

# Derbyshire County Council



## Council Plan 2021-25

Performance Report  
Quarter 3 2021-22

# Council Plan 2021-25 Performance Report

## Quarter 3 2021-22

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## Introduction





Welcome to the Council's performance report on the Council Plan 2021-25, for Quarter 3 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

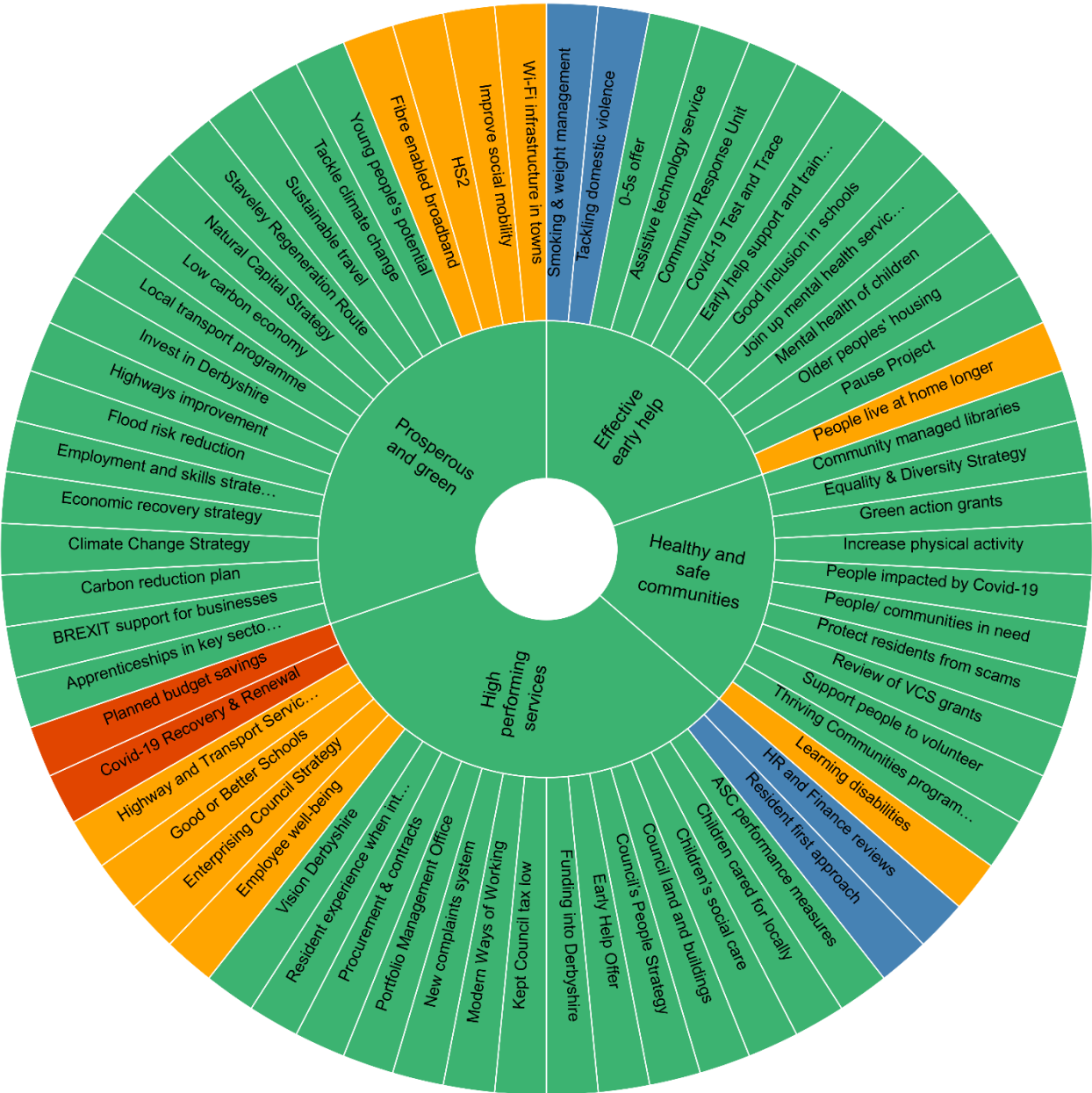
Progress on our Council Plan deliverables and key measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

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](mailto:haveyoursay@Derbyshire.gov.uk)

# Deliverable Overview

Good progress has been made in delivering the Council Plan during Quarter 3 2021-22. Of the 66 deliverables in the Plan, 76% have been rated as 'Good', with a further 6% rated as 'Strong'. Only 15% have been rated as 'Requiring Review' and 3% as 'Requiring Action'. A graphical representation of the Council's performance for Quarter 3 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 performance for each priority and deliverable is expanded within the report.






















# 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 30 key measures with data at this point in the year, 12 have been rated as 'Strong', with a further 6 rated as 'Good'. Only 3 have been rated as 'Requiring Review' and 9 as 'Requiring Action'. Measures which are grey currently have no data available for 2021-22. Details of measures which have been updated in Quarter 3 are detailed in the following tables.



## Key Measures Updated for Quarter 3 2021-22




The following measures have been updated during Quarter 3:

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Dec-2021	352	270	 Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Dec-2021	32	48	 Action
Percentage of pupils in 'Good' or better primary schools	Dec-2021	82.1%	84.0%	 Review
Percentage of pupils in 'Good' or better secondary schools	Dec-2021	56.9%	68.0%	 Action
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Dec-2021	100.0%	91.0%	 Strong
Number of approved fostering households	Dec-2021	291	350	 Action
Percentage of children's social care reflective case review judgements rated as 'Good' or 'Outstanding'	Dec-2021	77.0%	70.0%	 Strong
Early help assessments completed within 45 days	Dec-2021	97.3%	91.0%	 Strong
Social work assessments completed within 45 days	Dec-2021	89.6%	91.0%	 Good
Initial child protection conferences within 15 days	Dec-2021	89.1%	87.0%	 Good
Percentage of children returning home after a period in care	Dec-2021	15.4%	16.0%	 Review
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2021	53.0%	57.0%	 Review
Number of services accessed via e-forms on the Council websites	Dec-2021	140	80	 Strong
Employee sickness absence (Council, not including schools)	Nov-2021	4.9%		
Average number of days lost per appointment to sickness (Council, not including schools)	Dec-2021	10.1	9.0	 Action
Amount of money raised from the disposal of land and buildings	Dec-2021	£2,783,000	£2,037,500	 Strong
Projected achievement of budget savings	Dec-2021	£13.280m	£26.059m	 Action
Number of participants in Council delivered stop smoking programmes who stop smoking	Dec-2021	1,257	900	 Strong
Number participants in Council weight management programmes who achieve 5% weight loss	Dec-2021	227	171	 Strong
Number of older people and disabled people able to access short term assistance to regain or increase independence	Dec-2021	2,301	2,691	 Action

Key Measure	Date	Actual	Target	Performance
Number of permanent admissions to residential and nursing homes	Dec-2021	506	699	 Strong
Number of people with social care needs receiving Assistive Technology	Dec-2021	660	450	 Strong
Total amount of expenditure on the delivery of the Local Transport Programme	Dec-2021	£30.500m	£30.000m	 Good
Percentage of Principal roads where maintenance should be considered	Dec-2021	15.2%	13.0%	 Action
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2021	19.6%	23.0%	 Strong
Percentage of Unclassified road network where maintenance should be considered	Dec-2021	29.9%	31.0%	 Good
Percentage of defects completed within target	Dec-2021	77.8%	90.0%	 Action
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Nov-2021	78.0%	96.0%	 Action

## Key Measures with new data for Quarter 2 2021-22

The following measures have been updated during Quarter 3:

Key Measure	Date	Actual	Target	Performance
Percentage of identified pregnant women receiving an antenatal contact	Sep-2021	92.4%	93.0%	 Good
Percentage of infants receiving a new baby review between 10-14 days	Sep-2021	98.8%	94.0%	 Strong
Percentage of pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE	Aug-2021	71.6%	72.2%	 Good

## Performance – Trend over Time

### Deliverables

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
★ Strong	3	2	4	
✓ Good	52	54	50	
● Review	6	8	10	
🚩 Action	1	2	2	

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
<b>Improving</b>	N/A	3	3	
<b>No Change</b>	N/A	52	58	
<b>Declining</b>	N/A	7	3	
<b>Completed</b>	0	2	3	

### Measures

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
★ Strong	4	9	12	
✓ Good	5	5	6	
● Review	2	3	3	
🚩 Action	3	7	9	

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
<b>Improving</b>	N/A	2	2	
<b>No Change</b>	N/A	12	23	
<b>Declining</b>	N/A	5	5	

The following deliverables have been completed:

- Carried out reviews of Human Resources and Finance functions to further improve these services and make savings;
- Developed and approved the Council's People Strategy and associated people priorities, encompassing the Council's people vision, employee values and behaviours;
- Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims.

## Deliverables and Measures rated as “Requiring Action”

### 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

In the year to December 2021, 32 people with a learning disability and /or who are autistic were supported, against a target of 48. The programme remains behind target due to the restrictions concerning Covid-19. As these have eased progress was being made however the impact of the new variant will be more fully understood in Quarter 4.



### **Percentage of pupils in 'Good' or better secondary schools**

Although there has been a small increase since last quarter from 55.0% to 56.9%, the percentage of children attending Derbyshire secondary schools which are 'good' or 'outstanding' is still below the target of 68% and lower than the national average. Schools continue to be well supported. Locality meetings led by senior advisers this quarter have continued to focus on improving the implementation of the curriculum.

### **Number of approved fostering households**

The 291 approved fostering households at the end of Quarter 3 is below the end of year target of 350. Specific actions to improve our performance during the last quarter include the work completed through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention as well as the utilisation of foster care placements. These have included improved monitoring of fostering enquiries, improved data on vacancies and the trialling of various initiatives such as 'support to stay' conversations with foster carers considering leaving the service.

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

Covid-19 has delayed the start of this workstream and the intended completion date of September 2021 has been missed. Work has been rescheduled and is now due to be complete by the end of Quarter 4.

