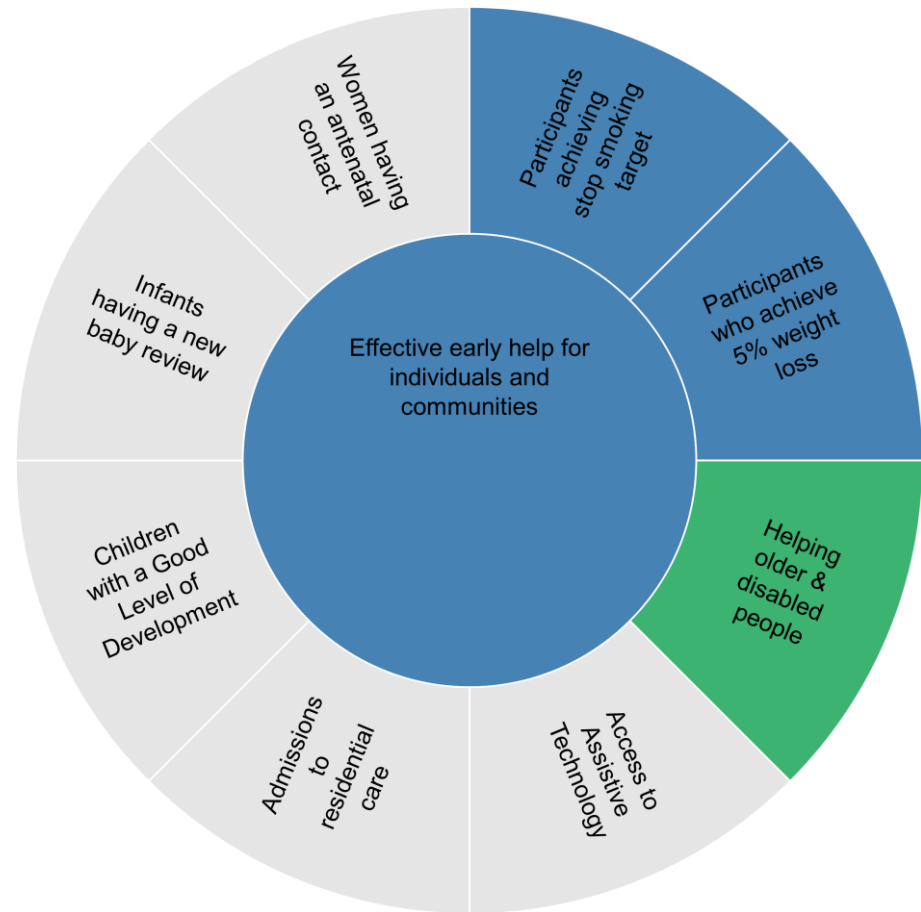
Effective early help for individuals and communities

Overview

Deliverable Progress



Key Measures



Appendix 3

Progress is “good” for all of the Council Plan deliverables in this priority, and there is an overall rating of “Strong” based on 3 rated measures.

Appendix 3

Progress on our deliverables and key measures

- ✔ **Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing**

Rating: Good

Expected completion date: 30 Sep 2021

The Community Response Unit (CRU) are now offering advice and support to people who require transport to vaccinations. It is now integrated into the strategic approach to health and wellbeing and Public Health recovery work. Calls to the CRU have reduced dramatically over the last few months. In the last quarter, the CRU has answered 161 calls and logged 47 requests for help and support. The most requested type of support was with food, finances, emotional support, information or advice and prescriptions.

A questionnaire is being prepared to send out to everyone who has accessed the CRU since March 2020. This is to ask about their experience of using the CRU and what help and support they may need over the next year. This is intended to help shape the CRU for the medium term

- ✔ **Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus**

Rating: Good

Expected completion date: 31 Mar 2022

There have been 6,086 Covid-19 cases in Derbyshire in Quarter 1. The contact tracing team have completed 2,598 calls. These have been a combination of initial contact tracing when the national team were unable to complete cases (prior to 1 June 2021) and enhanced contact tracing. This has included ensuring that all cases are followed up, support is offered, calls to those with a Variant of Concern have been made with additional questions, enhanced contact tracing has been conducted with all care home staff and any districts where rates have risen as identified by the Incident Management Teams. Derbyshire County Council was approved to be a Local 0 local authority and be the first point of contact for all positive cases in Derbyshire from 1 June 2021.

There have been 110 incidents or outbreaks in education settings and 18 in workplaces that have been managed by the Council. Support including detailed risk assessments, clarification of new guidance and individual queries, including from parents, have been given to all education settings. In addition, there have been 6 outbreaks in care homes that Public Health and Adult Care staff have worked with NHS colleagues and providers to manage the outbreak and reduce risk of further transmission.

In Quarter 1 27,385 lateral flow tests for Covid-19 have been conducted through 29 Council-run Community Testing Sites.

Significant COVID incidents responded to in Quarter 1 include:

Targeted testing was conducted on the 3rd and 4th June in Gamesley due to high numbers of cases, spread of the Delta Variant and cases associated with the local primary school. Test kits were hand delivered to every household and a mobile testing unit positioned in the area. This resulted in 970 tests being taken in the area. A significant amount of communication was undertaken with local residents and other key stakeholders within the area to ensure a good uptake of testing.

Appendix 3

A large outbreak of over 170 cases at Wilsthorpe School in Erewash required significant resource allocation to work with the school on risk assessments and advice and guidance, enhanced contact tracing across the district, provision of a testing unit on site for all staff, pupils and their households, with a further testing unit deployed for the wider community. A number of cases were reported in other local education settings in the area, and support was also provided to these settings as well to reduce risk of onward transmission. Regular information was also provided to the wider community.

Follow up of Delta variant cases – enhanced surveillance and follow-up was undertaken on initial cases of the Delta variant recorded within Derbyshire. Where required, this included visits to households who were non-contactable by phone, working alongside Environmental Health teams. As a response to the Delta variant, the Council worked with PHE to develop a standardised approach to ensure a timely response to follow-up of cases suspected as being a variant of concern, which has now been fully implemented.

Appendix 3

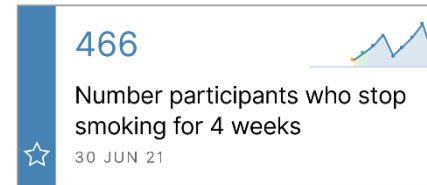
✔ Increased the number of people taking part in stop smoking and weight management programmes

Rating: Good

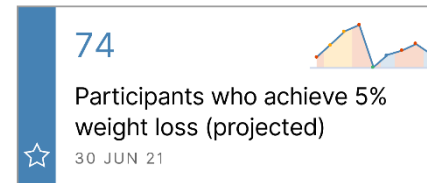
Expected completion date: 31 Mar 2022

The stop smoking and weight management service continue to be delivered virtually and via telephone due to the impact of Covid-19. The number of people setting a quit date in Quarter 1 (717 quit dates set) is higher than any quarter of 2020-21 and is higher than 2020-21 Quarter 1 (595 quit dates set). To date 348 participants have achieved a 4 week Quit. Based on our average quit rate of 65% the forecast is 466 individuals to achieve a 4 Week Quit for Quarter 1 2021-22, compared to a target for the quarter of 300.

For weight management there were 412 new starters in Quarter 1 and as weight management is a rolling programme it is forecast that 185 people will lose weight,

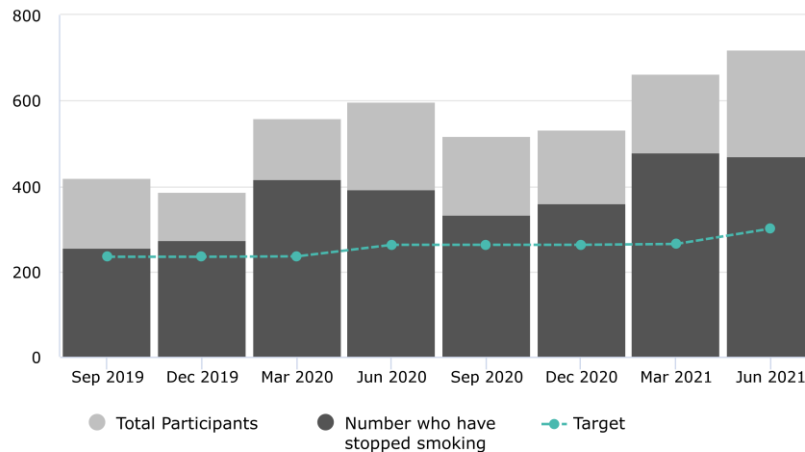


2019-2020	1,158
2020-2021	1,554
2021-2022	466
Target	300
Performance	★

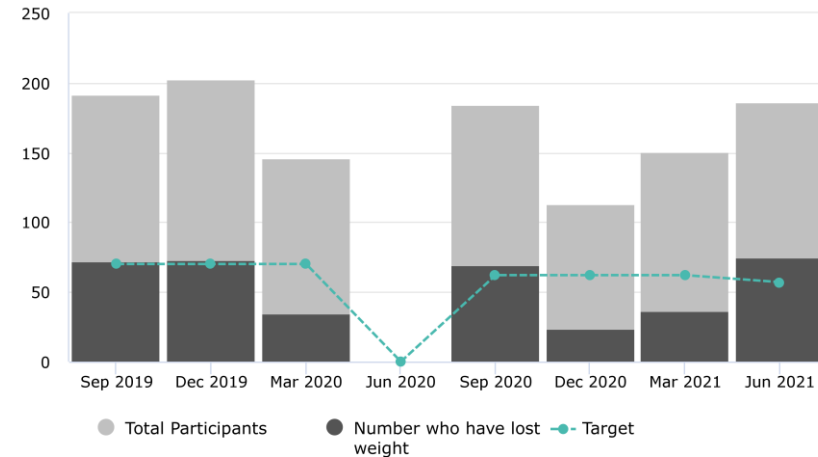


2019-2020	232
2020-2021	127
2021-2022	74
Target	57
Performance	★

Number of participants who stop smoking



Number of participants who lose weight



with 74 achieving a 5% weight loss, compared to a target of 57 for the quarter. Due to Covid-19 the number of people being referred or self-referring and starting our weight management programme is approximately 50% lower than 2019-20 when the service was delivered face-to-face.

We are working with local Clinical Commissioning Groups to engage GP practices to encourage GPs to make more referrals into the service.

Appendix 3

Provided training to all schools and education providers to support the emotional wellbeing and mental health of children following the coronavirus pandemic

Rating: Good

Expected completion date: 31 Mar 2022

To date the Wellbeing for Education Return has delivered training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and 11 secondary schools. The Wellbeing for Education Return programme supports staff working in schools and colleges to respond to the additional pressures some children and young people may be feeling as a direct result of the pandemic, as well as to any emotional response they or their teachers may still be experiencing from bereavement, stress, trauma or anxiety over the past months. The training is offered to every school and college in England to help support pupil and student wellbeing, resilience and recovery in the context of Covid-19 and to prevent longer-term mental health problems developing. Nominated staff receive the training through interactive webinars which can then be shared more widely within their school or college. Feedback from Derbyshire schools involved so far is that the training has raised general awareness of wellbeing and mental health and the background to supporting staff, students and the community with a realisation that all schools are experiencing the same things and are doing their best to support the children and the families in the community. Feedback is that the package addresses the current situation well, helpfully signposts online resources and has refreshed ways of thinking when asking for support from other agencies and for supporting the children, their families and staff team

Worked with partners to join up existing mental health services to promote positive mental wellbeing and improve support for local people

Rating: Good

Expected completion date: 30 Sep 2021

Work with partners is ongoing to develop central sources of information through a countywide website and a mapping tool for mental health support groups. A network of mental health sub-groups, aligned with the health and wellbeing partnerships in each district, connects partners to facilitate communication of local opportunities. Information on campaigns, support and opportunities is regularly cascaded out. In Quarter 1, promotion around Mental Health Awareness Week in May and Men's Health Week in June was circulated, plus a specific focus for mental health sub-groups on the emotional wellbeing of children and young people.

Appendix 3

Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire

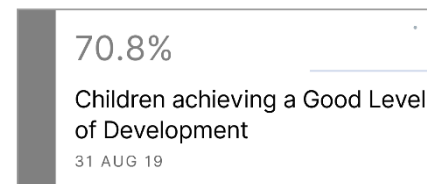
Rating: Good

Expected completion date: 31 Mar 2022

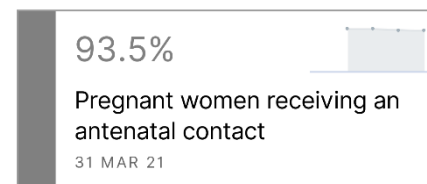
The Strategic Governance Board (SGB) which has oversight of the Section 75 Partnership Agreement between the 0-19 Public Health Nursing Service and Public Health contribution to Children's Centres only met once during the 2020-21 financial year. This was to enable both services as well as Public Health to concentrate resources on responding to the Covid-19 pandemic. The SGB was re-instated fully in March 2021. The main priorities within the SGB are to promote recent changes to vision and hearing screening as well as review the Service Level Agreement in place with Children's Services. Work is also continuing between the 0-19 Public Health Nursing Service and Children's Centres to increase the number of and quality of early help assessments completed.


Early Years Foundation stage assessments to show children's levels of development were cancelled in 2020 due to Covid-19. Assessments are expected to go ahead in August with the target of 71.8% set to be above the national average based on the 2019/20 figure of 70.8%.

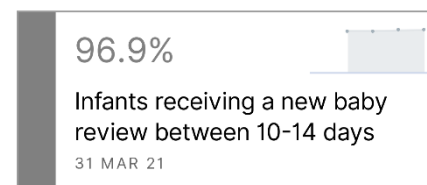
Quarter 1 data for antenatal contact and new baby reviews will be available during Quarter 2. However year end data for 2020-21 show good performance for both with antenatal contacts at 93.5% against the target of 93% and new baby reviews at 69.9% against the target of 94%




2019-2020	70.8%
2020-2021	Cancelled
2021-2022	Due in Q2
Target 21-22	71.8%



2020-2021	93.5%
Target 20-21	93.0%
Performance	
Target 21-22	93.0%



2020-2021	96.9%
Target 20-21	94.0%
Performance	
Target 21-22	94.0%

Worked with District and Borough Councils and other partners to develop new sites that will increase the amount of age-appropriate accommodation and support for older people

Rating: Good

Expected completion date: 31 Mar 2035

The Property & Services Governance Accommodation Group continue work to identify and map assets including land to support developments as required and a Dashboard/Tracker has been established.

The Interim Older People's Market Position Statement, together with the underpinning engagement survey was approved in June by the Cabinet Member and is available on the Council's website

Phase 2 of the Bennerley Fields development work is at an early stage, we are working with the Council's Property Services to develop a design brief for this site, which could include Extra-Care, inter-generational living and affordable homes for Keyworkers.