### **Average number of days lost per appointment to sickness (Council, not including schools)**

The number of days lost to sickness per appointment has risen to 10.1 in Quarter 3 from 9.4 in Quarter 2. A working group is being set up to support departments to manage this and work towards achieving the target of 9 days.

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

The projected achievement of budget savings of £13.280m at Quarter 3 is still well below the target of £26.059m. 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. Where a department is unable to achieve the original saving, alternative saving proposals must be identified.

### **Number of older people and disabled people able to access short term assistance to regain or increase independence**

In the year to December 2021, 2,301 people accessed short-term assistance against a target of 2,691. There is a national shortage of homecare; an Adult Social Care action plan has been drawn together and wider system work is under way to seek mitigations.

### **Percentage of Principal roads where maintenance should be considered**

Maintenance should be considered for 15.2% of principal roads, against a target of 13%. The Council continues to deploy additional resources for road maintenance, focusing on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing. Targets for the percentage of classified and unclassified roads where maintenance should be considered have been achieved. The annual survey is undertaken between April and June and therefore the results do not reflect the investment and work undertaken over the last six months. The results from the survey are being factored into the development of Forward Programmes.

### **Percentage of defects completed within target**

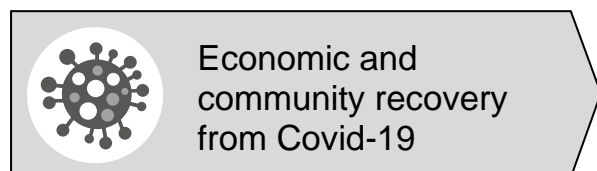
77.8% of defects completed were completed within target for the year to date at the end of Quarter 3. Within Quarter 3, a total of 4,056 defects were fixed with 90.3% of defects being completed within target, which meets the 90% target set.

### **Percentage of 16 to 17 year olds in education, employment or training (3 month avg)**

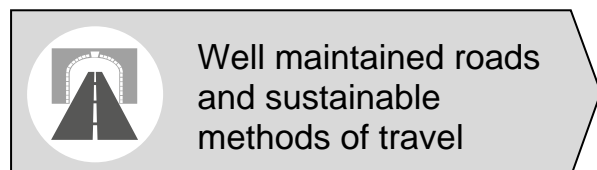
78% of 16 to 17 year olds were in employment, education or training at the end of November 2021, compared to an end of year target of 96%. This indicator has a strong seasonal pattern in outcomes. Performance at this point in the year is better than the same point last year when 72% of Derbyshire young people were confirmed as being in education, employment or training.

## Headline Initiatives

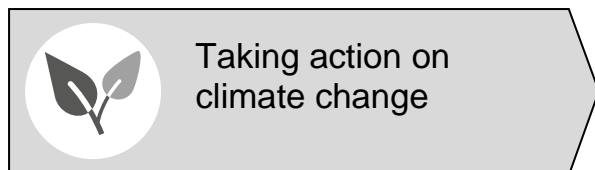
The following activity in support of our headline initiatives has taken place over this quarter – we have:



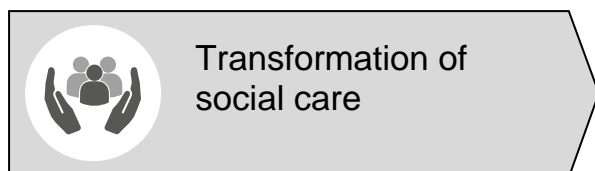
- Made £250,000 payments to providers in each district area in Derbyshire to ensure adequate infrastructure capacity to support volunteering;
- Released £25,000 of funds available via grants from the Covid-19 Response Fund;
- Issued seven contracts totalling £8,853 to support scholarships to retrain in the field of alternative energy;
- Secured £1.99m in funding from the Government's Community Renewal Fund to support Covid-19 economic recovery in Derbyshire.



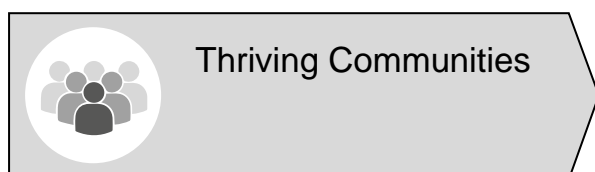
- Delivered £9.5m of expenditure on the Local Transport Programme making a total of £30.5m for the year so far;
- Completed work to rectify 4,056 road defects making a total of 15,640 for the year so far.



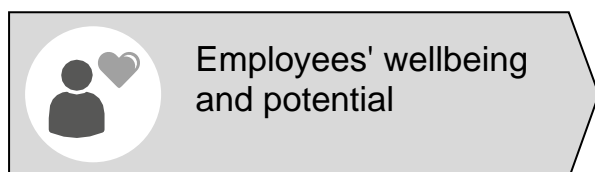
- Published the new Climate Change Strategy and Action Plan;
- Commissioned work to assess Electric Vehicle demand over the next 5 to 10 years.



- Worked with people with a learning disability or who are autistic to put in place 352 new outcome focused plans so far this year;
- Exceeded quality and timeliness targets for the 4 key measures relating to consistent, high quality early help and safeguarding services for children;
- Provided 224 people with assistive technology to support independent living, making a total of 660 people supported so far this year.



- Approved a detailed programme plan for organisational support for the Thriving Communities programme;
- Produced a programme of activity for January to April 2022;
- Set foundations to support locality staff to deliver the approach.



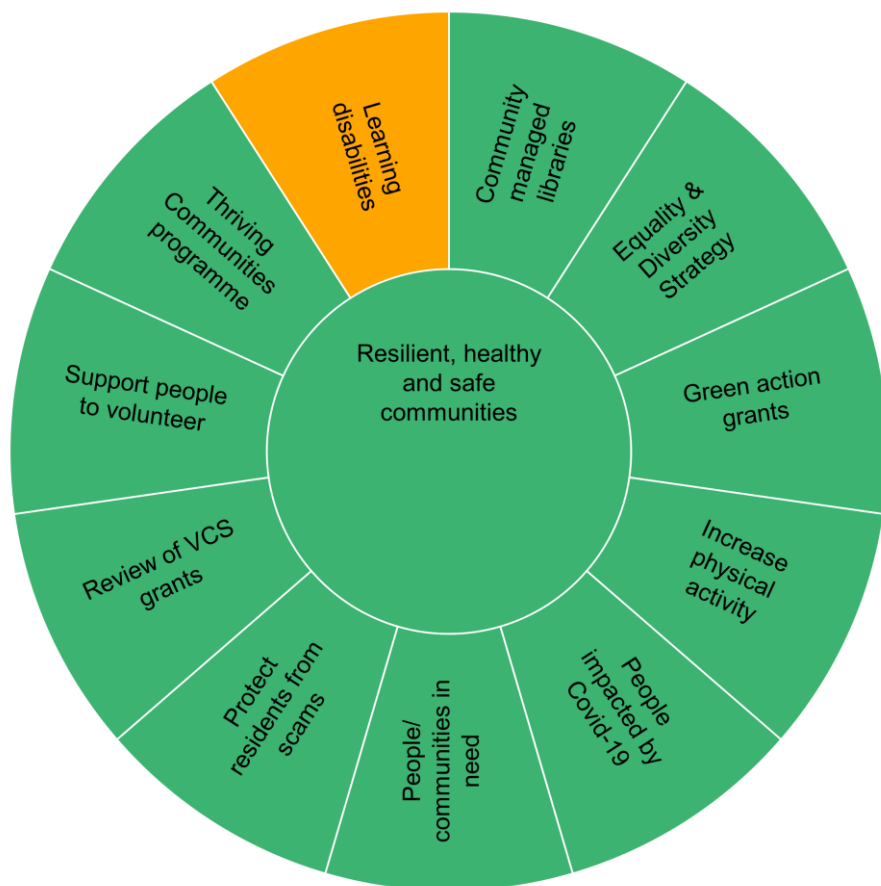
- Commenced on Risk Profiling of departments so appropriate resources and support can be provided;
- Continued to progress the Modern Ways of Working programme;
- Developed a working group to examine how best to support departments to manage absence.

# Resilient, healthy and safe communities

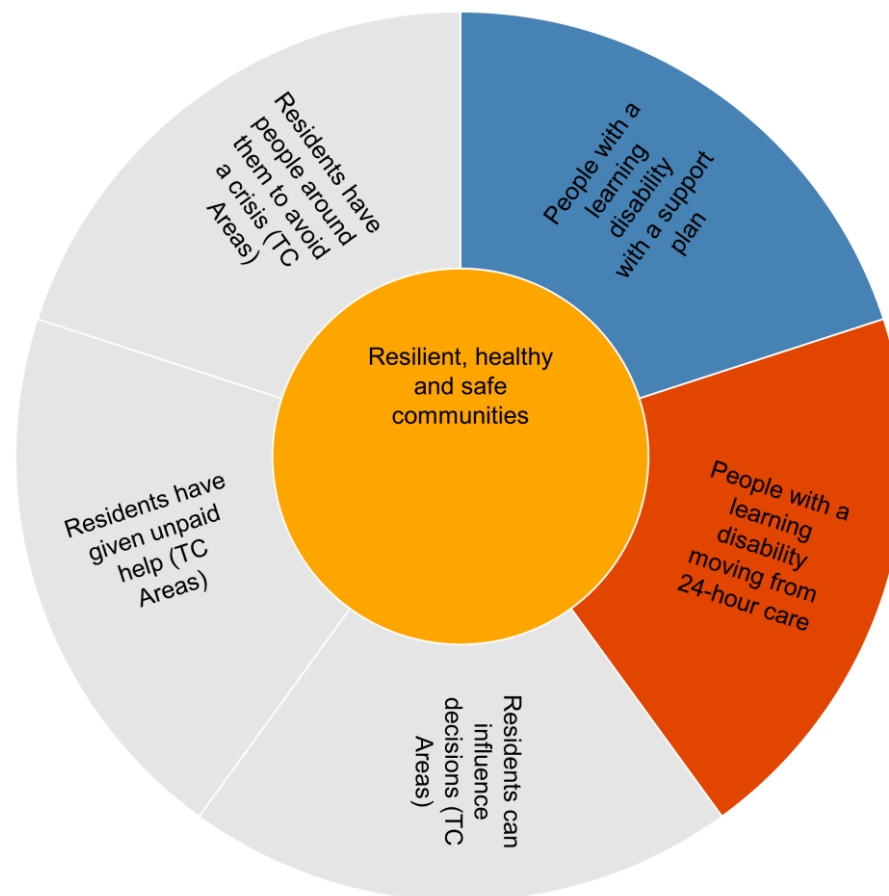
## Overview

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

**Deliverable Progress**



**Key Measures**



## 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: Good (Review in Q2) Expected completion date: 31 Mar 2022

The pandemic has slowed down progress in identifying and taking forward work in new areas, however the establishment of the Thriving Communities Board has ensured that progress and activity are being driven forward.

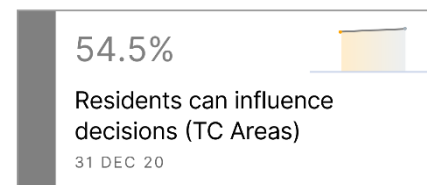
Due to the restrictions and impact on working arrangements caused by Covid-19 throughout the year the number of new areas has been scaled back for this year however overall progress has been good.

The Thriving Communities Board, bringing together representatives from across the Council departments has continued to keep the pace of the work moving with a session held on 29 October 2021 setting the brief for organisational support of the approach and approval of a detailed programme plan at its session on 3 December 2021. A programme of activity for January to April 2022 has been produced, which includes inductions for new staff throughout January, tools and resources and a series of follow up learning sessions to help the system learn how it can better support communities to thrive.

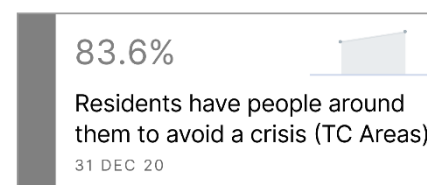
Community activity at the hyper-local level continues to be predominantly led by community members and groups, as the majority of services operate online services and working from home arrangements. Additionally, the Government's announcement in this period to reduce physical contact as cases of the Omicron variant increase, places additional difficulty in building relationships and Thriving Communities activity in community settings. However, progress has been made to strengthen Connected Teams locally, both in existing and new areas with strategic director and manager support allocated to all localities.

During this period the foundations have been set to support locality staff to deliver the approach locally and dynamically share experiences within the system to bring about radical changes in policy and practice.

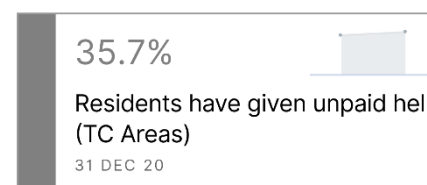
The responses to three of the questions in the Your Council Your Voice survey carried out in Quarter 3 are being analysed to give an indication of experience within Thriving Community Areas and will be reported in Quarter 4.



2019-2020	51.1%
2020-2021	54.5%
Target 20-21	58.0%
2021-2022	Due in Q4
Target 21-22	55.0%



2019-2020	64.2%
2020-2021	83.6%
Target 20-21	70.0%
2021-2022	Due in Q4
Target 21-22	70.0%




2019-2020	33.1%
2020-2021	35.7%
Target 20-21	32.0%
2021-2022	Due in Q4
Target 21-22	36.0%

### ✔ 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

'Making Our Move' the 10 year physical activity plan has been launched with several successful network sessions with representatives from around 50 different organisations. The Walk Derbyshire project is well into the planning stage with a start date of January 2022.

The Council's Key Cycle Network continues to be developed as part of the Council's Capital Programme with feasibility studies underway looking at the viability of the Derwent Valley Cycleway and key sections, in and around Buxton as part of the White Peak Loop.

 **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 Flood team continue to work with communities affected by flooding including supporting Flood Warden Groups. Small amounts of funding have been awarded to Flood Warden Groups to assist in their activities (eg PPE, small tools and equipment etc).

The Derbyshire Discretionary Fund has supported Derbyshire residents with 5,608 awards in Quarter 3 totalling around £600,000. There were 5,047 awards of Emergency Cash Payments; 225 awards of Exceptional Pressure Grants; and 336 awards of Covid-19 Support Payments.

Household Support Grant funding has been used to support expanded provision of Emergency Cash Payments and Exceptional Pressure Grants, allowing an increase in the number of awards made and the value of the awards. The 5,047 Emergency Cash Payment awards include 2,057 awards from the Household Support Fund, which do not count towards the maximum amount of Emergency Cash Payments an applicant is allowed to receive from the Fund.

In October 2021 the Council received notification it would receive £5.4m in funding from the Department for Work and Pensions (DWP) Household Support Fund (HSF) to provide financial support to households in Derbyshire who were struggling to pay for food, energy and essential living costs over the winter. In Quarter 3 of 2021-22, HSF was used to award direct cash grants to 2,333 households facing financial hardship. 2,057 of these were awarded via the existing Derbyshire Discretionary Fund scheme, with another 276 awarded via a newly created route for Children's Professionals to award grants to families in need. Funds were also used to support young people who have recently left care pay for food, energy and essential living costs in the quarter.

£1.6m from the fund were awarded to District and Borough Councils within Derbyshire to address housing and homelessness related hardship, with each of the 8 districts to receive at least £200k from the fund over the grant period (up to 31 March 2022). Work is ongoing to collate a full and clear picture of the spending of all elements of the fund distribution up to 31 December 2021, with an interim report due to be submitted to the DWP by 21 January 2022. This will allow the Council to assess the success of the distribution plans in Quarter 3 and make any adjustments needed to ensure the funds are utilised in the most effective way to meet local need in Quarter 4 and minimise underspend. Additional plans in Quarter 4 include distributing food vouchers to families of children eligible for benefit related free school meals, children in an early years setting receiving the Pupil Premium and care leavers aged up to 21, and funding to community organisations such as food banks.

The Council's Department For Education funded Holiday Activity and Food (HAF) programme was delivered over the Christmas school holiday period. Our winter HAF programme funded 50 delivery partners, creating over 19,000 places across 80 delivery sites. Healthy meals and a varied selection of activities, such as pantomime trips, breakfasts with Santa, discos and sport and gym sessions were targeted at families of the 27,000 children in receipt of benefit related free school meals. The Council's mapping system used on the website to advertise provision was reported to cause issues for some users and alternative solutions are being identified for future HAF provision. Close consultation with our Public Health team ensured all delivery was delivered as safely as possible amidst the impact of the huge spike in Covid-19 infections. We are currently gathering attendance data from the winter HAF programme and the data are being analysed, at present it is unclear to what extent Covid-19 has affected attendance at our winter HAF sessions. Planning is also underway for the 2022-23 HAF programme.

There have been no instances of flooding hardship this quarter.

✔ **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

Work to develop the initial draft Equality, Diversity and Inclusion Strategy is on track. Public consultation on the draft Strategy is taking place during December 2021 - January 2022 with plans to approve the final draft Equality, Diversity and Inclusion Strategy for adoption by March 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 over 600 referrals from the National Trading Standards Scams team, and other local partners. 244 residents have received one-to-one support to help protect them from scams and fraud. Where a client has been a victim, officers have intervened with banks and other businesses to seek compensation. Officers have continued to install call blocker devices for those who are most vulnerable. These produce an effective block on nuisance calls.

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

Rating: Good

Expected completion date: 31 Mar 2022

The Council has developed a new funding approach for the sector and a report outlining this new way of working will be taken to Cabinet in January for the 2022 and 2023 period. This report sets out the focus of the Council's grant funding priorities over the forthcoming year, which includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

This new approach has been outlined through the development of a new grant funding Prospectus, which supports the Council to provide grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity.

This funding will enable groups and communities to access resources to make their communities better places, whilst also delivering on the ambitions outlined in the Council Plan.

✔ **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

Voluntary and Community Sector (VCS) infrastructure providers across the county have been a vital source of support in mobilising volunteers and the wider sector to assist with response and recovery efforts and support residents. To ensure that there is adequate VCS infrastructure in place to provide ongoing support to Covid-19 the Council has made an additional £250,000 payment to providers for twelve months, per district area in Derbyshire, this

will be used to support adequate infrastructure capacity including funding to volunteer centres, understanding COVID volunteer needs and promote volunteering. Agreement on the allocation of these resources will take place in January 2022.

At its meeting on 6 December 2021, Cabinet also agreed to maintain all existing grant allocations to VCS infrastructure organisations, until March 2023. This includes an additional £100,000 for providers compared to pre-pandemic levels. Whilst this is allocated across infrastructure support, one key objective of this provision is the recruitment and management of volunteers.

The Council has also developed a new funding framework for the sector and a report outlining this new approach will be taken to Cabinet in January for the 2022 and 2023 period. This report sets out the focus of the Council's grant funding priorities over the forthcoming year, which includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

This funding will enable groups and communities to access resources to make their communities better places, whilst also delivering on the priorities outlined in the Council Plan. This should give charities, social enterprises, community groups and community minded organisations to opportunity to mobilise local people, increase civic participation and deliver community identified priorities.

There is also a need to investigate whether the Council should develop a whole Council approach to volunteering, for example through a volunteering strategy for example. Work will be taking place over the coming months to scope out this work and understand the Council's drivers for such an approach given the broad spectrum of activity that falls under the volunteering banner.



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

**Rating: Good**

**Expected completion date: 31 Mar 2022**

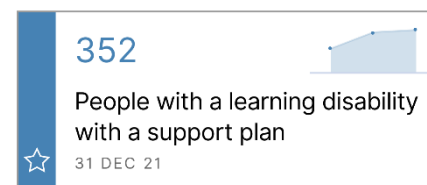
Public Health continues to work alongside local partners and the Local Resilience Forum to support communities to manage the ongoing impacts of the pandemic, including in relation to the Omicron strain which will have a significant impact in the last few weeks of this quarter. The Community Champions network has been extended for a further 12 months and we continue to work with communities across the county to provide preventative advice about Covid-19 and also ensure we encourage people to come forward for their first, second, third and booster vaccines as appropriate. The Covid-19 Response Fund is still operational and around £25,000 of funding has been released in the last quarter via grants of up to either £250 or £2000 depending on the size and nature of the organisation applying. We continue to work with partners to provide mental health support to individuals who are at risk of feeling isolated. We have also written to all residents previously identified as clinically extremely vulnerable to provide them with advice about winter wellbeing and warmth. The Winter pressures hub continues to operate and receive referrals from professionals working in the health and social care sector.