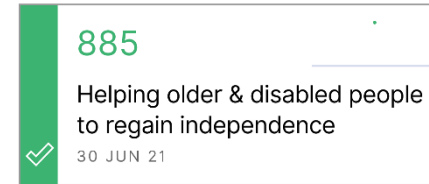
Appendix 3

✓ Finalised the new ways of working with older people and disabled people to increase their independence so that they remain part of their local communities

Rating: Good

Expected completion date: 31 Mar 2023

The Better Lives programme work has continued in Quarter 1 with a focus on embedding the enhanced reablement offer. This new offer is on target to ensure an additional 1,320 people are able to access this service per year. Performance from this quarter shows that the service supported 885 people against a target of 897. Concerning admissions to residential care, whilst data is now available for Quarter 4, and this is showing a downward trend, further work is required to ensure comparisons can be made between 2019-20 to 2020-21 and to set a target for 2021-22. Performance data will be available in Quarter 2.



2021-2022	885
Target	897
Performance	✓



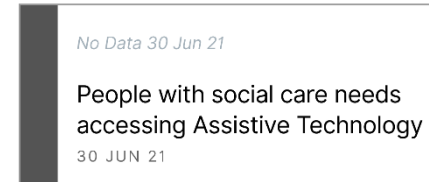
2021-2022	No data
-----------	---------

✓ Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community

Rating: Good

Expected completion date: 31 Mar 2022

The Brain in Hand (BiH) 12 months pilot is progressing well. BiH provides digital self management technology, which, combined with human support, helps people live more independently. As a result of the successful implementation of the pilot some case studies have been identified and will be published in the practice bulletin. 32 referrals have been sent to BiH and there are currently 25 clients using the BiH app. Monthly meetings have now been set up with the BiH team to monitor clients commencing in the next quarter. There has been an increase of 31% (63 clients) in the utilisation of the canary activity monitoring kit, compared to the last quarter (48 clients), this is due to the continuous promotion of the importance and effectiveness of the kit to support social care assessments.



2021-2022	No data
-----------	---------

There are ongoing discussions with the current Assistive Technology (AT) providers (Districts and Boroughs and housing associations) about the future service delivery options for the Assistive Technology offer and the AT Board continues to meet on a monthly basis to progress priorities of the service. The Council Plan measure for AT is not available this quarter due to the ongoing data cleansing exercise currently taking place, the data should be available in Quarter 2.

Appendix 3

✔ **Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims**

Rating: Good

Expected completion date: 31 Mar 2022

The Domestic Abuse Act 2021 requires that the Council complete a needs assessment in relation to accommodation based support for victims of domestic abuse and their families and agree a local strategy by October 2021. This will need to be submitted to the Ministry of Housing, Communities and Local Government. This work is well underway and will be completed within the required timescale. Within Derbyshire, the Council, with partners made the decision to expand the scope of the needs assessment to include all aspects of domestic abuse. As such work will be undertaken with partners to develop a wider domestic abuse strategy by March 2022 and the domestic abuse accommodation strategy will be incorporated into this as it develops.

✔ **Delivered the 'Pause' programme, to address the needs of more than 50 women who have had multiple children removed into care and to prevent this cycle recurring**


Rating: Good

Expected completion date: 30 Sep 2024

The Pause Project has worked with the current group of women since February 2020 and this will be ongoing up to 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 ill health, substance misuse and children in care. By working systemically and in partnership across a number of organisations and pathways the project has achieved 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%). 27 women are directly engaged with the Pause programme and 2 women have completed the 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 the impact of the pandemic. There have been no further care proceedings; all women are now registered with a GP; 7 women are registered with a dentist and 13 women are 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. Recruitment to the next group has begun, with 89 referrals, including from women leaving care. External evaluation of the programme by the University of Sussex will take place throughout 2021.

Appendix 3

-  **Worked with partners, including young people and their parents and carers, to produce a set of clear expectations about what good inclusion looks like in mainstream schools across Derbyshire and to define the specialist provision that should be accessible in each locality**

Rating: Good

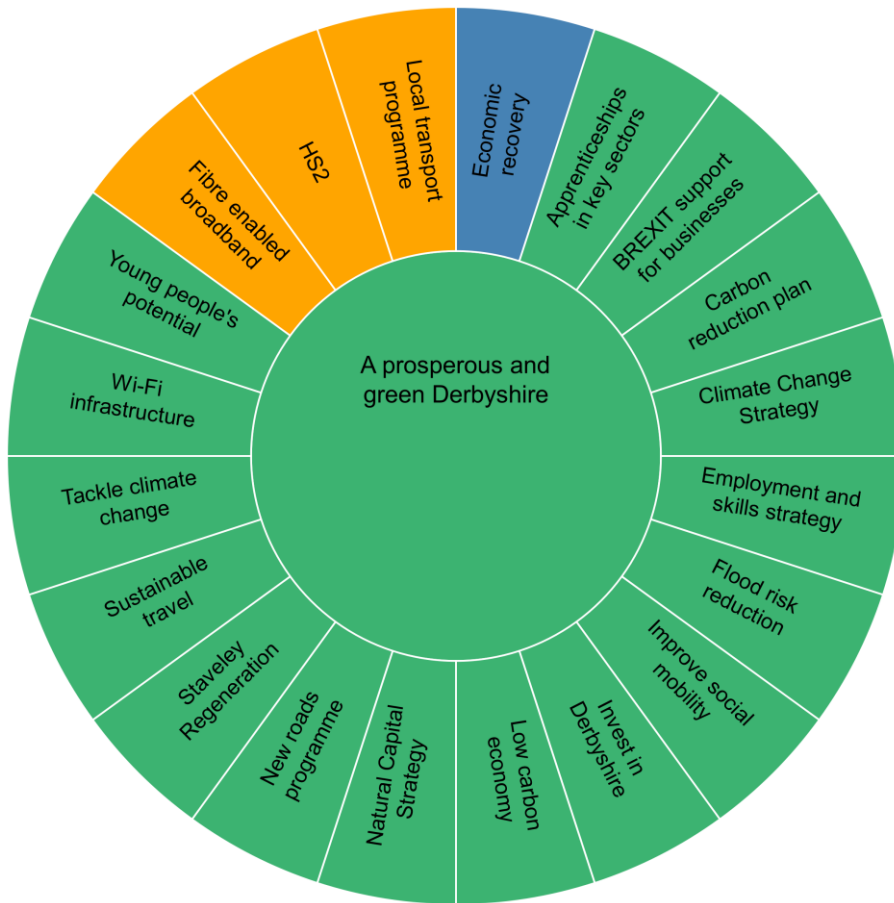
Expected completion date: 31 Mar 2022

Good progress has been made working with partners including young people and their families. The work has been completed and a draft document is now in place. Current activity is focussed on the launch of the document and publicising the expectations which is scheduled for September 2021.

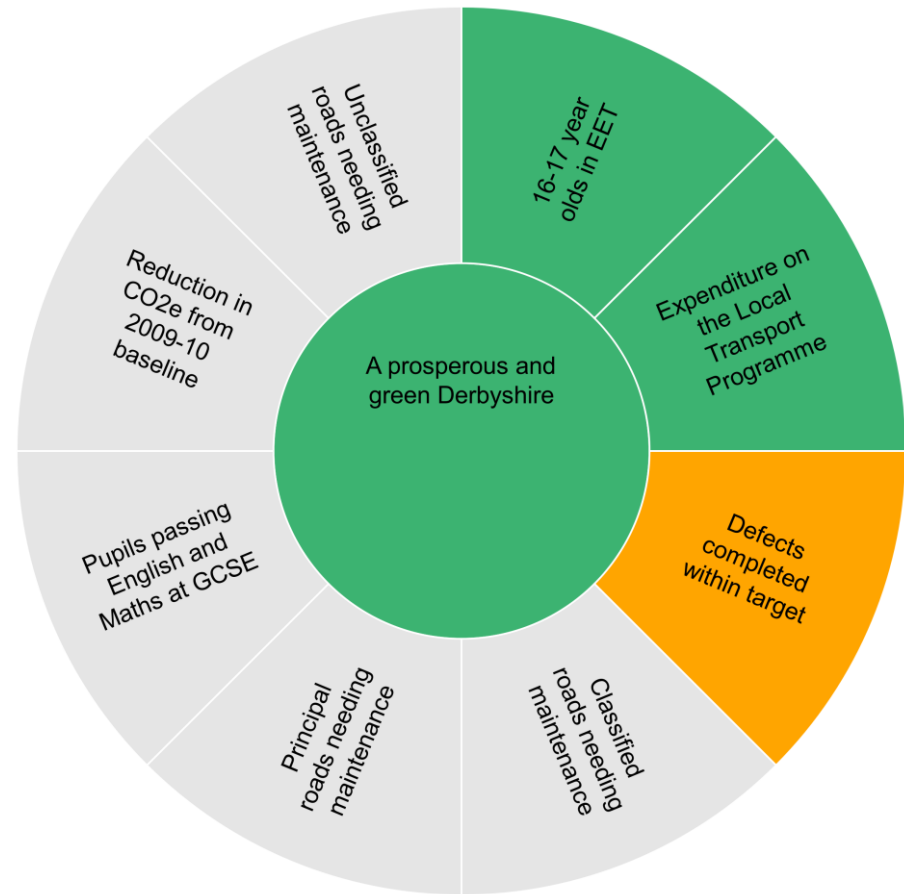
A prosperous and green Derbyshire

Overview

Deliverable Progress



Key Measures



Appendix 3

This priority shows overall “Good” progress for deliverables and a “Good” rating based on 3 rated measures.

Appendix 3

Progress on our deliverables and key measures

-  Delivered a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns

Appendix 3

Rating: Review

Expected completion date: 31 Mar 2022

Reporting of actual spends is difficult for Quarter 1 due to the delay it takes for invoices and costs to come through. A significant ramp up of the pace of delivery is planned in Quarter 2 after which actual spend will be reported.

The capital finance monitoring that has taken place has not lined up with the financial year but for information the spend for the 4 months between 12 February 2021 and 11 June 2021 was £8.8m with an estimated figure of £5m spent during the quarter. Confirmed Quarter 1 figures will be provided in the Quarter 2 report.

Contract arrangements are in place to deliver the significant resurfacing and surface treatment packages of the capital programme.

Surface treatment works have started with approximately £1m delivered so far of the estimated £6m of works required. The remaining £5m is all programmed to be delivered within Quarter 2.

Resurfacing is continuing utilising in-house resources and the pace of delivery will increase as extra resources are brought into the county by a national contractor to enable them to fulfil the requirement of delivering the full programme by 31 March 2022. Similar arrangements are being put in place to deliver the other key packages of work.

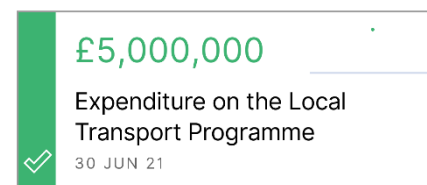
Results of the next Annual Engineering Inspection survey of the highway condition will be available in December and will update the 2020 figures of 17% principal, 17% classified and 27% unclassified roads needing maintenance

Construction is continuing utilising internal resources with firm commitment to programmes of work including footway resurfacing and routine maintenance.

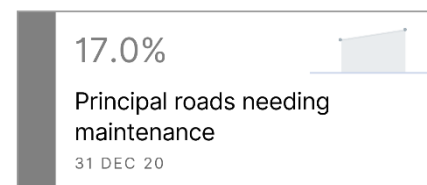
The delivery of surface treatment and resurfacing programmes in forthcoming months is key to adding resilience to the network and preventing and/or minimising damage through the next winter period.

The additional resources employed dealing with potholes on the network has had the desired effect with numbers now down to satisfactory levels.

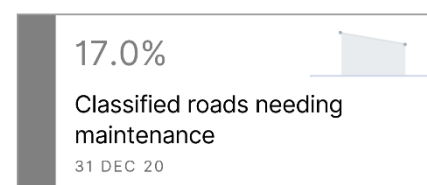
A total of 7,618 defects were fixed in Quarter 1 with 85.6% of defects being completed within target bringing performance nearer to the 90% target and a marked improvement on the 53.4% figure for 2020-21 .



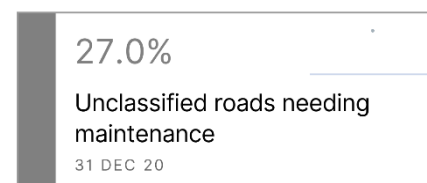
2021-2022	5,000,000
Target	5,000,000
Performance	



2019-2020	13.0%
2020-2021	17.0%
Target 20-21	13.0%
Performance	
2021-2022	Due in Q3
Target 21-22	13.0%



2019-2020	23.0%
2020-2021	17.0%
Target 20-21	23.0%
Performance	
2021-2022	Due in Q3
Target 21-22	23.0%



2020-2021	27.0%
Target 20-21	31.0%
Performance	
2021-2022	Due in Q3
Target 21-22	31.0%



2019-2020	52.9%
2020-2021	53.4%
2021-2022	85.6%
Target	90.0%
Performance	

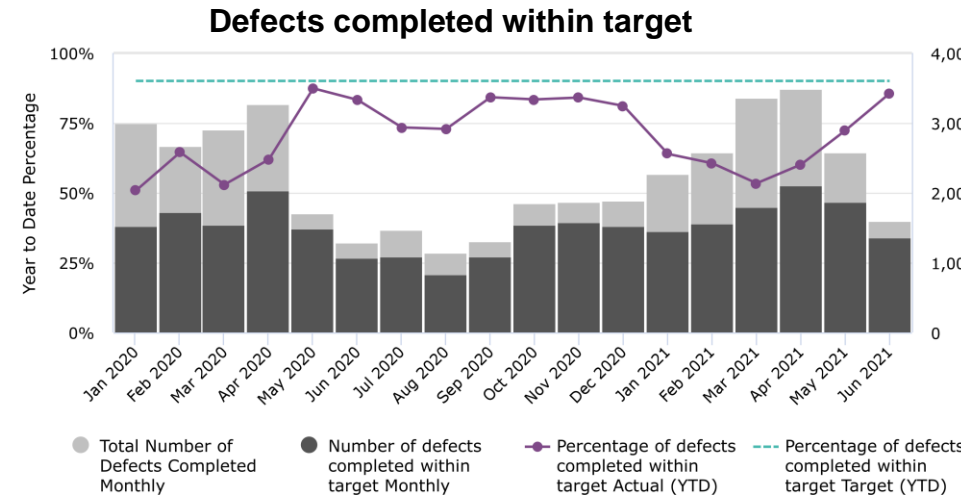
Appendix 3

✓ Opened the Woodville-Swadlincote Regeneration Route, the Ashbourne Airfield Link Road and Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Rating: Good
date: 31 Mar 2022

Expected completion

Woodville-Swadlincote Regeneration Route and Ashbourne Airfield Link Road are both under construction and due for completion/opening to traffic in Quarter 3 2021-22. The first phase of the Ashbourne Airfield Link Road, a new roundabout on the A52, was completed in Quarter 1 2021-22. The first element of the Hollis Lane Link Road, a replacement pedestrian ramp and steps, was completed in Quarter 1 2021-22; remaining highway construction is programmed to begin in Quarter 1 2022-23 following land assembly.