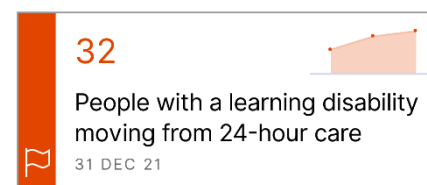
## Worked with people with learning disabilities and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

Rating: Review (Good in Q2) Expected completion date: 31 Mar 2023

During Quarter 3 there has been a continued focus on the Better Lives programme of work. The central team of practitioners continue to work actively with people with a learning disability or who are autistic. Of these people 352 have a new outcome focused plan in place; with 190 people choosing to take up an alternative community opportunity and the community connection service is currently working alongside 74 people. 9 building based day centres are now open and 111 people have chosen to access only this service. Attendance remains limited due to capacity constraints to ensure the offer remains Covid-19 secure. Further progress has been 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. 32 people have moved so far which, although this remains below target, there are plans in place for a further 15 people to move, although a number of these moves are likely to take place after April 2022.



2021-2022	352
Target	270
Performance	Strong



2021-2022	32
Target	48
Performance	Action

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

Rating: Good Expected completion date: 31 Oct 2024

Woodville Library transferred to Community Management on 21 August 2021. The Library Service has received Expression of Interest and Business Case applications for a further 3 libraries to be transferred: Old Whittington, Wingerworth and Melbourne. Expressions of Interest have also been received for Tideswell and Etwall Libraries. Four libraries at Hayfield, Whaley Bridge, Borrowash and Duffield have withdrawn from the process. The Library Strategy was relaunched in September 2021 to help drive renewed community interest in the transfer scheme.

## 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

The Review of recurring grants has been finalised and the proposed approach was outlined in a report to Cabinet on 6 December 2021 for public consultation. Consultation on the proposed approach was launched on 22 December 2022 for a period of thirteen weeks. A further report on the Council's proposed grants Prospectus and framework will be considered by Cabinet on 13 January 2022. This will include plans to launch a new outcomes-based grants programme by the end of January 2022.

# High performing, value for money and resident focused services

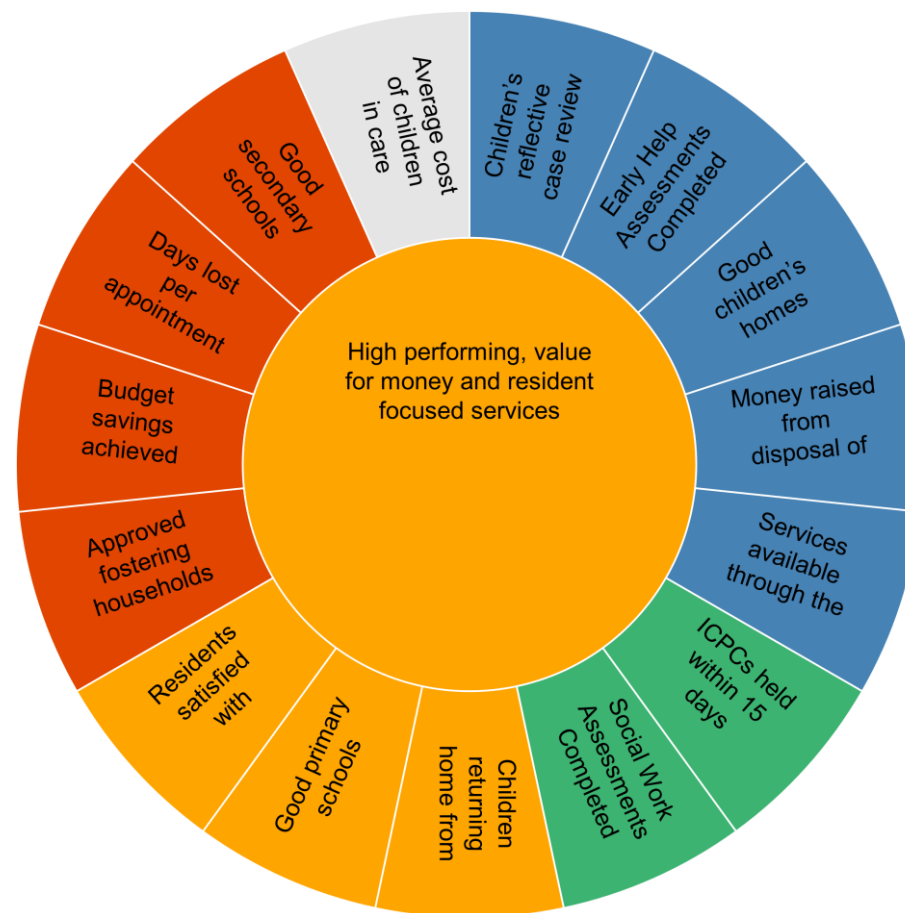
## Overview

This priority shows overall “Good” progress for deliverables however measures are rated as “Review” based on 14 rated measures.

**Deliverable Progress**



**Key Measures**



## 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: Review

Expected completion date: 31 Mar 2025

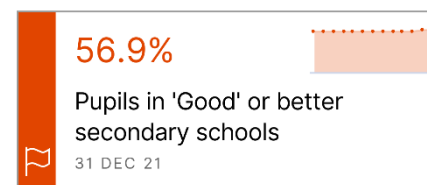
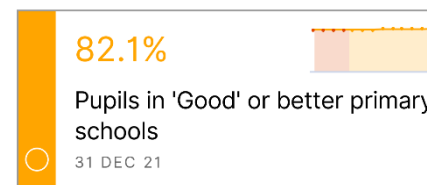
Graded school inspections resumed from 4 May 2021. The number of inspections completed since the Covid-19 suspension remains small limiting any significant improvement on the overall inspection figures. At the end of December 2021, 82.1% of pupils in Derbyshire were attending primary schools that were judged to be good or outstanding. This is slightly above the 81.6% at the end of Quarter 2 and remains below the national average of 88.9% placing Derbyshire as the 135th ranked local authority nationally. The percentage of secondary aged pupils attending schools judged to be good or better in Derbyshire was 56.9% at the end of December which is slightly above the 55% at the end of Quarter 2. Performance remains significantly below the national average (80.7%) with Derbyshire ranked 141st nationally.

The timing of inspections for an individual school depends on the findings of its previous inspection. However, since the re-starting of routine inspection activity, it is more challenging to predict when a school may be inspected but we anticipate that inspection activity will be more prevalent in 2022-23 than in 2021-22.

Since September 2021, 13 maintained schools have been inspected. Of these,

- 1 school previously judged as outstanding has been notified at their most recent section 8 inspection that the next inspection will be a section 5 inspection to check whether the school is still an outstanding school;
- 6 schools previously judged as good have been confirmed by Ofsted as remaining good;
- 1 school previously judged as good has been notified at their most recent section 8 inspection that the next inspection will be a section 5 inspection to check whether the school is still a good school;
- 3 schools previously judged as Requiring Improvement have now been judged as good;
- 2 schools previously judged as Requiring Improvement have been judged to be still Requiring Improvement.

Schools continue to be well supported. Locality meetings led by senior advisers this quarter have continued to focus on improving the implementation of the curriculum.



2019-2020	80.7%
2020-2021	81.2%
<b>2021-2022</b>	<b>82.1%</b>
Target	84.0%
Performance	Review
National Benchmark	88.9%

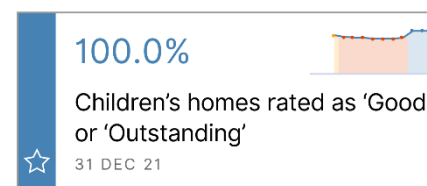
2019-2020	54.9%
2020-2021	55.0%
<b>2021-2022</b>	<b>56.9%</b>
Target	68.0%
Performance	Action
National Benchmark	80.7%

## ✔ 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

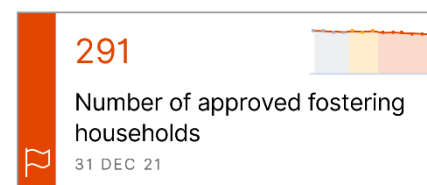
Rating: Good

Expected completion date: 31 Mar 2022

We passionately believe that the time that children spend in our care should be a positive experience, with access to a range of activities and opportunities to develop skills and confidence to allow them to achieve their full potential. At the end of Quarter 3, all 12 (100%) of Derbyshire's children's homes which have been inspected are rated good or better with two judged as outstanding. This is exceptional performance. Our recently refurbished and re-registered Linden House is awaiting its first inspection and Spring Cottage, a new children's home to support fragile placements, was rated good at its first inspection. It is very important to us that our children's homes are homes that children feel happy to live in and we are extremely proud of the positive and often heart-warming feedback and comments we receive from inspections of our children's homes.



2019-2020	83.9%
2020-2021	83.9%
<b>2021-2022</b>	<b>100.0%</b>
Target	91.0%
Performance	Strong



2020-2021	312
<b>2021-2022</b>	<b>291</b>
Target	350
Performance	Action

Derbyshire's fostering service is our provider of choice due to both quality and cost and we continue to work hard to ensure an efficient and effective growth strategy for fostering to improve the quality and placement choice for our children. The number of approved fostering households was 291 at the end of Quarter 3. This is a decrease from 305 at the end of Quarter 2 and 319 at the end of Quarter 1. 8 foster families (2 mainstream and 6 Family and Friends) were approved during the quarter; however, 18 foster families left the service during the same period, resulting in a net loss of 10 families. The difference of 4 fostering households can be accounted for by the data cleansing exercise that has taken place within the service.

The most common reasons for foster carers leaving are retirement (due to age and ill health), changing circumstances (including family and work commitments and the impact of the pandemic on family life), and achieving permanency for children (through adoption, Special Guardianship and children returning to family). The Fostering Network estimates that the average length of service for a foster carer is 6.3 years. Of the 18 fostering households who left the service in Quarter 3, 28% had been fostering for 5-10 years and 39% for more than 10 years. This indicates a vulnerability for the service in terms of our ability to retain foster families in the future. Whilst it is positive that there are currently 20 mainstream fostering assessments in progress, achieving the outcome of 350 fostering households delivering 580 places by the end of 2021-22 remains at risk because the number of foster families leaving the service is not keeping pace with the number of carers being approved.

Specific actions to improve our performance in relation to recruitment in the last quarter include the work completed through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention as well as the utilisation of foster care placements. We have:

- Improved joined-up working between the Fostering Service and the Digital Communications Team to monitor enquiries and direct advertising funding;
- Increased the Refer a Friend bonus for existing foster carers who recommend a friend who goes on to be approved as a foster carer;
- Trialled 'Support to Stay' conversations and Exit Interviews with foster carers who are considering leaving the service and those who have left to understand the strengths of the Fostering Service and areas for improvement;
- Improved the data available to the Fostering Service about vacancies to increase our utilisation;
- Trialled weekly Utilisation Meetings to identify unavailable places and the actions needed to get placements back online;
- Trialled conversations with foster carers to identify actions to increase the number or age range of the children they can care for.

The Fostering Service Modernisation Programme will enable the service to build on its strengths while ensuring that we are 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. Phase 1 of the Fostering Service Modernisation Programme has focused on work in the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements. Work is currently in progress to create an evidence base which will inform the future vision and development plan for the Fostering Service.

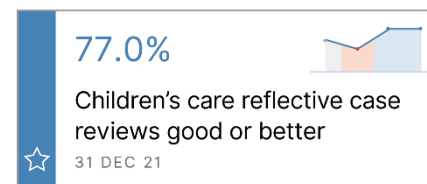
## ✔ Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire

Rating: Good

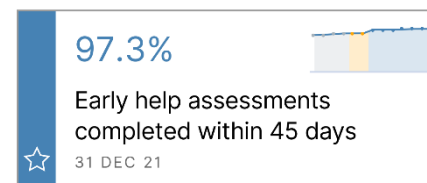
Expected completion date: 31 Mar 2022

A stable, motivated and high-performing workforce is essential to providing consistently good services for our children and young people and we have continued to strengthen our recruitment and retention strategy alongside our learning and development programme. Activity has included implementing a market supplement for child protection social workers in place until 2023, streamlining our recruitment process and strengthening links with universities, and the development of a social work apprenticeship programme to enable recruitment of high quality social workers. We have a dedicated systemic practice lead who continues to train new workers to support the embedding of our practice model, 'Stronger Families, Safer Children'. We have an established 12-day programme of systemic training for social workers which runs twice a year. We also have an induction programme for all children's services staff, a supportive programme for Newly Qualified Social Workers to complete their first year of practice and an Assessed and Supported Year in Employment workshop programme enhanced this year with increased mentoring. Our learning and development pathway and structured progression framework for all levels of social work provides clear expectations and differentials between grades and roles. We utilise the Practice Supervisor Development Programme, the Firstline programme for social work managers leadership skills, apprenticeship opportunities and partner with Research in Practice to enhance what we offer locally and in the delivery of bespoke training to support leadership development for leaders, managers and practice supervisors.

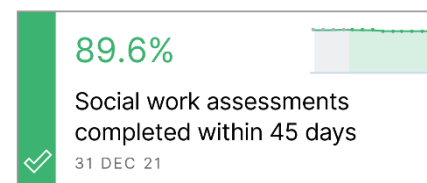
We have a well-established programme of multi-agency and internal quality assurance (QA) activity including reflective case reviews (RCRs), our approach to case file auditing. RCRs are moderated and are focused on the quality of practice and outcomes for children with an emphasis on practice learning. This is enhanced by an annual programme of practice learning days. These are led by senior leaders and include focus groups, RCRs, feedback from service users and other activities to identify strengths and areas for improvement. There is regular sampling of casework by managers and review of the themes emerging from feedback including compliments and complaints.



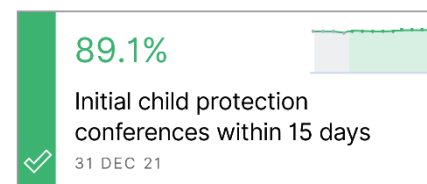
2020-2021	57.3%
<b>2021-2022</b>	<b>77.0%</b>
Target	70.0%
Performance	★ Strong



2019-2020	91.3%
2020-2021	86.9%
<b>2021-2022</b>	<b>97.3%</b>
Target	91.0%
Performance	★ Strong



2019-2020	86.5%
2020-2021	92.2%
<b>2021-2022</b>	<b>89.6%</b>
Target	91.0%
Performance	✔ Good
National Benchmark	87.6%



2019-2020	81.4%
2020-2021	84.2%
<b>2021-2022</b>	<b>89.1%</b>
Target	87.0%
Performance	✔ Good
National Benchmark	83.0%

77% of practice areas within the RCRs completed over the last rolling 6 month period are judged to be good or outstanding. In particular we have evidenced positive impact on assessments, particularly in terms of the identification of risk and overall timeliness. There has also been improvement in quality, including through the wider involvement of family members and social workers ensuring that their views are captured and influence decisions regarding next steps. Dip sampling of our private fostering and homeless and vulnerable cases evidences increasing compliance and management oversight. More children are contributing to their child protection conferences. Feedback confirms that the child-centred approach and language is enabling parents and carers to participate fully.

Our improvement activity around initial health assessments (IHA's) for children in care has resulted in a gradual improvement; 81% of children in care placed within Derbyshire had an IHA completed within timescale. Performance for first personal education plan (PEP) initiation rates have improved significantly. Monthly performance consistently exceeds 90% of PEPs being initiated within 10 days of the child coming into care.

Supervision and management oversight have also improved, practice supervisors are providing additional supervisory capacity and oversight. Social workers feel more supported and traction on cases is increasingly helping to improve children's outcomes. Our QA activity evidences this improvement and how it is enabling an improving trajectory in quality and consistency of practice. We have embedded a strong culture of listening to and involving children. Our QA activity and casework oversight continue to tell us that direct work is meaningful, more clearly informing assessments and plans, with children having a stronger voice in their plans leading to a reduction in risk. Performance focussed on the timeliness of key processes to keep children safe continues to be solid.

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

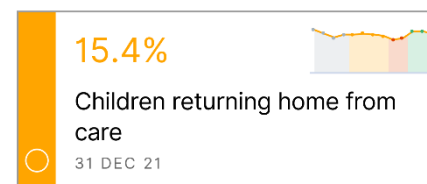
Rating: Good

Expected completion date: 31 Mar 2022

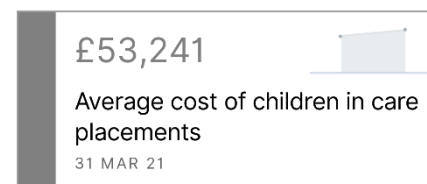
The Achieving Great Futures (AGF) programme is still within the first of two parts, called the 'Design Phase'. This is focused on working with a few trial teams across Derbyshire to lead on developing and testing possible solutions in a safe but realistic space with frontline staff, and ensuring that we have strong data and evidence for each workstream that the new ways of working are demonstrably achieving outcomes. The second part is the 'Implementation Phase', which is about taking these proven solutions and rolling them out to all the different teams, and ensuring that we take into account the individual challenges of different parts of the County whilst also balancing standardisation of processes. A Benefits Monitoring Board has been set up to review the progress of the key performance indicators of the programme every few weeks and ensure the change in outcomes and financial savings are on track to be achieved.

This programme is focused on delivering the following 6 workstreams with associated outcomes:

- Reducing Demand and Early Intervention: The trial has been working with the Elm Foundation in North East Derbyshire since Autumn 2021, focusing on connecting the process and data between specialist domestic abuse (DA) services and the allocated social worker. This has involved introducing consultations before, during, and after a specialist course or intervention in setting clear and personal goals for the parent or child to ensure we are targeting their specific domestic abuse needs. The workstream has set up clear and live measures around the number of people



2019-2020	19.0%
2020-2021	15.0%
<b>2021-2022</b>	<b>15.4%</b>
Target	16.0%
Performance	Review (Action in Q2)
National Benchmark	16.0%



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

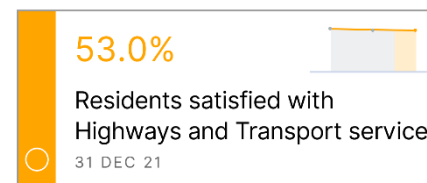
completing an intervention, which is currently 50% on average for our 3 main DA providers, and the number of people who have fully met and partly met their specific domestic abuse goal, which is now up to 86% for Elm Foundation. In December 2021 and continuing during January 2022, we are introducing further trials around boosting the completion rate further for the Elm Foundation, and beginning set-up across the other two domestic abuse organisations and their corresponding locality social work teams in preparation for rolling out this new way of working.


- **Planning Permanence Outside of Care:** The trial in Amber Valley over the last 4 months has developed both the methods around how we review and identify which children this may be suitable for, and how we prioritise and support those on a plan for this to achieve permanence outside of care. So far, the trial has increased the number of children on these plans in Amber Valley from 2 to 22 children (out of the 60 children on Full Care Orders) with 16 expected to complete this within the next 18 months.
- **Placement Sufficiency:** This workstream is looking to change the recruitment, utilisation, and retention of Council foster carers to ensure that children can get the ideal setting for their outcomes. The trial has taken place across the whole fostering team process, rather than one area of the county. So far, in recruitment, we have had a significant increase in enquiries due to a more targeted use of the marketing budget - seeing almost double the enquiries at the start of December compared to the previous year, and the assessment process showing double the success in conversion rate at each stage as well as taking 60% less time on average to complete a step. Current forecasts are that the number of approved carers could be almost 3 times as high by Summer 2022. In utilisation, we are looking to increase how we use existing carers and increase available placements by over a third (around 10 placements a year). This is currently on track and has already brought on 3 additional carers, with 8 more identified and in the process for approval.
- **Children In Need Plan Progression (CIN):** The trial in Glossopdale has seen the average durations of closed CIN cases reduce from 22 weeks to 16 weeks and caseloads of CIN cases drop by nearly 40% - with all cases closed being step downs. The trial has expanded early to the whole of High Peak and has already seen an 18% drop in CIN caseload. This will expand into the remaining 5 geographic localities at the start of 2022.
- **Transitions to Adulthood for Disabled Children:** This workstream is focused on ensuring that our processes and reviews support collaboration from all the different groups around the transition of the young person, allowing us to make clearer more unified plans around their ambitions and plans for the future. The trial has taken place across the whole Disabled Children's Team and their respective Adult Social Work locality teams. Activity has already identified a change in expected ongoing adult care package cost from age 18 from £669 per week to £630 per week. This is a third of the way to the target through reviewing less than a fifth of cases.
- **Home to School Transport for Special Needs Children:** This workstream is looking at how we deliver our home to school transport for these children with the most effective use our resources. The revised trial start date of October 2021 was not met due to resource challenges within the Transport team, and the trial is now expected to commence in January 2022. This will be looking at using a data driven costing model on agreeing new contracts with providers, ensuring the fairest and best value costs possible.