🔸 Prepared a countywide response to the Integrated Rail Plan in relation to HS2, minimising any potential disruption and taking full advantage of the economic growth opportunities linked to the proposals

Rating: Review

Expected completion date: 30 Sep 2021

The Integrated Rail Plan is yet to be published. This is now not expected to be released until September 2021. In the meantime lobbying by the HS2 East group continues with stakeholders to support the completion of the project including the eastern leg. The alternative proposal study was completed in June 2021 and proposed that if the whole project is not completed HS2 services should use Erewash Valley and Barrowhill lines to provide services in Derbyshire.

✓ Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Rating: Good

Expected completion date: 31 Dec 2021

An updated value for money assessment of the scheme was carried out in Quarter 1. This enables discussion with external funders over the grant request to be included in the Outline Business Case.

Appendix 3

✓ **Reduced carbon emissions from Council property and vehicles, street lighting and procurement**

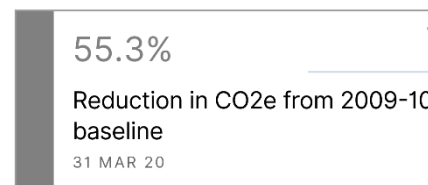
Rating: Good

Expected completion date: 31 Mar 2032

Emissions data is not yet available for Quarter 1 of 2021-22 and data for energy use in property and core fleet for 2020-21 will not be available until the autumn.

However, some data is available for 2020-21. Greenhouse gas emissions from streetlighting were 3,667 tonnes CO₂e. This is a reduction of 80% from the baseline year of 2009-10. 1,002 tonnes CO₂e were emitted from the Council's grey fleet – a reduction of 78%. This reflects the impact of Covid restrictions on staff travel and new targets have been set to reflect this extremely encouraging reduction and the future opportunities from changed ways of working. However, caution should be attached to this as staff travel has been severely affected by the Covid pandemic and there may be some late travel claims.

As part of the development of the Climate Change Strategy the reduction in emissions target for 2021-22 has been increased to 63% of the 2009-10 baseline.



2019-2020	55.3%
Target 21-22	63.0%

✓ **Reduced the level of flood risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to develop flood resilience measures**

Rating: Good

Expected completion date: 31 Mar 2022

The Flood Risk team continues to respond to significant numbers of Planning Consultations and Flooding enquiries. The Lower Hartshay Flood Risk mitigation scheme was completed, affording an enhanced level of protection from flooding to 10 properties. The initial feasibility work for the Eyam/Stoney Middleton and Rosliston Natural Flood Risk Management schemes has been completed.

The Flood Risk Team has also managed the Property Flood Resilience Grant Scheme, and with the Property Surveys now complete (92 in total), residents and business can start to install the required flood resilience measures over the coming months.

✓ **Developed and commenced implementation of a Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions**

Rating: Good

Expected completion date: 31 Oct 2021

The Council is finalising the Climate Change Strategy and Action Plan setting out the Council's priorities and next steps to tackle climate change. Consultants are being appointed to develop a Natural Capital Strategy for the county which complements this work. Funding is being sought to produce a renewable energy study to support the revision of district and borough local plans.

Appendix 3

✔ **Developed and agreed the Council's approach to Good Growth to maximise low carbon economic opportunities**

Rating: Good

Expected completion date: 31 Mar 2022

£2m Green Entrepreneur Fund to support the development of low carbon businesses was launched in March 2021. The fund is now operational.

✔ **Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced in order to support healthy thriving communities, a vibrant economy and a healthy environment**

Rating: Good

Expected completion date: 30 Apr 2022

We have tendered for the strategy with 15 good responses. The tenders are to be shortlisted and a consultant will be appointed at the end of July 2021. The work will be delivered over a 9 month period, due to commence in September 2021.

✔ **Explored initiatives to tackle climate change including low carbon local energy generation and working with partners to provide further publicly accessible electric vehicle charge points**

Rating: Good

Expected completion date: 31 Mar 2022

A soft market test exercise is being prepared to determine demand for electric vehicles over the next 5 years. This exercise will also determine where infrastructure needs to be located to help meet this demand. A procurement exercise will follow, likely by Quarter 3. Also 5 local district and borough councils (Amber Valley; Bolsover; Chesterfield; South Derbyshire and Derbyshire Dales) have submitted locations for assessment to determine suitability for further grant funding from the Office for Zero Emission Vehicles (OZEV). The outcome of these assessments and the subsequent applications to OZEV is likely to be known by Quarter 4.

✔ **Developed and delivered a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking**

Rating: Good

Expected completion date: 31 Mar 2022

Public consultation on the new east to west cycle route across Chesterfield, as part of Emergency Active Travel Tranche 2 funding, is now complete and a report to Cabinet with results and recommendations is due at the end of July 2021. The Active Travel Fund Tranche 3 process is now underway with a sifting exercise now complete and 7 potential schemes put forward for consideration. An application is due to be made to the Department for Transport on 9 August 2021. Confirmation is also awaited from the Department for Transport regarding Derbyshire's allocation of revenue from the Capability Fund. This will help fund a series of feasibility studies targeting cycling and walking initiatives across the county. Confirmation is expected during July 2021. A feasibility study on Transport Mobility Hubs, centred on both Buxton and the Hope Valley, has been undertaken following grant support through Midlands Connect.

Appendix 3

Hubs will enable transport interchanges ensuring people can access various means of co-ordinated transport including trains, buses, and electronic bikes.

Implemented year 1 of the Covid-19 Economic Recovery Strategy Action Plan including rolling out a new £1m Business Start-up programme to support business growth and a £2m Green Entrepreneurs scheme to support innovation in low carbon technologies

Rating: Strong **Expected completion date: 31 Mar 2022**

The Green Entrepreneur fund is now active and small grant and demonstrator fund applications are being processed. The Scholarship fund will be launched in July 2021. Through Vision Derbyshire 3 business advisers have commenced work in July 2021, with further posts to be advertised shortly for an additional 2 advisers. The Growth hub project is to be extended to June 2023, providing an extra 18 months business advice and support. Business support is a key theme within the Community Renewal Fund; this is a government scheme which the Council manages for Derbyshire. Projects have been shortlisted for business support projects which cover High Peak and Derbyshire Dales (2 government priority areas). Government is expected to confirm the funding for these projects in July 2021.

Implemented year 1 of the Covid-19 Employment and Skills Recovery Action Plan including delivery and expansion of a careers hub and development and implementation of a youth hub

Rating: Good **Expected completion date: 31 Mar 2022**

Good progress continues to be made in delivering the Council's Employment and Skills Recovery Action Plan. The expansion of the My Future's Platform and Careers hubs are being launched officially from September, but some elements are currently live. The platform is being extended to include primary school. Vision Derbyshire has agreed to fund a Festival of Business to be held in the Autumn. The quarter was dominated by the delivery of a bidding round for Community Renewal Fund, which resulted in a bid to Government for £6 million to support recovery. The outcome from this is due in the Summer.

Developed and secured funding to implement Wi-Fi infrastructure in 27 town centres to better understand how town centres are being used, to help shape future economic renewal programmes

Rating: Good **Expected completion date: 31 Mar 2022**

The Community Renewal Fund within the market town programme strand will enable Wifi in 6 town centres. This is a key strand of activity (subject to government approval of funding)

Appendix 3

Implemented the gigabit top up voucher scheme and increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses

Rating: Review

Expected completion date: 31 Dec 2021

Openreach have commenced work to deliver Full Fibre connectivity to an additional 300 premises under contract 2. The change request to support this additional work is still going through the Department of Digital, Culture, Media and Sport (DCMS) assurance process. It is anticipated that this work will be completed by the end of Quarter 2. We will then enter into the contract closure process for the Superfast Programme. DCMS experienced delays with the launch of the new Gigabit Voucher scheme and there has been a period of three months where suppliers were unable to register new voucher applications for community fibre projects in Derbyshire. We are advised that registration will commence 12 July 2021. As a result of this delay there is no Top Up Voucher activity to report for Quarter 1.

Provided support and advice to local businesses as the UK leaves the European Union, helping them to maximise new opportunities and ensure compliance with relevant legislation

Rating: Good

Expected completion date: 31 Mar 2022

Bespoke support has been provided directly to Derbyshire businesses, via one-to-one advice, where particular legislative issues have been identified. In addition the service has introduced amended documentation that provides signposting information for clients. This has included targeted mailings to sectors potentially affected by changes to legislation as a result of the European Union Exit, reaching over 300 businesses.

Attracted more businesses to relocate to Derbyshire or expand through delivery of the “Invest in Derbyshire” plan

Rating: Good

Expected completion date: 30 Sep 2022

An investment prospectus for the county is under development. A 300,000 sq ft Lidl bottling plant, creating 160 jobs at Dove Valley park has been confirmed. The programme is achieving over 85% of spend and outputs against the investment target. A request has been made to Ministry of Housing, Communities and Local Government to extend the programme. A review board chaired by Councillor King is to be established to review international and inward investment strategies.

Worked with partners to develop a county wide approach to improve social mobility, targeting underperforming areas across the county

Rating: Good

Expected completion date: 31 Mar 2022

Work is currently being undertaken to investigate existing models of partnership approaches from across the country to address social mobility along with developing a better understanding of the issues affecting underperforming areas across the county. Social mobility is a key priority for the Vision Derbyshire Achieve Relentless Ambition theme and will form part of the new delivery programme that is being developed for Phase 4 of the approach.

Appendix 3

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

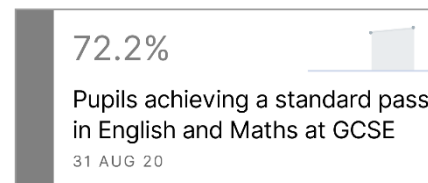
Rating: Good

Expected completion date: 30 Jun 2022

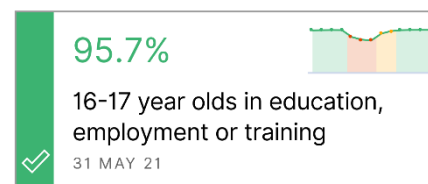
The government has funded children and young people across England to be offered up to 100 million hours of free tuition to help them catch up on learning lost during the pandemic. This includes 15-hour tutoring courses for disadvantaged school children delivered on a one-to-one or small group basis targeting key subjects such as Maths and English. Take up of the offer through the national providers has been low in Derbyshire as well as across the country. In order to rectify this, from September, schools will be able to provide additional tutoring support using locally employed tutors including their own staff. As part of the wider recovery package to support children with their mental health and wellbeing and to catch up on missed face-to-face learning, £200m of funding is available for secondary schools to deliver face-to-face summer schools this year. Almost all Derbyshire Local Authority maintained secondary schools have signed up to deliver the programme.

The GCSE target of 65.9% represents the figure required to remain in the upper-middle national quartile and will be adjusted to reflect the 2021 national results and any adjustments to the exams.

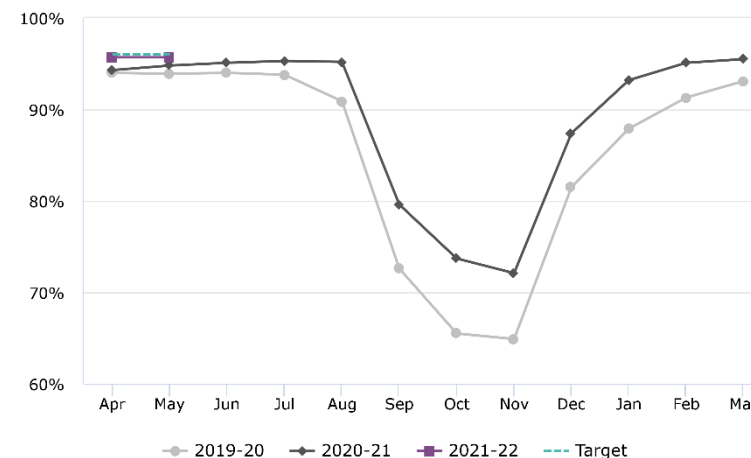
The percentage of 17-18 year olds in employment, education and training has a significant seasonal variation due to school leaving however the May figure of 95.7 % is just below the year end target of 96% and higher than the same period in the previous two years.



2019-2020	65.4%
2020-2021	72.2%
2021-2022	Due in Q2
Target 21-22	65.9%
National Benchmark	65.9%



2019-2020	93.1%
2020-2021	95.5%
2021-2022	95.7%
Target	96.0%
Performance	✔



Appendix 3

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

Rating: Good

Expected completion date: 31 Mar 2022

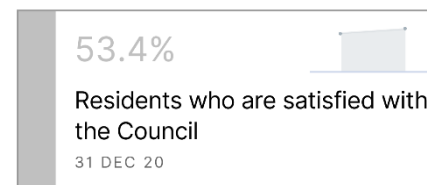
To date via the transfer of Apprenticeship levy we have supported 130 apprentices from 78 different employers across Derbyshire. The total value of funds committed to support this is £960,501.

Overarching Measures

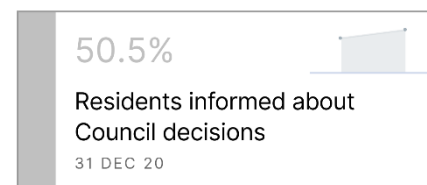
The three overarching measures provide an overview of the performance of the Council using the snapshot taken during Quarter 3 2020-21, via the Council's annual residents survey.

The 2020-21 survey received over 2,000 responses and showed that 53.4% of respondents were satisfied with the Council, 50.5% felt informed about Council decisions and 38.9% agreed that the Council provides value for money. Targets for 2021-22 have been set based on the previous performance trends and where comparable the figure from the Local Government Association national survey. The Council's targets for 2021-22 are 58% for satisfaction, 52% for people feeling informed about Council decisions and 43% for value for money.

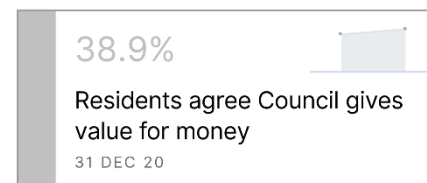
Work continued to take place across the Council, as detailed in this report, to support the achievement of these targets, with key areas being the further development of a resident first approach and the review and transformation of services to improve outcomes and value for money.