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

Rating: Review (Good in Q2) Expected completion date: 31 Mar 2022

The National Highways and Transportation Survey result for customer satisfaction with Highways and Transportation is 53% which is a slight reduction of one percentage point compared with the result of 54% last year. The national average was 52% with the majority of authorities' customer satisfaction levels with Highways and Transportation Services down compared with last year, which reflects a national trend.



2019-2020	55.0%
2020-2021	54.0%
<b>2021-2022</b>	<b>53.0%</b>
Target	57.0%
Performance	 Review
National Benchmark	52.0%

The area with the highest level of satisfaction was in the provision of street lighting with the public expressing the lowest level of satisfaction with highway maintenance. Further analysis of the results is being undertaken and a report will be presented within Quarter 4.

The Council continues to deploy additional resources to address highway defects and deliver the capital programme for 2021-22, however as this survey was undertaken during June/July 2021, it will not reflect the response to the substantial investment and good progress made in delivering the local transport programme up to the end of the year.

### ✔ **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**

Rating: Good

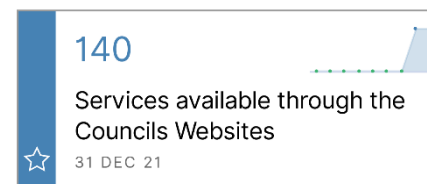
Expected completion date: 31 Mar 2023

The Council continues to work with the Association of Directors of Adult Social Services and other regional Local Authorities to provide feedback on the proposed new national measures. This is being considered nationally and we are awaiting the outcome of this consultation.

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

Rating: Strong (Good in Q2) Expected completion date: 30 Jun 2022

Phase one of the Channel Shift programme is now complete with 140 services being available to the public through the system, against a target of 80. Further services will be added in phase 2 (January - June 2022) and reporting, which will contribute to performance and demand management, will be in place from January 2022.



<b>2021-2022</b>	<b>140</b>
Target	80
Performance	★ Strong

### ✔ **Put in place a new complaints and feedback system to improve service delivery and resident experience**

Rating: Good

Expected completion date: 31 Dec 2022

The new customer feedback system (including complaints) has been established and is in place in Children's Services, being run alongside existing processes for the first two months of 2022 to ensure system stability. Phase 2 of the Channel Shift programme (January - June 2022) will see the system expanded into Adult Social Care and Place, with Corporate Services and Transformation to follow later in 2022.



 **Developed our understanding of the resident experience when interacting with the Council, using that insight to improve our approach**

Rating: Good

Expected completion date: 31 Dec 2022

Focus group feedback has been built into the Customer Relationship Management (CRM) system and feedback from launch is being continually collected and analysed, with system amendments being made to improve the customer experience. Over 200 customer journeys have been mapped and have been translated into 'Help guides' for use within Call Derbyshire to support customer service.

Automated reporting from the Granicus CRM system will begin in January 2022.

 **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 and involve the investment of time, hard work and goodwill from participating councils and their leaders, executive officers and lead officers.

Significant progress has been made on completing phase 3 of the programme which involves building the Phase 4 programme. This has involved developing delivery plans and broadening involvement in those plans through engagement with elected members and leadership teams.

Securing Council sign up to Phase 4 is still taking place. Chesterfield Borough Council, Derbyshire Dales District Council and High Peak Borough Council alongside the County Council, have committed to the approach with North East Derbyshire anticipated to seek approval to sign up in the New Year 2022.

A key principle of Vision Derbyshire has been to put in place arrangements and a model which positions Derbyshire at the forefront of any national developments, including securing a potential devolution deal and maximising additional resources into the county. The progress made on Vision Derbyshire has supported the Council to engage in discussions with central government and other key stakeholders on 'County Deals' which has emerged as a significant opportunity for Derbyshire to support identified ambitions and priorities. These opportunities have placed additional emphasis on Vision Derbyshire as a potential model for a County Deal.

Work is now taking place to initiate the new Joint Committee at the end of January 2022 and put in place the programme resource required to accelerate delivery, following agreement about how interim hosting arrangements can be progressed in the short term.

 **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 has continued to develop proposals alongside partner Councils to secure a County Deal for Derbyshire.

Following the Cabinet reshuffle, Government department rebranding in October 2021, and recent developments regarding Covid-19, the Levelling Up White Paper has been delayed and it is now not expected until early in the new year 2022. Despite this a follow up meeting with the Department for Levelling Up, Housing and Communities took place in November 2021 with Derby City Council and colleagues representing district and boroughs to present further detail to Ministers in relation to proposals for Derbyshire. The expectation is that the Government will pick approximately four/five pilot areas that they will work with to become pathfinders.

Whilst the Council awaits the publication of the White Paper and announcement of pathfinders, work has been taking place to further develop outline proposals in advance of notification and to develop a plan to set out key actions to be undertaken over forthcoming months should Derbyshire be successful.

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

**Rating: Action**

**Original completion date: 30 Sep 2021**

**Expected completion date: 31 Mar 2022**

Due to the continued Covid-19 response extending into 2021, the commencement of this activity was delayed, and progress has been challenging. The aim is to conclude this work by the end of Quarter 4. The current activity is focused around developing a draft Recovery Strategy using the Economic Development Recovery Strategy as the platform to build outwards from there. The aim is to identify new and better ways of working for improved common outcomes. There is considerable opportunity for improved connectivity across the Council to join up the recovery activity, particularly around employment and skills.

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

**Rating: Review**

**Expected completion date: 31 Dec 2021**

The Enterprising Council programme covers the key workstreams of Strategic Transformation and the establishment of a corporate Portfolio Management Office; Modern Ways of Working; Workforce Leadership and Behaviours; Demand Management; Organisational Recovery and Renewal Strategy. The programme continues to progress on each of the workstreams as follows with more details for some areas set out in the report below:

- the establishment of the Portfolio Management Office continues to progress with the detailed operating model and governance arrangements developed that will provide assurance of the major programmes taking place across the Council;
- the Modern Ways of Working programme is delivering phase 1 of the activity that includes the depersonalisation and clearance of County Hall and the reopening of the wider estate;
- the People Strategy has been agreed by Cabinet;
- progress on Demand Management has been more difficult due to the role of key staff in the ongoing Covid-19 response. The approach is now to embed Demand Management within the development of the new corporate Portfolio Management Office to ensure that demand is a key consideration of the project commissioning cycle.

 **Established a new Portfolio 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 development of the detailed approach to the design and implementation of the new Portfolio Management Office (PMO) has progressed during this quarter. A report setting out the progress with recommendations and proposals for the next phase of the work has been completed and the Portfolio Assurance Board has been established. This sets out the model for the corporate PMO and cross Council business change capability, including the governance arrangements for the existing major programmes. The next phase of the work will include the review of the portfolio, to ensure it is delivered in a coordinated and consistent way, and the future prioritised pipeline of change to deliver improved outcomes and value for money.

 **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 make good progress over the last quarter. The short-term sprint to clear offices in County Hall is underway and on target to deliver the objectives in the revised timetable. There will be a phased return to County Hall and the reopening of the wider estate in Quarter 4 when Government guidance allows. Proposals are now being developed about the approach scoping for the longer-term programme, with a timeline now in place for this activity. The programme aims to build on the significant shift in working practices that has taken place in the pandemic, including the rapid adoption of new technology, greater home working and more flexible agile working practices.

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

Rating: Good

Completed: 30 Sep 2021

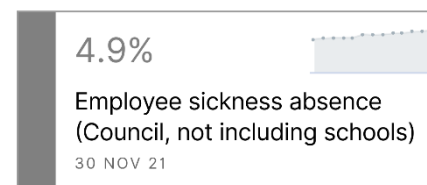
This deliverable has now been completed.

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

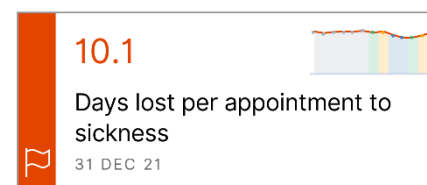
Rating: Review (Good in Q2) Expected completion date: 30 Apr 2022

Work has commenced on Risk Profiling of departments. This is a long term project aimed at identifying the areas of most significant risk within departments and across the Council so that appropriate resources and support can be targeted to these. Work has also begun on refreshing the Council's Wellbeing Strategy and from this the action plan. Work has also continued to support the wellbeing aspects of the Modern Ways of Working agenda. A review of the Council's Occupational Health provision has begun.

The average number of days lost to sickness in the Council has gone up to 10.1 days from 9.4 days in September 2021, which is above the target of 9 days. The percentage of employees sickness has risen from 4.6% at the end of August 2021 to 4.9% for the current year up to end of November 2021. In light of the increase in sickness absence rates a working group to examine how best to support departments to manage this is being developed.



2020-2021	4.1%
<b>2021-2022</b>	<b>4.9%</b>



2019-2020	10.4
2020-2021	8.7
<b>2021-2022</b>	<b>10.1</b>
Target	9.0
Performance	Action (Review in Q2)

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

Rating: Strong Completed: 30 Sep 2021

This deliverable has now been completed.