2019-2020	48.1%
2020-2021	53.4%
Target 20-21	49.0%
Performance	
2021-2022	Due in Q3
Target 21-22	58.0%
National Benchmark	68.0%



2019-2020	40.8%
2020-2021	50.5%
Target 20-21	43.0%
Performance	
2021-2022	Due in Q3
Target 21-22	52.0%



2019-2020	34.0%
2020-2021	38.9%
Target 20-21	40.0%
Performance	
2021-2022	Due in Q3
Target 21-22	43.0%
National Benchmark	53.0%

Appendix 3

Notes

This report outlines progress on deliverables and key measures as outlined in the Council Plan 2021-25. The following table lists the deliverables and measures not included in this report, or where changes have been made:






Deliverables	Reporting
Developed our understanding of the resident experience when interacting with the Council, using that insight to improve our approach	This deliverable is expected to start on 1 July 2021, therefore reporting on progress will be included in the Quarter 2 report.
Delivered Phase 3 of Vision Derbyshire including activity on business support, climate change, homelessness, independent living and skills and employment priorities, creating new arrangements to speed up joint decision making with partners	This deliverable is expected to start on 1 October 2021, therefore reporting on progress will be included in the Quarter 3 report.
Implemented new national performance measures for Adult Social Care to benchmark across the sector to improve outcomes for local people and drive value for money	The start date for this deliverable is dependent on the outcome of a national review

Measures	Reporting
Measure on local COVID-19 testing and contract tracing activity	A national performance measure has not been identified, however information on the volume of testing and contract tracing activity supported by the Council is included in this report
Number of services available online via the Council's Customer Relationship Management System	Performance against this measure will be reported once implementation of the Council's Customer Relationship Management system has commenced

Appendix 3

Measures	Reporting
Proportion of children’s social care audit judgements (including children in care and care leavers) graded good or better	This measure has changed to “Percentage of children’s social care reflective case review judgements (including children in care and care leavers) rated as “Good” or “Outstanding””
Number of children returning home after a period of being in care	This measure has changed to “Percentage of children returning home after a period of being in care”

Key

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

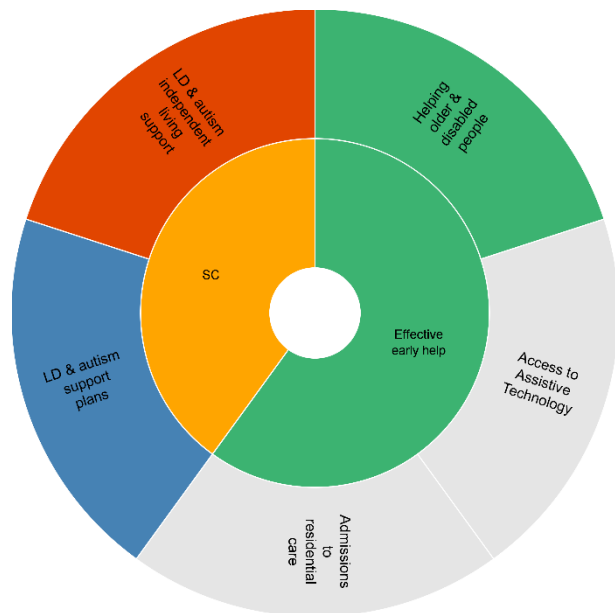
Appendix 4

Adult Care - Portfolio Summary

Deliverable Progress



Key Measures Against Target



Key Strong Good Review Action Data not available/Target not set

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:

- The central hub of practitioners is successfully working alongside people with a learning disability and/or who are autistic to ensure an outcome focused support plan is in place and a number of people have chosen to access support in the community.
- The Short Term Reablement Service is meeting the target to support more people to access the service ensuring more people can gain back their independence following a crisis or discharge from hospital.

Key areas for consideration are:

- The number of people with a learning disability and/or who are autistic being supported to move to a more independent setting is behind target. The national lockdowns due to the Covid-19 pandemic have impacted and plans are now in place, given national easements, to ensure further people move to a more independent setting.
- Work is underway to establish performance targets for Assistive Technology and support for older people and disabled people to remain living within their own homes.

Appendix 4

There is a forecast overspend of £1.038m on the portfolio after the allocation of £4.661m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

Forecast Outturn against Target Budget



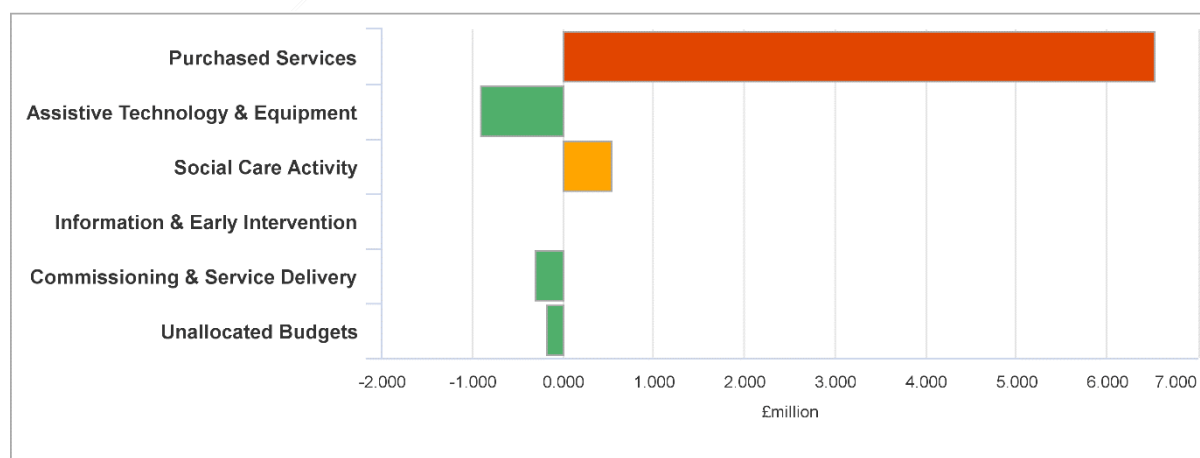
- **Purchased Services, £6.533m overspend** – due to additional costs relating to the hospital discharge services as a result of the Covid-19 pandemic. It also relates to the number of new care packages required to be provided to assessed individuals and the high level of voids (low occupancy) being carried within the Council’s in-house service provision. The Better Lives Project is currently working on a number of areas that directly relate to the level of spend on Purchased Services with reductions expected in this area over the coming years.

- ✓ **Assistive Technology and Equipment, £0.901m underspend** – relates to the Integrated Community Equipment Service (ICES) contract.

- **Social Care Activity, £0.542m overspend** – due to increased spend on Agency staff and independent persons.

- ✓ **Commissioning and Service Delivery, £0.310m underspend** – due to a reduction in expenditure on apprenticeships.

Forecast Under (-)/Over Spend by Service Line



One-off funding of £1.500m, identified in the 2021-22 Revenue Budget Report to fund the development of an Assistive Technology Service, has been

Appendix 4

transferred from the Adult Care portfolio to the Risk Management budget. The amount was no longer required after Adult Care transferred this amount from its 2020-21 underspend to an earmarked reserve to fund this initiative.

Ongoing funding of £0.585 relating to Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth has been transferred from the Adult Care portfolio to the Risk Management budget. This amount had not been utilised as at 31 March 2021.

The budget savings target for 2021-22 is £7.441m, with a further £1.894m target brought forward from previous years. Of this total target of £9.335m, £5.122m is expected to be achieved by the end of the financial year. Therefore, there is currently a £4.213m forecast shortfall in achievement of budget savings. However, this shortfall is underpinned by an allocation of £4.257m of one-off funding to provide flexibility to achieve the target in 2022-23.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Budget Support - £4.257m (one-off), provided to the Adult Social Care and Health department to provide flexibility to plan to achieve the 2021-22 savings target in later years.
- Demographic Growth - £2.794m, to meet additional costs from increases in the 65+ population, the number of disabled adults accessing services, cases of early onset of dementia, the complexity of need and the complexity of clients transitioning from Children's Services.
- Independent Living Fund (ILF) - £2.534m (one-off), support pending receipt of any further information on whether the Government will continue to provide funding in 2021-22 to support clients previously supported through the ILF.
- Assistive Technology - £1.500m (one-off), to pump prime the development of a county wide Assistive Technology service.

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

- Social Care Contingency - £1.000m, from the Social Care Contingency provided in the 2021-22 budget, to support the increase in the cost of Purchased Services including transition cases and independent sector care fees.

Appendix 5

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key Strong Good Review Action Data not available/Target not set

Progress is "Good" or "Strong" for all of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- An updated value for money assessment of the Chesterfield to Staveley Regeneration Route has been carried out that will create new homes and jobs for the area.
- Greenhouse gas emissions from streetlighting have reduced by 80% from the baseline year of 2009-10.
- CO2 emissions from the Council's grey fleet has seen a reduction of 78%, reflecting the impact of Covid-19 restrictions on staff travel.
- Bespoke Brexit support has reached over 300 businesses either through direct support or signposting information.
- To date via the transfer of Apprenticeship levy we have supported 130 apprentices from 78 different employers across Derbyshire.

Appendix 5

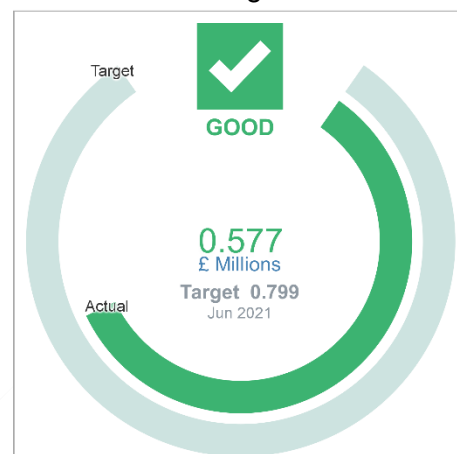
Key areas for consideration are:

- Business support projects which cover High Peak and Derbyshire Dales (2 government priority areas) are awaiting government approval through the Community Renewal Fund.

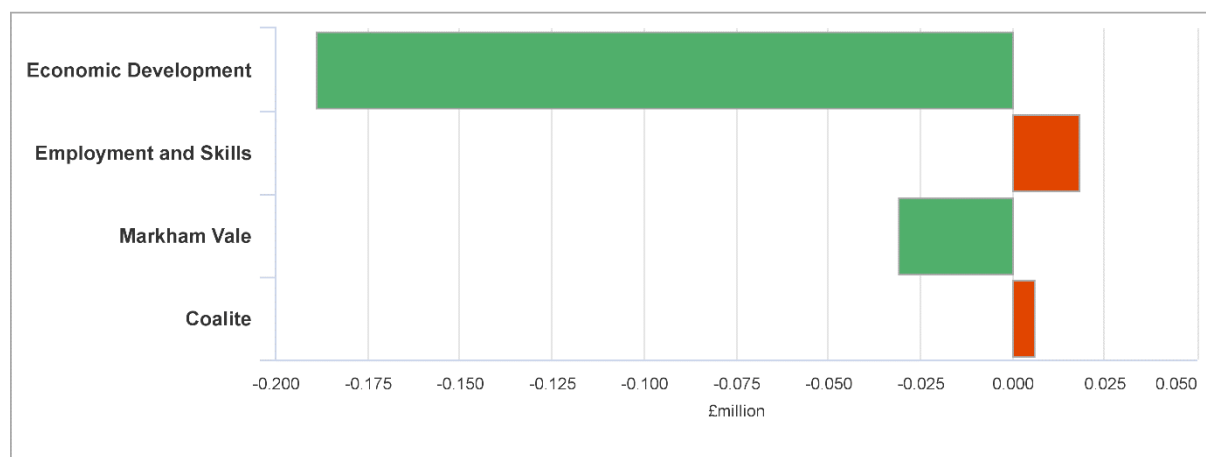
There is a forecast underspend of £0.222m on the portfolio after the allocation of £0.026m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- ✓ Economic Development, £0.189m underspend – due to the deferral of many planned projects and activities as a result of the Covid-19 pandemic.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2021-22 is £0.330m. All of this target is expected to be achieved by the end of the financial year.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Regeneration Kick-Start - £2.000m (one-off), preliminary design and feasibility to allow external grant funding to be sought for capital projects

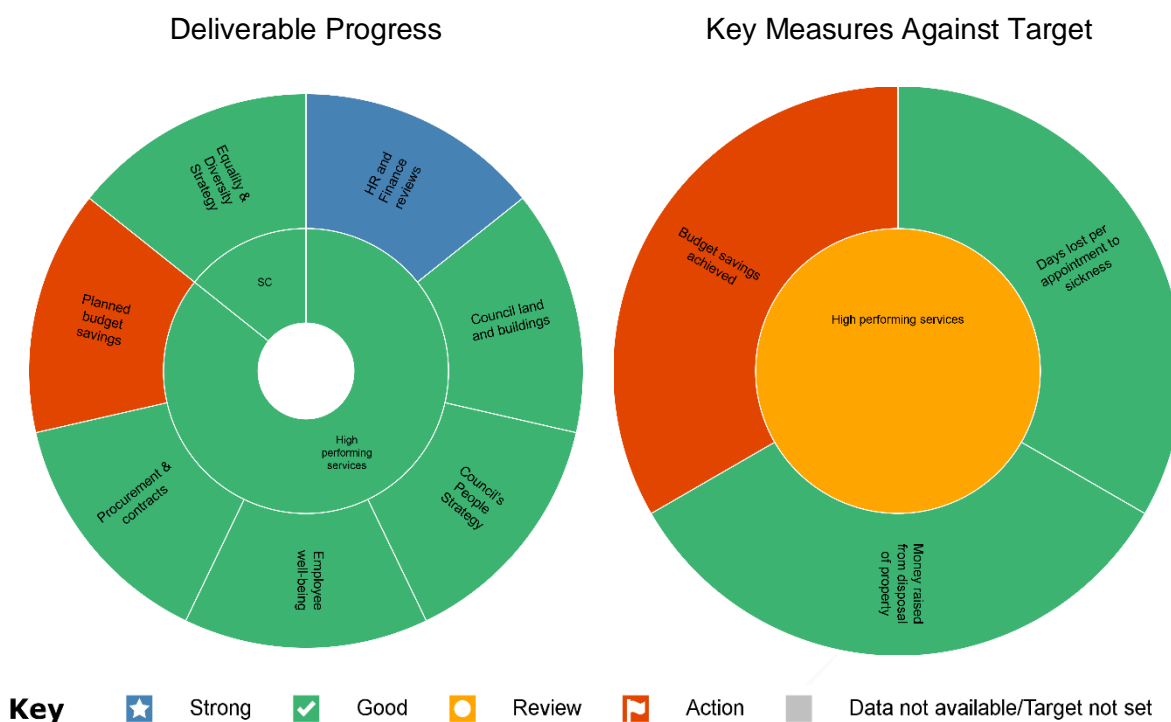
Appendix 5

that can bring forward good growth for Derbyshire: providing housing, jobs and skills.

- HS2 - £0.250m (one-off), to support the Council's project delivery team and relevant specialist support to increase its activity during the parliamentary bill process, which will establish how the line will be built, the designs of key elements of infrastructure as well as other measures which HS2 will need to include in the final project.
- Employment and Skills £0.070m - Employment and Skills have been highlighted as a critical part of the Covid-19 recovery for Derbyshire. Additional funding is required to deliver on these priorities.

Appendix 6

Corporate Services and Budget - Portfolio Summary



Progress is "Good" or "Strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Reviews of Human Resources and Finance functions are on track and will deliver expected savings.
- The number of days lost to sickness is within the lower target established for 2021-22 and a new measure to show the percentage of hours lost has been established.
- The terms of reference for the Value for Money Board are being widened to consider areas beyond just procurement.

Key areas for consideration are:

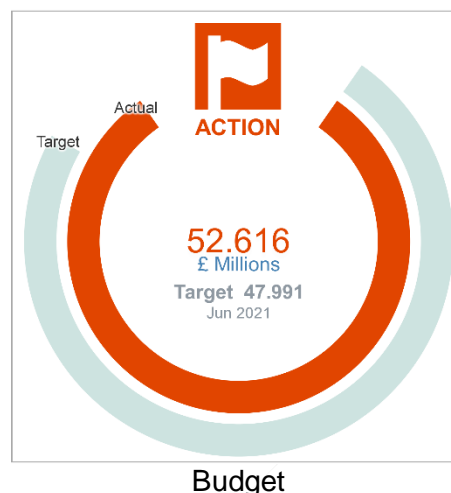
- Quarter 1 figures for the overall Council budget savings are £16.282m below target.

Appendix 6

There is a forecast overspend of £4.625m on the portfolio after the allocation of £0.480m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

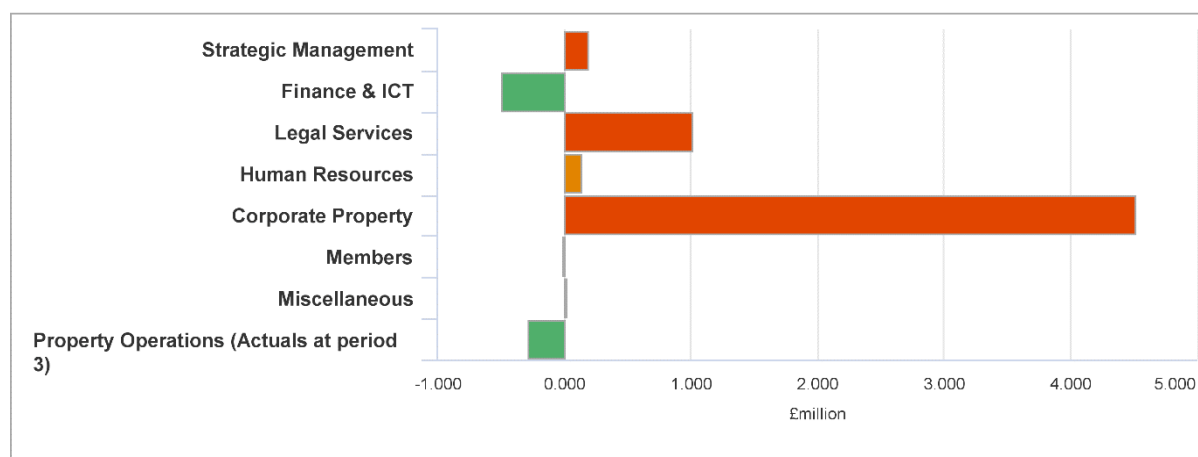
- Corporate Property, £4.519m overspend – mainly due to £2.419m of savings targets which are not expected to be achieved this year on top of a budget that was already insufficient to cover current costs by £1.000m. Industrial Development is £0.459m overspent as units cannot achieve 100% occupancy and some rents are offered at below market rates for occupying charities or rent-free periods in exchange for tenants undertaking essential repair and maintenance work. There is a £0.269m overspend on County Buildings due to the running costs of buildings that are awaiting disposal, such as South Normanton Hub.
- Legal Services, £1.014m overspend - due to a delay in the implementation of the “Core/Core-Plus” offer. Under the offer, core legal functions are funded corporately, with all other legal activities funded by alternative means. It is anticipated that the new operating model will be implemented in September 2021. Other contributing factors include salary overspends relating to the Childcare and Environmental/Commercial teams, agency payments, one-off payment of allowances, and a savings target in Democratic Services which has yet to be identified.
- ✓ Finance and ICT, £0.492m underspend - due to vacancies arising from phase 2 of a planned restructure of the ICT function, aiming to deliver significant savings over the three years from 2020-21.
- Human Resources, £0.132m overspend – due to lost training income as a result of the Covid-19 pandemic.

Forecast Outturn against Target



Appendix 6

Forecast Actual Under (-)/Over Spend by Service Line



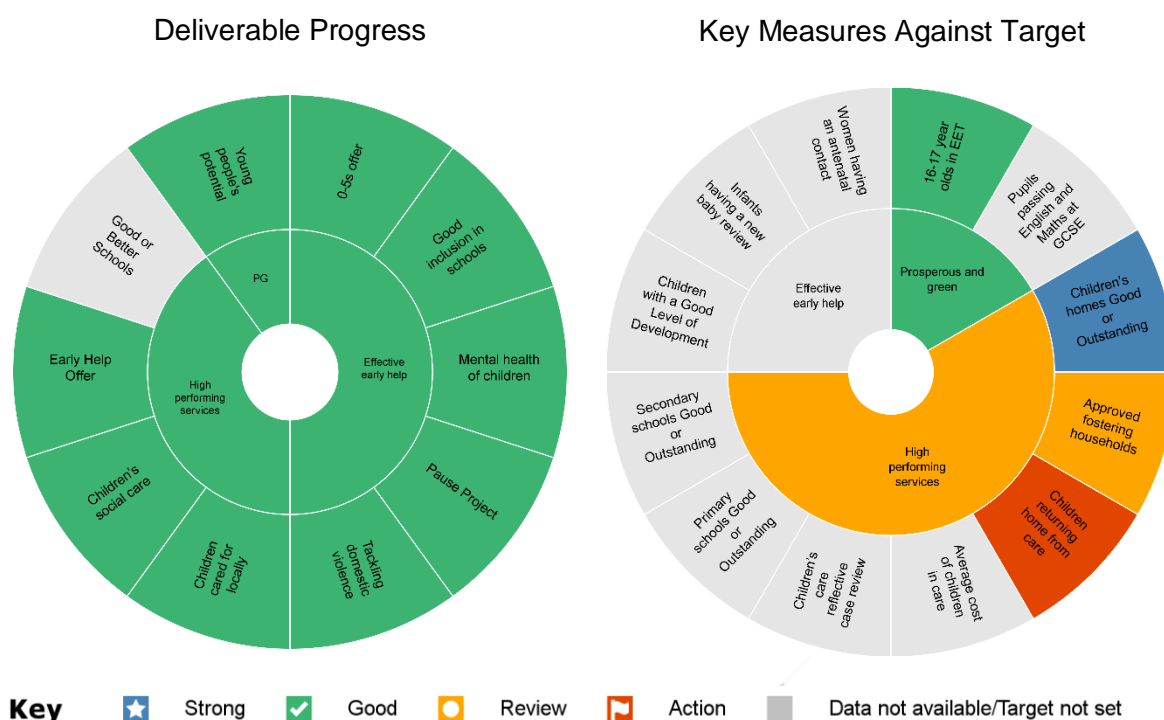
The budget savings target for 2021-22 is £2.197m, with a further £3.363m target brought forward from previous years. Of this total target of £5.560m, £1.163m is expected to be achieved by the end of the financial year. Therefore, there is currently a £4.397m forecast shortfall in achievement of budget savings. However, this shortfall is partially underpinned by an allocation of £0.390m of one-off funding to provide flexibility to achieve some of the target in 2022-23.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- ICT Telephony - £0.433m, to implement a soft telephony solution with the flexibility required to meet the needs for agile and remote working.
- Legal Services - £0.300m (one-off), to support with sustained increase in demand for all services, especially for childcare legal advice and representation.
- Budget Support - £0.390m (one-off) provided to the Commissioning, Communities and Policy department to provide flexibility to plan to achieve the 2021-22 savings target in later years.
- ICT Strategy - £0.200m, to enhance the ICT Service offering to embed remote working to support an agile and flexible workforce.
- Digitisation of Employment Records - £0.100m (one-off), to save employment records in a digital format. This will reduce off-site storage costs and reduce the ongoing cost of maintaining and accessing records.
- ICT Customer Service Platform - £0.075m, investment in a new customer service system to support the ICT Service Desk and self-service offering.

Appendix 7

Children's Services and Safeguarding - Portfolio Summary



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

Key areas of success are:

- The availability of high quality children's homes – following the re-starting of the inspection regime for children's homes, all ten of Derbyshire's children's homes which have been inspected are now rated good or outstanding. Two additional homes are awaiting their first inspection.
- Pause Project – aimed at supporting the needs of women who have had multiple children removed with the aim of preventing this cycle recurring. This programme is now delivering clear, measurable impact for the women involved across multiple areas of their life. The referral process for the second cohort of women has progressed and the project remains on track.
- Consistent, high quality early help and safeguarding services for children and families - we continue to see positive impact from the changes we have implemented across early help and safeguarding services with improving practice consistency and solid performance across a range of performance measures. We have changed the way we audit and grade our social care cases this year with the introduction of reflective case reviews. These will provide the measure for demonstrating improving consistency going forward.

Appendix 7

Key areas for consideration are:

- Implement recommendations to reduce demand, improve outcomes and reduce expenditure across Children's Services – Good progress is being made during the design phase with the implementation phase on target to start in September 2021. Following implementation, this work will help us to address the challenges we face in identifying sufficient, local, high quality placements for children in care. Two indicators identified as a reflection of this impact include increasing the proportion of children returning home to live with parents, where this is safe and appropriate, and reducing the average cost of children in care placements.

The portfolio has a forecast overspend of £5.768m after the allocation of £4.850m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

The forecast outturn position includes £1.112m of Dedicated Schools Grant income, as a contribution to the cost of supporting Early Help services and children with additional needs. Income from this source is not guaranteed to continue at the same level in future years.

Forecast Outturn against Target Budget








Before the allocation of the Covid-19 grant funding detailed above, the main variances are:

- ▣ Placements for Children in Care (or unable to remain at home), £5.761m overspend – there are currently more placements required than can be funded from the allocated budget. The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. The 2020 Childrens Social Care Forecast Assessment Programme from Grant Thornton (GT) estimated that placements expenditure would exceed allocated budget by between £7m and £16m in 2021-22. GT predicted rising cost and demand pressures continuing over the next two financial years. Like many other councils across England, there has been a higher rate of increase in placements following Covid-19 lockdown periods; it is estimated that an additional £1.6m of costs are related to the pandemic.
- ▣ Home to School Transport, £1.965m overspend – an increase in the number of journeys and the average cost per journey being provided,

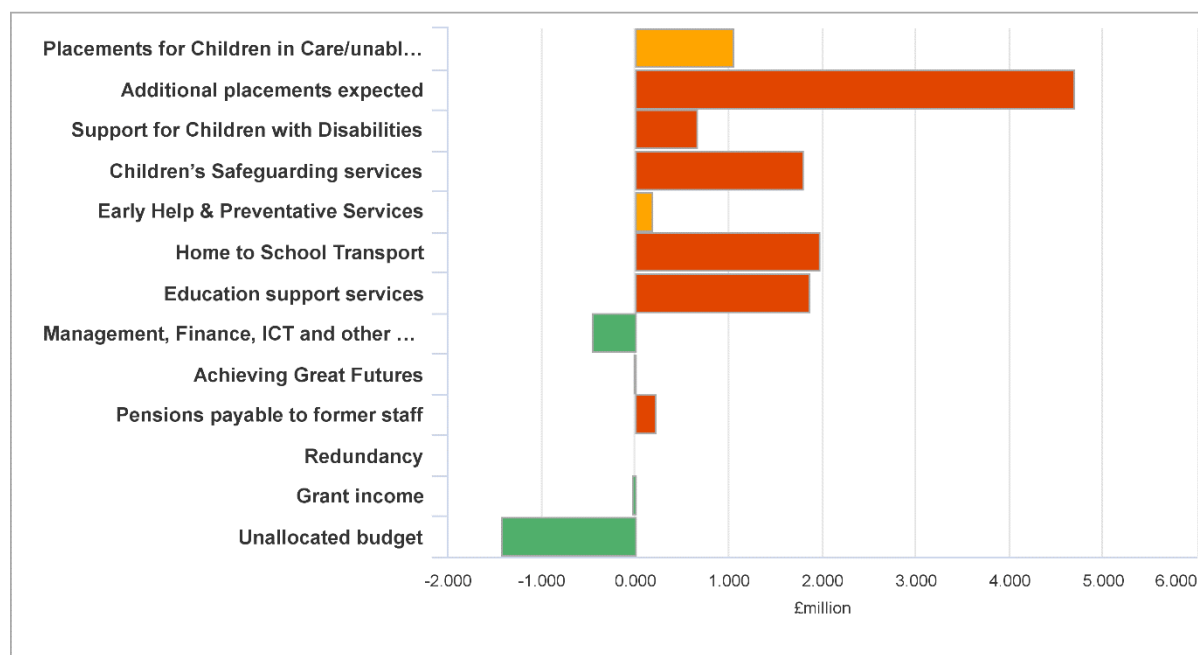
Appendix 7

mostly in respect of children with special educational needs (SEN). Additional specialised vehicles are required to transport individual children and economic factors are affecting contractors.

-  Education Support Services, £1.869m overspend – the ability of the Sport and Outdoor Education service (SORE) to undertake commercial income generation activities has been severely limited by the Covid-19 pandemic. Income losses from April to June 2021 will be included in a claim for funding under the Sales, Fees and Charges compensation scheme.
-  Children’s Safeguarding Services, £1.803m overspend – demand pressures from greater numbers of children in care and children in need; including children in care support expenditure, support for families in need to avoid care admissions and legal services costs. Also, the increased cost of employing agency social workers to cover vacancies and the market supplement for front line social workers.
-  Unallocated Budget, £1.411m underspend – amounts which have not yet been allocated to services. These comprise in-year grant funding, of which the largest unallocated item is £1.112m from the Dedicated Schools Grant. The continuation of these funding streams beyond 31 March 2022 have not been confirmed.
-  Management, ICT, Business services and other support services, £0.411m underspend – temporary vacancies within Business Services.
-  Pensions Payable to Former Teachers and Other Staff, £0.232m overspend – enhanced pension obligations payable to staff who left under efficiency programmes during the early 1990s. Whilst the number of pensions being paid reduces each year, this is outweighed by the annual increase to those pensions still in payment.

Appendix 7

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2021-22 is £0.085m, with a further £1.965m target brought forward from previous years. Of this total target of £2.050m, £0.411m is expected to be achieved by the end of the financial year. Therefore, there is currently a £1.639m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Placement Demand Pressures - £5.400m, to support the increase in the demand for placements and the increasing complexity of children and young peoples' needs. This is consistent with increases in demand experienced nationally.
- Social Worker Recruitment - £1.300m, as part of a four-year recruitment plan, agreed in 2018-19, to increase the number of social workers to ensure caseloads are at a healthy working level consistent with an individual worker's experience.
- Children in Care Legal Proceedings - £0.950m (one-off), reflecting the greater number of court proceedings and the increased use of external legal firms to present cases.
- Home to School Transport (Mainstream) - £0.680m, to cover the increased costs in the sector of fuel, salaries and compliance requirements.
- Home to School Transport (SEN) - £0.620m, to support the increased cost of transporting children and young people to school, pupil resource units or alternative provision when they have been excluded from mainstream schools. The additional cost of service provision is driven

Appendix 7

by greater numbers of children and young people with special educational needs an increased cost of journeys.