## 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 2025

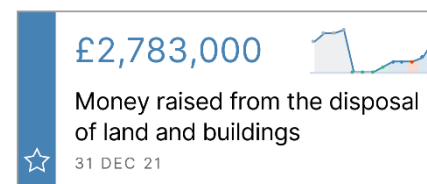
The analysis of existing property data has commenced along with analysis of data required.

A gap analysis is in progress, which will vary according to quality of data held by various service areas.

Service area portfolios are being listed capturing assets for transfer.

A suitability study of existing data platforms is being carried out and options appraisal for alternatives prepared.

Principles around which budgets transfer and how to manage any shortfall are being established.



2019-2020	£2,898,546
2020-2021	£3,961,593
<b>2021-2022</b>	<b>£2,783,000</b>
Target	£2,037,500
Performance	Strong

During Quarter 3 sales to the value of £1.783m were completed making a total of £2.783m against the target of £2.037m. However some sales expected during Quarter 4 have been rescheduled for 2022-23 so the year end figure is expected to reach £3.421m against the annual target of 3.621m.

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

Rating: Good

Expected completion date: 31 Mar 2022

The Provisional Finance Settlement announced in December 2021 confirmed details of the Council Tax principles for 2022-23, including the flexibility for the Adult Social Care (ASC) Precept of 1% in addition to any unused flexibility from 2021-22. The Council will respond to the Provisional Settlement Consultation in early January 2022.

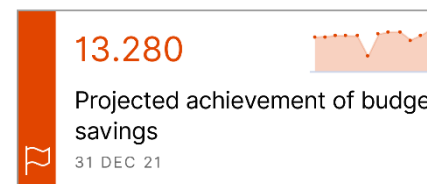
Council Tax for 2021-22 has increased by 2.5%. Compared to the 13 similar county councils, i.e. those without fire and rescue service responsibility, the Council set the 2nd lowest council tax increase. The average percentage increase for similar authorities was 3.81%. The Council had the option to increase the ASC 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 3 position shows a slightly improved projected achievement of savings of £13.280m; this is still well below the target of £26.059m. 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. Where a department is unable to achieve the original saving, alternative saving proposals must be identified.



2019-2020	£11.006m
2020-2021	£12.359m
<b>2021-2022</b>	<b>£13.280m</b>
Target	£26.059m
Performance	📊 Action

### ✔ Demonstrated value for money through excellent procurement and contract management

Rating: Good

Expected completion date: 31 Mar 2022

Following approval at the Value for Money Board implementation work is now ongoing to embed additional value drivers into procurement activities. Procurement practices are being amended to include consideration of environmental, social, and economic benefits so they become an integral part of all relevant contracts.

These will then be captured and monitored as part of the establishment of best practice contract management across the Council – due to commence during the first quarter of 2022-23.

# Effective early help for individuals and communities

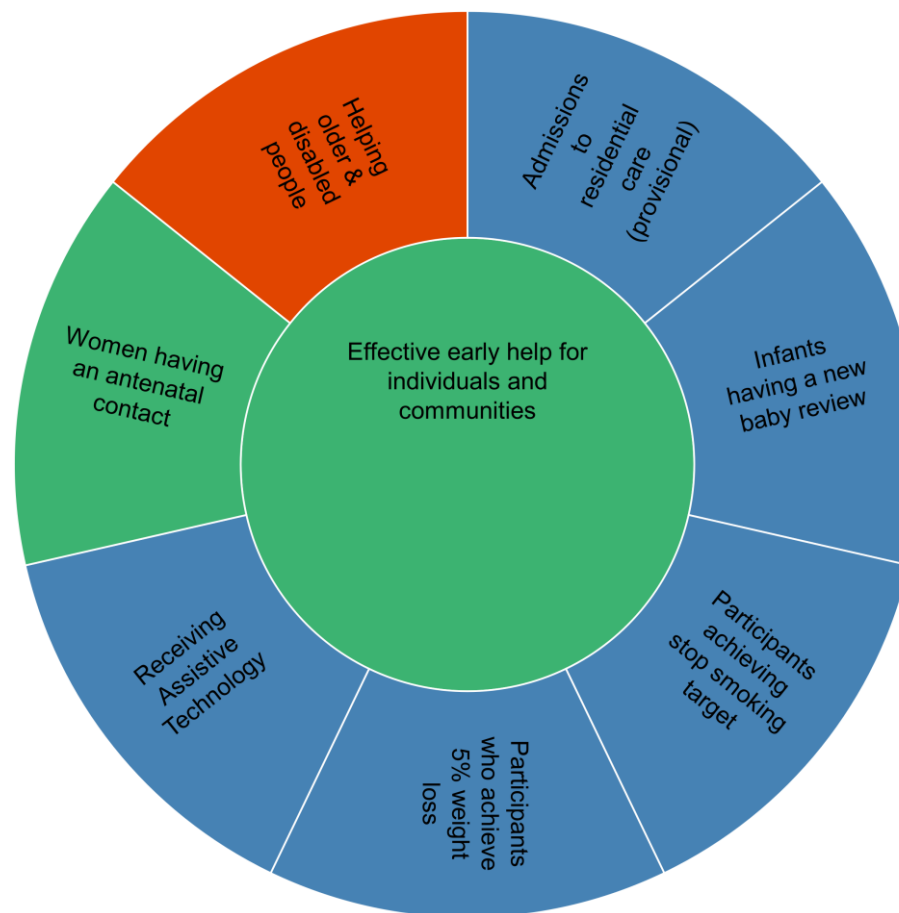
## Overview

This priority shows overall “Good” progress for deliverables and a “Good” rating based on 7 rated measures.

### Deliverable Progress



### Key Measures



## 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

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

During Quarter 3 the Community Response Unit has received 272 calls between October and 12 December 2021, the calls are mainly related to Covid-19, test and trace, isolation, help with food and financial support. Calls are continuing at a similar rate to Quarter 2.

The Winter Pressures Professional Single Contact Point started on 1 October 2021 and 86 referrals have been received to 16 December 2021. This number has already overtaken the total number received between 1 November 2020 to 31 March 2021, which was 51.

### ✔ 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

Whilst the majority of Quarter 3 has seen little national restrictions, the latter part of Quarter 3 has seen the introduction of Plan B measures in response to the new Omicron variant. There has also be amendments to the testing requirements for close contacts. These changes have been communicated to all settings.

There have been 69,506 Covid-19 cases in Derbyshire in Quarter 3, an increase of 30,699 cases in Quarter 2. Quarter 3 has therefore remained exceptionally busy for the Health Protection/Outbreak Response Team in Public Health. The contact tracing team dealt with 9,790 cases completing 7,202 successful calls, an increase from 5,935 in Quarter 2. 3,426 text messages or follow up calls have been given to individuals declaring a need for self-isolation support from the local authority. The Council are the first point of contact for a number of priority areas across Derbyshire (aligned with the enhanced vaccination plans) and retain responsibility for contacting all positive cases in the rest of Derbyshire if the national team have been unsuccessful.

In Quarter 3 1,321 lateral flow tests for Covid-19 have been conducted through the Council's Community Testing Service for Derbyshire residents.

There have been 354 incidents or outbreaks in education settings and 40 in workplaces and other settings that have been managed by the Council. Support including individual queries, including from parents, support to settings regarding the implementation of additional measures within their setting. Changes in guidance and self-isolation in December has led to revision of previous communication and clarification for education settings on the Christmas activities and trips has been given. In addition, there have been 61 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.

Targeted engagement work alongside NHS partners has supported the uptake of Covid-19 vaccinations and Covid-19 vaccination information sessions for care home staff and community leaders have been delivered.

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

Rating: **Strong**


Expected completion date: **31 Mar 2022**

Stop smoking service projected figures for Quarter 3 are 528 quit dates set and 343 (forecast) 4 Week quits based on a 65% quit rate. The number of people setting a quit date in Quarter 3 2020-21 was 529 so performance is similar. To date 237 participants have achieved a 4 Week Quit (figures taken as at 14 December 2021). Champix, a drug used to help people stop smoking, is still not available which could effect quit dates set and quit rate. In Quarter 2, 401 people achieved a 4 Week Quit against a target of 300.

For weight management services, 373 people started the programme in Quarter 3 and the projected figures for Quarter 3 are that 224 will complete the programme, 168 will lose weight with 67 achieving a 5% weight loss.

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

**1,257**

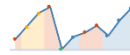


Number participants who stop smoking for 4 weeks

★ 31 DEC 21

2019-2020	1,158
2020-2021	1,554
<b>2021-2022</b>	<b>1,257</b>
Target	900
Performance	★ Strong

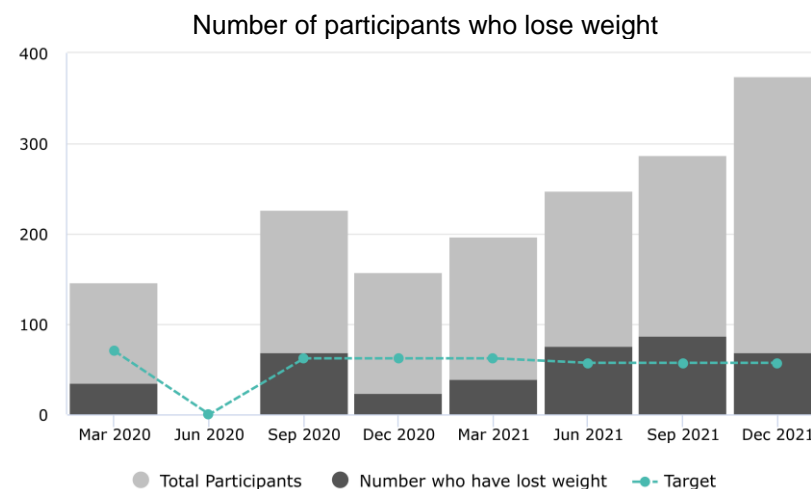
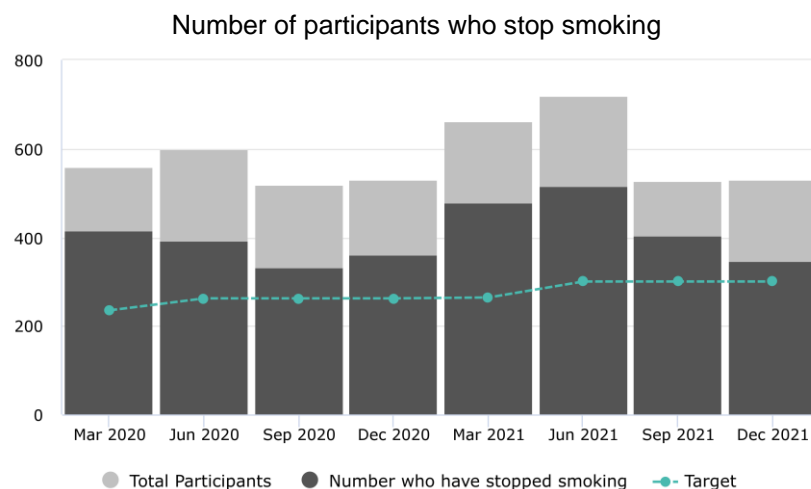
**227**