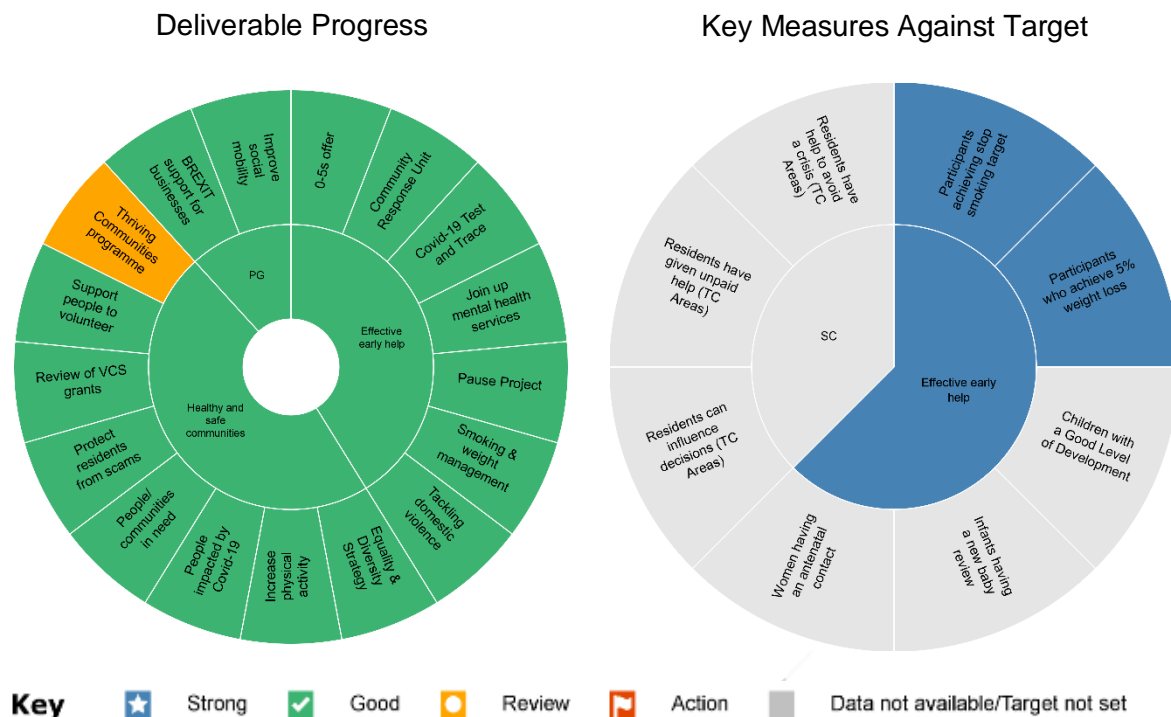
- Care Leavers - £0.510m (one-off), to meet the cost of additional statutory duties towards care leavers.
- Sports and Outdoor Education (SORE) - £0.362m (one-off), to support the service during 2021-22 pending a review of the needs of the service moving forwards.
- Programme Teams - £0.333m (one-off), to continue dedicated project resource to effect change and deliver one-off initiatives within Children's Services.
- Process Improvement - £0.193m (one-off), to fund a dedicated team to review and improve processes within Children's Services.
- Participation - £0.177m (one-off), to develop a strategic network to replace Derbyshire Youth Council, to increase participation in development of SEND services by children and families in Derbyshire, to increase the participation of care-leavers and to maintain current levels of participation from other children and young people. This allocation covers work proposed for 2021-22 and 2022-23.

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

- Social Care Contingency - £9.000m to support the increase in the demand for placements from the Social Care Contingency provided in the 2021-22 budget
- Achieving Great Futures - £5.685m (one-off) from the general reserve, to fund the Children's Services transformation programme that will run over the 2021-22 and 2022-23 financial years.

Appendix 8

Health and Communities - Portfolio Summary



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

- For Public Health, the performance against key deliverables is good.
- The Active Derbyshire Network is being expanded through the development of a talking space virtual platform which engage more physical activity partners and target activity with people who are currently inactive to help tackle health inequalities.
- Public Health continues to provide support to those impacted by the pandemic alongside Local Resilience Forum partners. 2,598 local contact tracing calls were completed in Quarter 1 and many of these were locally led rather than being by the national team. Public Health responded to a significant outbreak in Erewash and in High Peak and was part of a multi-agency team that undertook targeted local surge testing in these areas.
- The Community Response Unit is supporting individuals to access vaccinations for Covid-19 by providing practical support, such as access to transport where required. The Community Response Unit is now being embedded into the Public Health strategic approach to health and wellbeing across Derbyshire's communities.
- Despite concerns regarding performance in the previous quarter, both weight management and and stop smoking support are now rated as strong. The service continues to be delivered virtually, but more

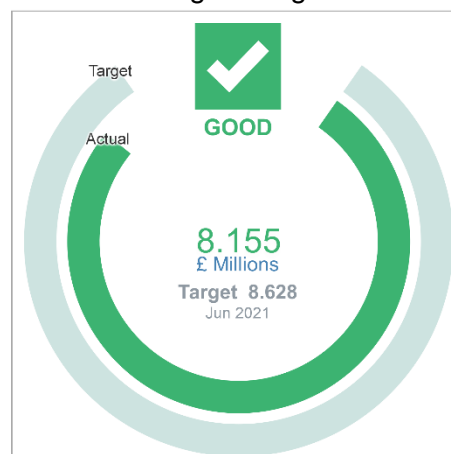
Appendix 8

people are setting a quit date than in any quarter in 2020-21 and 348 people have achieved a four week quit. Live Life Better Derbyshire continue to encourage primary care to make referrals to weight management services to increase the number of people participating in this programme.

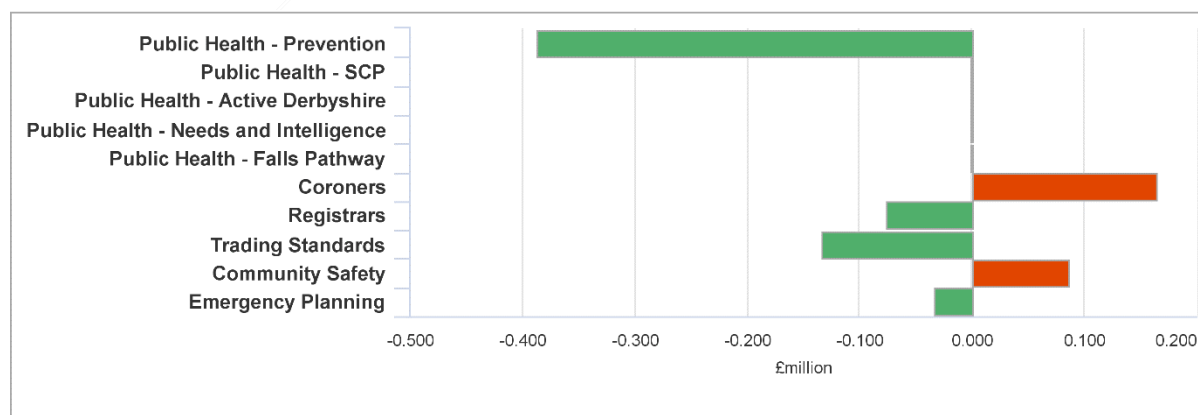
There is a forecast underspend of £0.473m on the portfolio after the allocation of £0.095m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- ✔ Prevention, £0.387m underspend – additional contribution from Public Health Grant towards the Disabled Employment Team, Local Area Co-ordinators, Time Swap and Pensions Credit project.
- ❏ Coroners, £0.165m overspend – residual running costs on old premises, a backlog of invoices relating to Pathology fees and an increase in post-mortems and other professional services. There is also a recognition that the basis of apportionment of Coroners' costs between the Council and Derby City Council needs to be renegotiated, which may result in a change in the Council's contribution, and therefore may result in there being a Coroners' underspend for 2021-22. It is expected that this position will be clarified in Quarter 2.
- ✔ Trading Standards, £0.133m underspend – due to vacancy control. This will assist in managing a planned restructure of the function.

Forecast Actual Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



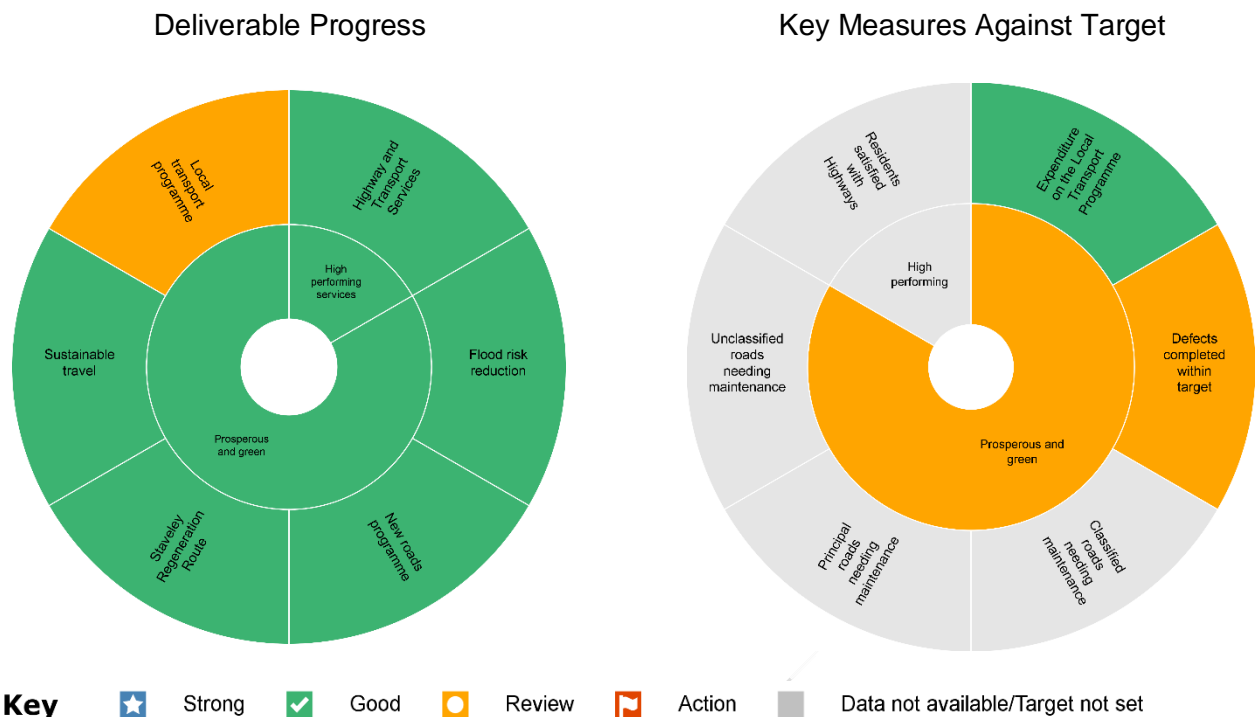
Appendix 8

The budget savings target for 2021-22 is £0.271m. An over-achievement of budget savings of £0.016m has been brought forward, resulting in total reductions to be achieved of £0.255m at the start of the financial year. Of this target, £0.213m is expected to be achieved by the end of the financial year. Therefore, there is currently a £0.042m forecast shortfall in achievement of budget savings.

No additional funding has been provided to this portfolio in the 2021-22 budget for growth items.

Appendix 9

Highways Assets and Transport - Portfolio Summary



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

Key areas of success are:

- An updated value for money assessment of the Chesterfield to Staveley Regeneration Route has been carried out, with the project creating new homes and jobs for the area.
- Woodville-Swadlincote Regeneration Route and Ashbourne Airfield Link Road are both under construction and due for completion/opening to traffic in Quarter 3, 2021-22.
- The Property Flood Resilience Grant Scheme has enabled 92 Properties to be surveyed with flood resilience measures now being implemented.

Appendix 9

Key areas for consideration are:

- **Local Transport Plan Programme** – during the Quarter 1, Highways works totalling an estimated value of £5m have been undertaken. The exact figure will be confirmed in the Quarter 2 report.

Contract arrangements are in place to deliver significant resurfacing and surface treatment packages as part of this year's capital programme. Surface treatment works have commenced with approximately £1m delivered during the Quarter with a further £5m programme of works scheduled to be completed during Quarter 2. The delivery of surface treatment and resurfacing programmes in forthcoming months is key to adding resilience to the network and preventing and/or minimising damage through the next winter period.

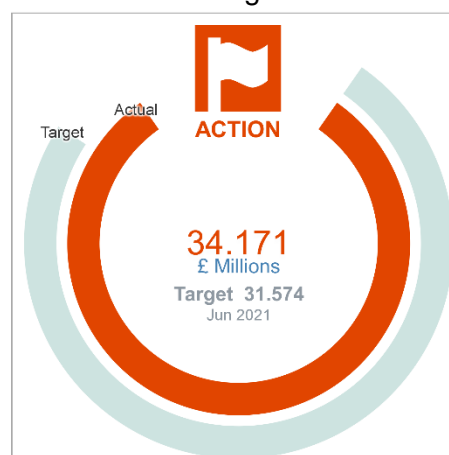
Resurfacing is continuing utilising in-house resources and the pace of delivery will increase as extra resources are brought into the county by a national contractor to enable the delivery of the full programme of works by 31 March 2022.

The additional resources employed dealing with potholes on the network has seen a reduction in the numbers to more manageable levels, with a total of 7,618 road defects being repaired during Quarter1. 85.6% of defects were completed within target, bringing performance nearer to the 90% target and a marked improvement on the 53.4% figure for 2020-21.

The portfolio has a forecast overspend of £2.597m after the allocation of £0.899m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

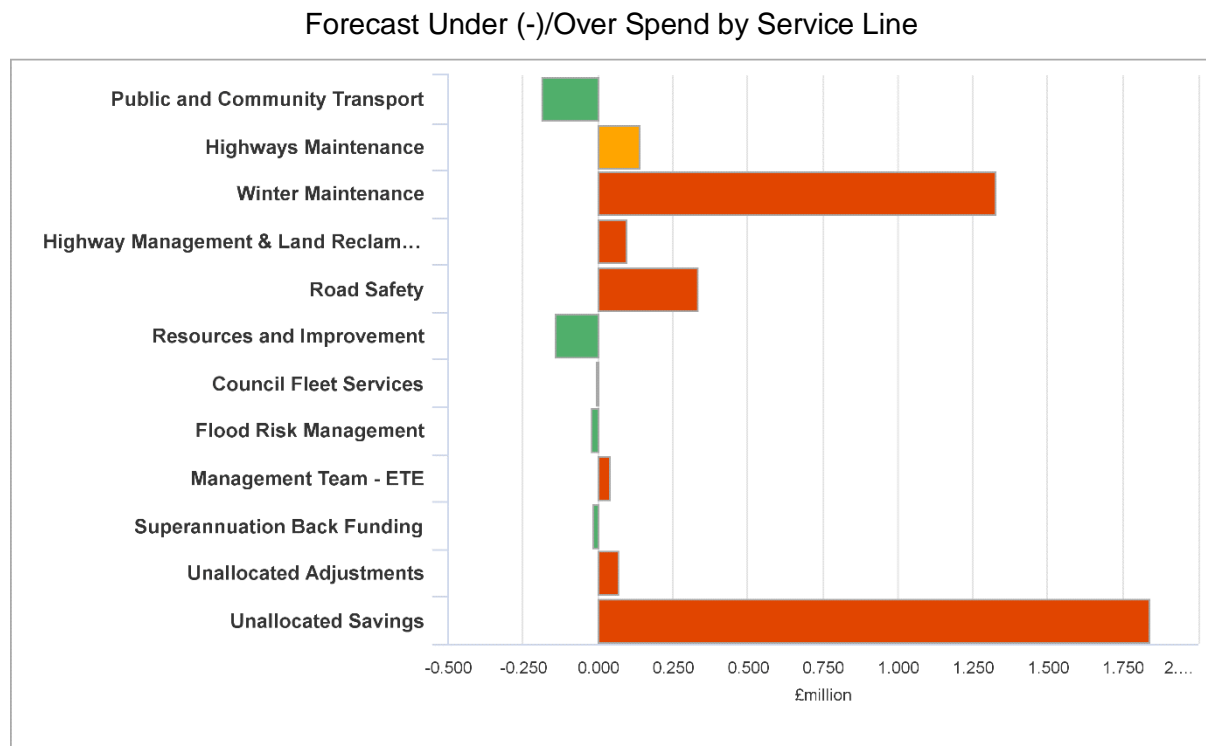
- ❑ Unallocated Budget Savings, £1.842m overspend – savings targets not yet allocated to specific services.
- ❑ Winter Maintenance, £1.327m overspend – the Council has to build up a large stockpile of grit salt to comply with Department for Transport recommendations, based on an average year, prior to the onset of winter. The vehicles associated with gritting are a high fixed cost overhead, irrespective of the severity of the conditions. The Winter Service budget of £2.173m does not provide for more than a mild winter, so the Council is reliant on using contingency reserves for additional costs incurred as a result of a moderate or severe winter.

Forecast Outturn against Target Budget



Appendix 9

- Road Safety, £0.334m overspend – implementation of a savings initiative, based on additional income being generated, has been delayed as legislation has yet to be enacted.



The budget savings target for 2021-22 is £1.239m, with a further £1.842m target brought forward from previous years. Of this total target of £3.081m, £0.175m is expected to be achieved by the end of the financial year. Therefore, there is currently a £2.906m forecast shortfall in achievement of budget savings.

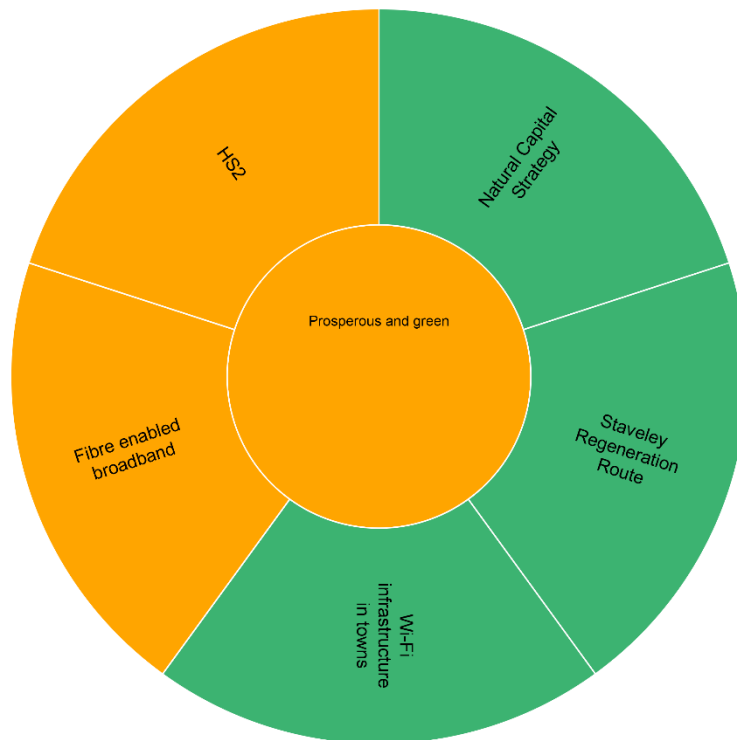
Additional funding has been provided in the 2021-22 budget for the main growth items:

- Winter Maintenance - £0.700m, to realign the winter maintenance budget so it more accurately reflects winter maintenance expenditure required in a mild winter.

Appendix 10

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



Key Strong Good Review Action Data not available/Target not set

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

Key areas of success are:

- An updated value for money assessment of the Chesterfield to Staveley Regeneration Route has been carried out, with the project creating new homes and jobs for the area.
- Tender responses have been received for the Natural Capital Strategy with a consultant to be appointed in July 2021.

Appendix 10

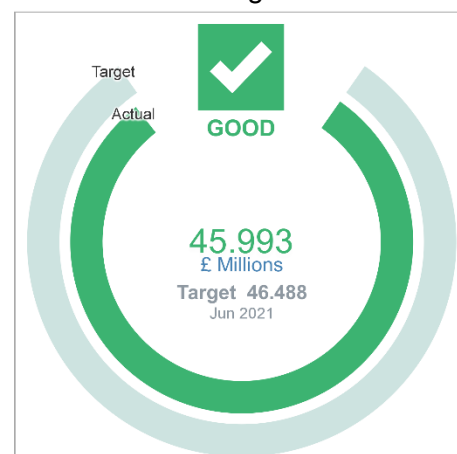
Key areas for consideration are:

- **Fibre enabled broadband** - Openreach have commenced work to deliver Full Fibre connectivity to an additional 300 premises under contract 2. The change request to support this additional work is still going through the Department of Digital, Culture, Media and Sport (DCMS) assurance process. It is anticipated that this work will be completed by the end of Quarter 2. DCMS experienced delays with the launch of the new Gigabit Voucher scheme and there has been a period of three months where suppliers were unable to register new voucher applications for community fibre projects in Derbyshire. It is expected that registration will commence 12 July 2021, but as a result of this delay there is no Top Up Voucher activity to report during Quarter 1.
- **HS2** - There has been a further delay to the publication of the Integrated Rail Plan and it is now not expected to be released until September 2021. In the meantime, lobbying by the HS2 East group continues with stakeholders to support the completion of the project including the eastern leg. The alternative proposal study was completed in June 2021 and proposed that if the whole project was not completed, HS2 services should use Erewash Valley and Barrowhill lines to provide services in Derbyshire.

The portfolio has a forecast underspend of £0.495m after the allocation of £2.980m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of the Covid-19 grant funding detailed above, the main variances are:

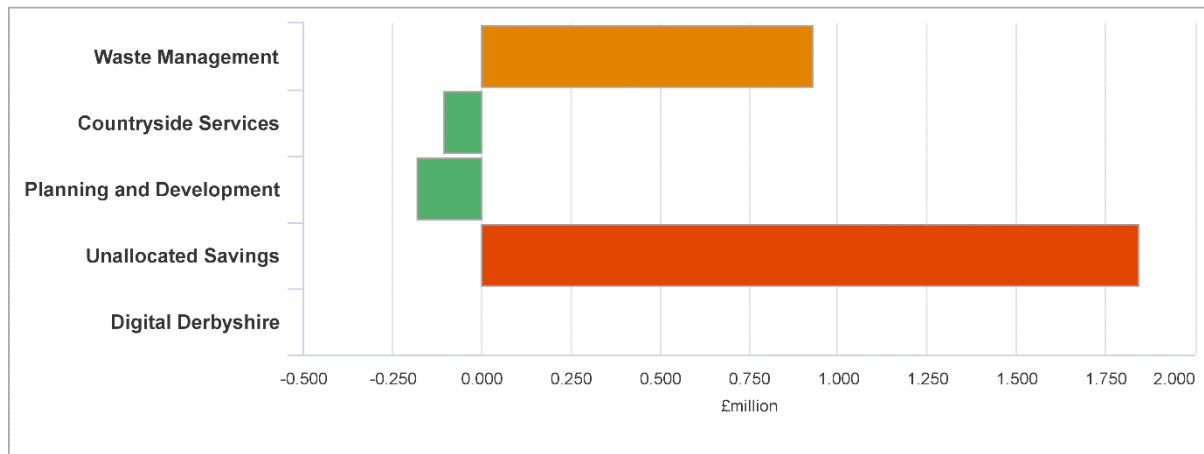
- ❑ Unallocated Budget Savings, £1.842m overspend – savings targets not yet allocated to specific services.
- ❑ Waste Management, £0.930m overspend – an increase in household residual waste tonnages due to more people working from home as part of the Covid-19 response.

Forecast Outturn against Target Budget



Appendix 10

Forecast Under (-)/Over Spend by Service Line



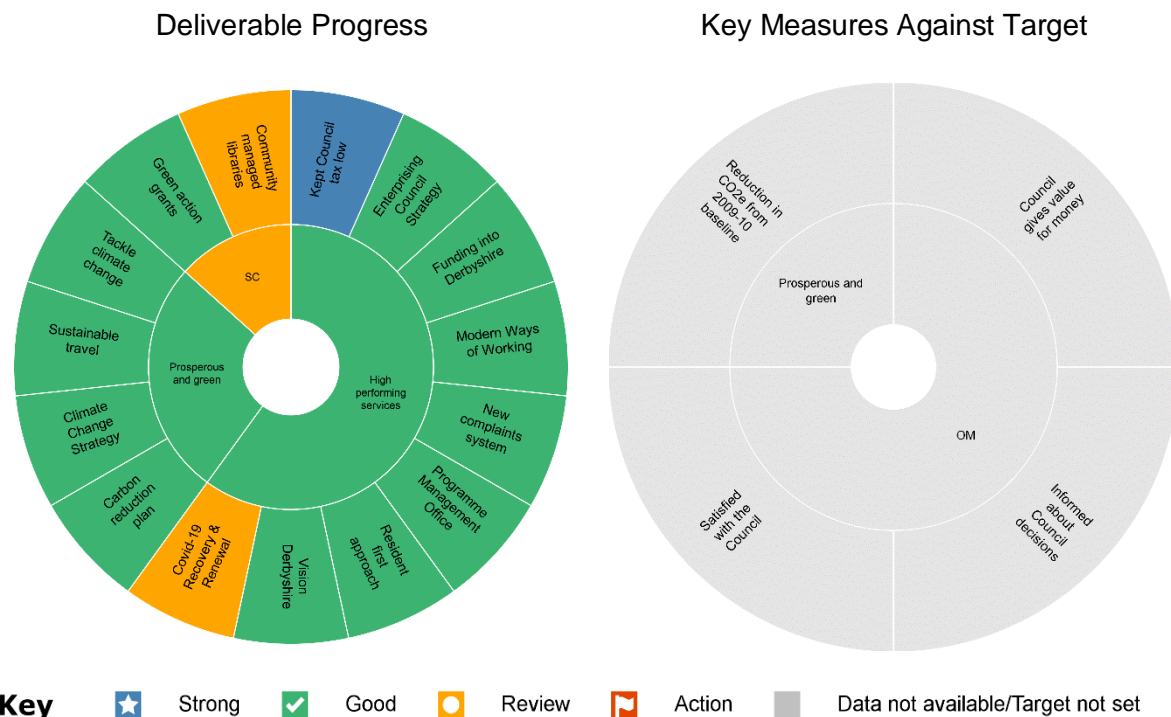
The budget savings target for 2021-22 is £0.444m, with a further £2.472m target brought forward from previous years. Of this total target of £2.916m, £0.844m is expected to be achieved by the end of the financial year. Therefore, there is currently a £2.072m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Elvaston Castle Masterplan - £0.550m (one-off), the Masterplan, a programme of capital investment and income generation at Elvaston Castle, was approved by Cabinet on 20 December 2018. Preliminary studies, assessments and design work are required prior to capital investment.
- Budget Support - £0.230m (one-off), provided to the Place department to provide flexibility to plan to achieve the 2021-22 savings target in later years. This is supporting the phasing of savings planned to be delivered by the Countryside Service.

Appendix 11

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



Progress is "Good" or "Strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The 2021-22 Council Tax increase of 2.5% is the second lowest for comparable counties.
- The Climate Change Strategy is being finalised and as part of this the target for the reduction in emissions for 2021-22 has been increased to 63%.

Key areas for consideration are:

- Covid-19 has delayed planned progress in transferring libraries to community management. With Covid-19 restrictions lifting, and services resuming the Library Strategy will be relaunched in September 2021.
- The development of an organisational recovery and renewal strategy has been delayed by Covid-19, however the next phase of work was agreed at Cabinet in June 2021.

Appendix 11

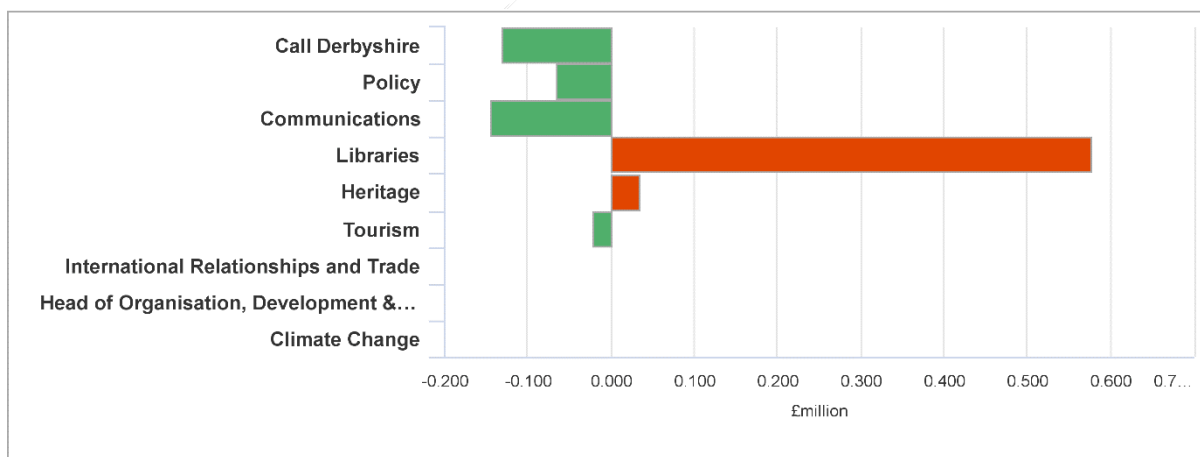
The portfolio has a forecast overspend of £0.169m after the allocation of £0.079m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- Libraries, £0.576m overspend – achievement of savings is delayed as the Covid-19 pandemic meant proposals to transfer the Library Service to community management and to transfer the Arts Development service to an alternative provider had to be suspended. The transfer to community managed libraries, proposed in the Library Strategy, is expected to be relaunched in September 2021.
- ✓ Communications, £0.177m underspend – due to vacancy control. This will assist in managing a planned restructure of the function.
- ✓ Call Derbyshire, £0.131m underspend – mainly due to staff turnover.
- ✓ Policy, £0.099m underspend – vacant posts only expected to be filled in the second half of the year.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



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

Appendix 11

Additional funding has been provided in the 2021-22 budget for the main growth items:









- Voluntary and Community Sector (VCS) Infrastructure - £0.199m, to support the development of a more equitable distribution of funding across the county, recognising the contribution the sector makes in supporting communities across Derbyshire.
- Performance Monitoring and Reporting - £0.140m, to create a performance service partner role to support the ongoing development and implementation of the corporate performance framework, whilst also supporting the annual Council Plan refresh and service planning process.

Appendix 12

Traded Services

Fully Traded

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








Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure* £m	Projected Gross Controllable Income £m	Forecast Contribution/ Deficit(-) to General Overheads £m	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
CSB	Finance & ICT	IT Support Services	0.675	0.730	0.055		No
CSB	HR	Schools Advisory Service	0.500	0.755	0.255		No
CSB	HR	Work Experience	0.120	0.080	-0.040		No
CSB	Corporate Property	Direct Service Organisation Operations (Turnover at period 3)	5.511	5.233	-0.278		Yes
CSSG	School Catering	School Catering + Free School Meals checking	21.879	21.702	-0.177		No
CSSG	Finance	Budget advice & planning	0.362	0.402	0.040		No
CSSG	SORE	Swimming	0.936	0.856	-0.080		No
			29.983	29.758	-0.225		

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












Appendix 12

Partially Traded

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

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Legal and Democratic	Legal Services	0.121	0.115	-0.006	
CSB	Legal and Democratic	Registrars	1.248	1.639	0.391	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.080	0.090	0.010	
CSB	Corporate Property	Estates	0.026	0.035	0.009	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.065	0.076	0.011	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.000	0.009	0.009	
CSB	Corporate Property	Asbestos Surveys	0.053	0.058	0.005	






Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Corporate Property	County Buildings incl. External Functions Bar	0.588	0.423	-0.165	
CSB	Corporate Property	Industrial Development	1.889	1.621	-0.268	
CSB	HR	Occupational Health Services	0.080	0.087	0.007	
CSB	HR	Learning & Development	0.379	0.509	0.130	
CSB	HR	H&S	0.295	0.254	-0.041	
CSB	HR	Payroll Services	1.510	1.613	0.103	
CSB	Organisational Development & Policy	Crisis Communications	0.043	0.044	0.001	
CSB	Finance & ICT	Exchequer	0.320	0.232	-0.088	
CSSG	Education Improvement	Various	0.216	0.074	-0.142	
CSSG	Education Psychology	Education Psychology	0.100	0.102	0.002	
CSSG	SORE	Outdoor Education & Sport	1.353	0.565	-0.788	

Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSSG	SEMH Services	Behaviour support	0.075	0.075	0.000	✓
CSSG	Adult Education	Adult Education	0.562	0.562	0.000	✓
CSSG	Education Welfare	Education Welfare	0.161	0.226	0.065	✓
CSSG	Music	Music	0.135	0.119	-0.016	✗
CSSG	Children Missing Education	Out of School Tuition	0.114	0.114	0.000	✓
CSSG	SEMH Services	Positive play	0.009	0.009	0.000	✓
CSSG	Early Years	Early Years	0.049	0.049	0.000	✓
CSSG	Early Years	Early Years SEN	0.010	0.010	0.000	✓
CSSG	Information & ICT	Various	0.017	0.039	0.022	✓
HC	Public Health	Mental Health course delivery	0.003	0.003	0.000	✓
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	✓
HC	Central Services to the Public	Registrars	1.248	1.625	0.377	✓

Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
HAT	Highways	Highways Laboratory	0.100	0.100	0.000	
HAT	Fleet Services	Vehicle Maintenance	1.300	1.500	0.200	
IE	Countryside	Shops	0.219	0.205	-0.014	
IE	Countryside	Cycle Hire	0.019	0.014	-0.005	
			12.399	12.208	-0.191	

Appendix 13

Earmarked Reserves

Earmarked Reserves as at 30 June 2021

Adult Care	£m
Older People's Housing Strategy	16.103
Telecare	1.500
Other reserves	0.039
Total Adult Care	17.642
Clean Growth and Regeneration	
Regeneration Kick-Start Feasibility Fund	2.000
Vision Derbyshire Economic Development Pilot	1.000
Markham Environment Centre	0.114
Skills Training	0.111
D2 Growth Fund	0.100
Other reserves	0.294
Total Clean Growth and Regeneration	3.619
Corporate Services and Budget	
Revenue Contributions to Capital	44.584
Loan Modification Gains	25.254
Insurance and Risk Management	17.105
Covid-19 Recovery Fund	13.700
Covid Emergency and SFC Losses Grants	11.248
Budget Management	10.917
Planned Building Maintenance	6.553
Business Rates Pool	6.301
Property Insurance Maintenance Pool	2.849
Prior Year Underspends	2.812
Computer Purchasing	2.850
Investment Losses Contingency	2.500
Business Rates Strategic Investment Fund	1.988
PFI Reserves	1.980
Property DLO	1.541
Covid Tax Income Guarantee Grant	1.267
Change Management	1.163
Other reserves	4.729
Total Corporate Services and Budget	159.341

Appendix 13

Childrens Services and Safeguarding

Tackling Troubled Families	2.313
Childrens Services IT Systems	0.657
Primary Teacher Pooled Premiums	0.653
Home to School Transport Covid Grant	0.230
QA Elective Home Education	0.185
Prior Year Underspends/Commitments	0.166
Other reserves	0.380
Total Childrens Services and Safeguarding	4.584

Health and Communities

Covid Test and Trace Grant	3.385
Domestic Abuse	1.104
Mass Community Testing Grant	0.771
CEV Individuals Support Grant	0.698
Public Health S256/External Funds	0.240
Other reserves	0.568
Total Health and Communities	6.766

Highways and Transport

Prior Year Underspends	11.302
Winter Maintenance	2.000
Commuted Highways Maintenance	1.710
Road Safety Public Service Agreement (PSA)	0.852
Derby and Derbyshire Road Safety Partnership Reserve	0.617
Other reserves	1.237
Total Highways and Transport	17.718

Infrastructure and Environment

Waste Recycling Initiatives	0.598
Elvaston Maintenance	0.198
Other reserves	0.379
Total Infrastructure and Environment	1.175

Strategic Leadership, Culture, Tourism and Climate Change

Community Managed Libraries	0.742
Policy and Research	0.660
Channel Shift	0.446
Library Restructure	0.429

Appendix 13

Derbyshire Challenge Fund	0.343
Derwent Valley Mills World Heritage Site	0.189
Other reserves	0.538

Total Strategic Leadership, Culture, Tourism and Climate Change	3.347
--	--------------

Total Portfolio Earmarked Reserves	214.192
---	----------------

Schools





















Schools Balances	34.925
Dedicated Schools Grant (DSG)	0.000

Total balances held for and on behalf of schools	34.925
---	---------------

Public Health Grant	8.532
----------------------------	--------------

Appendix 14

Budget Savings Monitoring 2020-21

Portfolio	Budget Savings Target			Ongoing Savings Initiatives		Actual Savings Achieved	
	Prior Year not yet achieved Brought Forward	Current Year	Total Target	Total Identified	Shortfall (-)/ Additional Identified Savings	Achieved by Financial Year End	Shortfall (-)/ Additional Achievement of Savings Target
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions
Adult Care	1.894	7.441	9.335	5.664	-3.671 	5.122	-4.213 
Clean Growth & Regeneration	0.000	0.330	0.330	0.330	0.000 	0.330	0.000 
Corporate Services & Budget	3.363	2.197	5.560	4.559	-1.001 	1.163	-4.397 
Children's Services & Safeguarding	1.965	0.085	2.050	1.220	-0.830 	0.411	-1.639 
Health & Communities	-0.016	0.271	0.255	0.213	-0.042 	0.213	-0.042 
Highways & Transport	1.842	1.239	3.081	1.239	-1.842 	0.175	-2.906 
Infrastructure & Environment	2.472	0.444	2.916	1.074	-1.842 	0.844	-2.072 
Strategic Leadership, Culture, Tourism & Climate Change	0.595	0.284	0.879	0.871	-0.008 	0.234	-0.645 
Cross Portfolio	0.653	1.000	1.653	1.285	-0.368 	1.285	-0.368 
Portfolio Total	12.768	13.291	26.059	16.455	-9.604 	9.777	-16.282 

*The Adult Care portfolio is being supported with £4.257m of one-off funding. This reduces the total target for this portfolio from £9.335m down to £5.078m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

Appendix 14

**The Corporate Services and Budget portfolio is being supported with £0.390m of one-off funding. This reduces the total target for this portfolio from £5.560m down to £5.170m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

***The Infrastructure and Environment portfolio is being supported with £0.230m of one-off funding. This reduces the total target for this portfolio from £2.916m down to £2.686m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

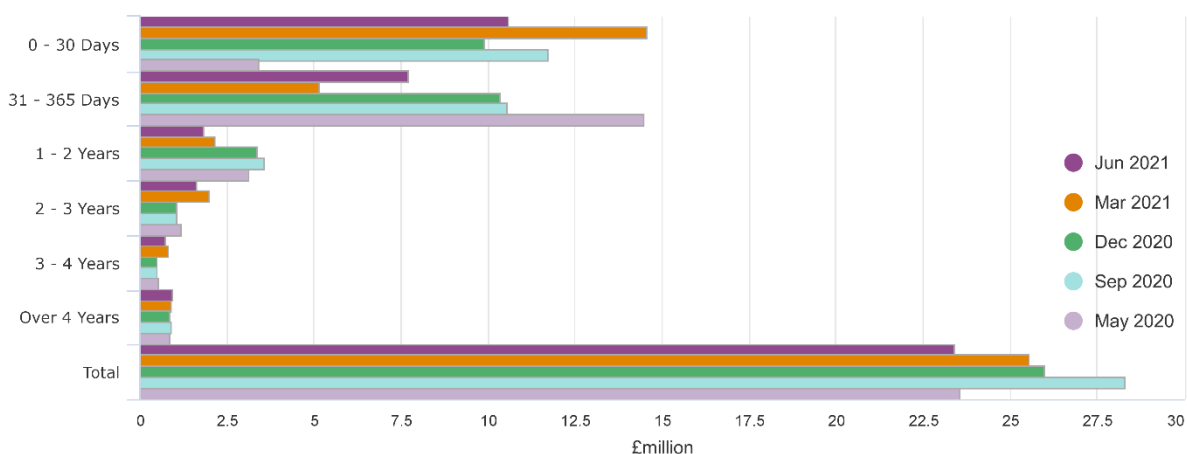
Appendix 15

Aged Debt

Age profile of debt, relating to income receivable, at 30 June 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	6.495	4.356	1.416	0.781	0.323	0.706	14.077
	46.1%	30.9%	10.1%	5.5%	2.3%	5.0%	100.0%
Children's Services	0.001	0.014	0.028	0.007	0.001	0.009	0.060
	1.7%	23.3%	46.7%	11.7%	1.7%	15.0%	100.0%
Place	2.331	2.229	0.307	0.800	0.232	0.021	5.920
	39.4%	37.7%	5.2%	13.5%	3.9%	0.4%	100.0%
Commissioning, Communities and Policy	1.741	1.121	0.090	0.041	0.177	0.185	3.355
	51.9%	33.4%	2.7%	1.2%	5.3%	5.5%	100.0%
All Departments	10.568	7.720	1.841	1.629	0.733	0.921	23.412
	45.1%	33.0%	7.9%	7.0%	3.1%	3.9%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 30 June 2021

Department	£m	
Adult Social Care and Health	0.224	↑
Children's Services	0.016	↓
Place	0.023	↓
Commissioning, Communities and Policy	0.036	↑
All Departments	0.299	↑

Appendix 16

Covid-19 Financial Impacts and Funding

Covid-19 Forecast Gross Costs and Additional Income by Portfolio

	Covid-19 related Costs	LESS: Specific funding for Portfolio Covid-19 Costs	Use of MHCLG Covid-19 and SFC Grant Funding
	£m	£m	£m
Adult Care	20.409	(15.748)	4.661
Clean Growth and Regeneration	0.026	0.000	0.026
Corporate Services and Budget	0.480	0.000	0.480
Childrens Services and Safeguarding	8.656	(3.806)	4.850
Health and Communities	6.091	(5.996)	0.095
Highways and Transport	0.889	0.000	0.889
Infrastructure and Environment	2.980	0.000	2.980
Strategic Leadership, Culture, Tourism and Climate Change	0.079	0.000	0.079
Total Portfolio Outturn	39.610	(25.550)	14.060

Appendix 16

Forecast use of Specific funding for Portfolio Covid-19 Costs

Adult Care	£m
Hospital Discharge Recharge	6.520
Infection Control Fund	9.228
Total Adult Care	15.748
Childrens Services and Safeguarding	
Home to School Transport	0.325
Wellbeing for Education return	0.032
Winter Grant Scheme	0.883
Covid Local Grant Scheme	2.566
Total Childrens Services and Safeguarding	3.806
Health and Communities	
Test and Trace	0.062
Contain Outbreak Management	5.840
Support CEV Individuals	0.076
Practical Self-Isolation Support	0.018
Total Health and Communities	5.996
TOTAL	25.550

Register of Covid-19 Funding Receivable (updated July 2021)

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
N/A	Coronavirus (COVID-19): emergency funding for local government	Grant	MHCLG	11.248	15.337	15.506	No	Unringfenced 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	0.000	0.000	0.000	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 Apr 2021 to Jun 2022.
AC	Clinical Commissioning Group (CCG) funding for additional costs associated with COVID-19 including hospital discharge	Recharge	NHSE	0.000	6.520	6.520	Yes	NHS/CCG funding to help local authorities with Covid-19 associated costs including those relating to hospital discharge and follow-on care.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
AC	Adult Social Care Infection Control Fund (ICF) - Round 3	Grant	DHSC	0.000	5.293	5.293	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 4	Grant	DHSC	0.000	3.935	3.935	Yes	As above.
HC	Test and Trace Service Support Grant	Grant	DHSC	3.385	0.000	0.061	Yes	For local authorities in England to develop and action their plans to reduce the spread of the virus in their area.
HC	Contain Outbreak Management Fund (COMF)	Grant	DHSC	19.058	3.958	6.073	Yes	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.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
HC	Clinically Extremely Vulnerable (CEV) Funding	Grant	MHCLG	0.698	0.000	0.268	No	Funding to support clinically extremely vulnerable (CEV).
HC	Mass Community Testing	Grant	DHSC	0.771	0.000	0.000	Yes	To provide support to the Local Authority towards expenditure in relation to Community Testing in response to the Covid-19 outbreak.
HC	Practical Support for those Self-isolating	Grant	DHSC	0.000	0.647	0.019	Yes	Support for those self-isolating in accessing food where they are unable to rely on family, friends or other support networks and to carry out essential tasks and social / emotional support
CSSG	Additional Home to School Transport	Grant	DfE	0.231	0.094	0.349	No	To create extra capacity and allow more students to use alternatives to public transport, while social distancing measures remain in place.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
CSSG	COVID Winter Grant Scheme	Grant	DWP	0.253	0.758	0.883	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.
CSSG	COVID Local Grant Scheme	Grant	DWP	0.000	2.566	2.566	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.
CSSG	Well-Being for Education Return	Grant	DfE	0.032	0.121	0.032	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.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
				35.676	39.229	41.505		