Participants who achieve 5% weight loss (projected)

★ 31 DEC 21

2019-2020	232
2020-2021	129
<b>2021-2022</b>	<b>227</b>
Target	171
Performance	★ Strong





 **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

The Wellbeing for Education Return project is now complete having delivered mental health training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and 11 secondary schools. In May, the Council received further funding from the Department for Education (Wellbeing for Education Recovery) to provide ongoing support and advice to education setting across Derbyshire. The proposal to employ two additional assistant educational psychologists to support children and young people has now been agreed and recruitment is now underway. The project is planned to go live in March 2022 and will run for 18 months.

Additionally Public Health have allocated funding for 4 years for the delivery of "Emotional Wellbeing of Children and Young People: Whole School Approach" which is available to all schools and settings in Derbyshire from January 2022 and is delivered by Educational Improvement - Childrens Services. The aim is to develop a preventative approach that enables the expansion of mental health awareness, promotion of protective factors, early identification, early intervention and support for the emotional wellbeing of children and young people through a settings-based approach. 110 settings have signed up to be involved in various aspects of the whole school approach with the offer ranging from staff wellbeing coaching to whole school mapping and action plan development.

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

Rating: Good

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

Additional sections of the countywide website on adult mental health and neurodiversity were launched in October. The Public Health Wellbeing Counsellor started in post in October and has begun engagement with voluntary, community and social enterprise organisations to co-produce support for mental wellbeing. Mentell were recommissioned to deliver peer support for men for another year. Public Health promoted and raised awareness of World Mental Health Day in October and has also supported the delivery of Thinkfest in Chesterfield throughout the autumn.

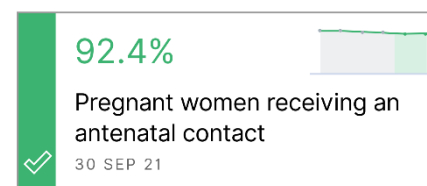
## ✔ Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire

Rating: Good

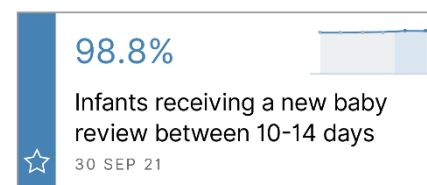
Expected completion date: 31 Mar 2022

Work is continuing between the 0-19 Public Health Nursing Service and Children's Centres to increase both the number and quality of Early Help Assessments being undertaken by the 0-19 Public Health Nursing Service. The Service Level Agreement between Public Health and Children's Services to support the delivery of Early Help interventions in Children's Centres has been extended by 12 months to 30 September 2022. This will enable time to scope out longer term plans for the Public Health contribution into Children's Centres.

Broader performance measures across the 0-19 Public Health Nursing contract remain good or strong, with 98.8% of infants receiving a new baby review and 92.4% of pregnant women receiving an antenatal contact.



2020-2021	93.5%
<b>2021-2022</b>	<b>92.4%</b>
Target	93.0%
Performance	✔ Good



2020-2021	96.9%
<b>2021-2022</b>	<b>98.8%</b>
Target	94.0%
Performance	★ Strong

## ✔ 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

During Quarter 3 the Adult Social Care Strategic Accommodation Group has continued to oversee the strategy implementation programme. This includes identifying and prioritising the need and demand for accommodation by locality, and joint working between Adult Social Care and Property Services. A Development Pipeline spreadsheet has been created to track the various approaches and offers to the Council from potential developers, and work is also taking place to produce interactive maps to show where there is existing provision and local demand. The development of a full Older People's Market Position Statement is underway, this will include updating the population information and other relevant data. This will also be used to refresh the Older People's Housing, Accommodation and Support Strategy. Sortified was awarded the contract to undertake extensive engagement with the residents of Derbyshire to gather data, intelligence and insight that will tell us how people want to live their best lives now, and in the future. The findings of this engagement activity are currently being analysed.

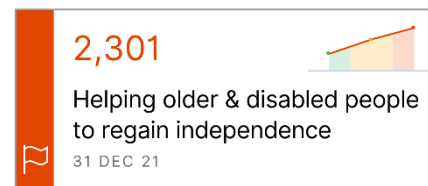
**Finalised the new ways of working with older people and disabled people to increase their independence so that they remain part of their local communities**

Rating: Review

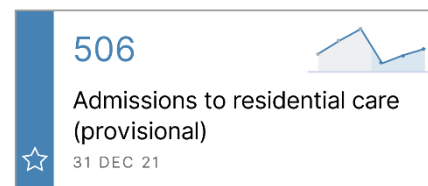
Expected completion date: 31 Mar 2023

The Better Lives programme work has continued in Quarter 3. Adult Social Care is seeing an unprecedented increase in demand to support people leaving hospitals and this combined with an acute shortage of homecare availability within the private, voluntary and independent (PVI) sector is impacting on performance targets in this area. Whilst the short term service continues to support a significantly higher proportion of local people compared to prior to the Better Lives programme, service capacity is being used to support people who have finished their reablement journey but require long term community support from the PVI homecare sector. Admissions into residential care are increasing as short term services are not available to support people to return or remain at home.

In Quarter 3 there have been 144 admissions to residential care, making a provisional total of 506 for the year to date. The shortage of homecare is not unique to Derbyshire and is a national issue. An Adult Social Care action plan has been drawn together and wider system work is under way to seek mitigations. The reablement service, which helps older and disabled people to regain their independence, over the first nine months has supported 2,301 people against a target of 2,691 people.



2021-2022	2,301
Target	2,691
Performance	🚩 Action (Review in Q2)



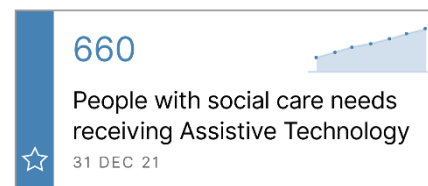
2020-2021	956
2021-2022	506
Target	699
Performance	★ Strong (Action in Q2)

**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 business cases for the further extension of the Assistive Technology contract is in development. The Assistive Technology Board continues to meet on a monthly basis to progress priorities of the service both current and future. The Brain in Hand (BiH) 12 month pilot is progressing well. BiH provides digital self-management technology, which, combined with human support, helps people live more independently. The business case for a further 12 month extension of BiH has been approved. 224 new people have been referred for some level of Assistive Technology equipment this last quarter, reducing the need for formal support and promoting independence in their own homes. This makes a total of 660 referrals for the year so far.




2021-2022	660
Target	450
Performance	★ Strong

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

Rating: Strong (Good in Q2)    Completed: 05 Jan 2022

The statutory deadline for completing needs assessments and publishing a draft Domestic Abuse Support in Accommodation Strategy was 26 October 2021. The Draft Strategy was published on this date. A further deadline of 5 January 2022 was in place for the publication of a final strategy. The Strategy has now been finalised and was agreed by the Cabinet Member for Health and Communities on 20 December 2021. It was published on the 5 January 2022 and can be found on the Council's [website](#).

 **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

Pause Derbyshire started in 2020 and has now delivered 18 months support to the first community of women. The initiative has so far reached a total of 51 women across Derbyshire who had a total of 154 children removed from their care. 32 of those women became open on the program and remained part of our first community. During this period all of the women have continued to take a pause in pregnancy.

Pause has worked with women with a range of unmet needs which include domestic violence, housing, debt, mental ill health, substance misuse and children in care. We have now collated data regarding the distance travelled in womens' mental and emotional health for community one. There is a clear increase in women describing their mental and emotional health as 'very good' – 'good' (from 23% to 52%) and a decrease in women describing their mental and emotional health as 'very bad'– 'bad' (from 41% to 13%).

This has been achieved by working systemically and in partnership across a number of organisations. Data indicates that the greatest presenting need over the 18 months has been mental health (72%) and domestic violence (63%). 29 women directly engaged with the Pause programme and have now transitioned from the program and are receiving next steps light touch support (target being 32). This equates to a 91% maintenance rate exceeding the contractual threshold of 80%. This involvement with the project is outstanding given the challenges to models of delivery due to the pandemic. There have been no further care proceedings; all women are now registered with a GP; 7 women are registered with a dentist with all women engaging with community dental services and 13 women are now in Education, Training, Employment or Volunteering. Qualitative evidence through self-reporting indicates 100% improvement across multiple issues. The Pause team comprises 4 practitioners - with an average practitioner caseload of 6-8 women.

We have started to recruit women as part of "community two" with 121 referrals, including from women leaving care. To date we have 12 women open on the program with a further 21 engaging.

 **Undertaken an evaluation of the early help support and training offered to partner agencies, and developed measures to monitor the effectiveness of early interventions for children and families**

Rating: Good

Expected completion date: 31 Mar 2022

An evaluation of the Early Help Transition Team has progressed and a report will be presented to Cabinet in the next few weeks proposing that the service continues as a permanent structure following the very positive feedback on the performance of the team internally and externally from partner agencies.

A wider evaluation will be required of the early help offered through other partner agencies such as schools and health during the course of 2022. This broader evaluation will also include the impact of the Children's Services Early Help service. The scope of this element of early help evaluation is yet to be determined.

 **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

The final draft of the co-produced guidance document for providers on graduated response has been completed and the final version designed. There has been a soft launch with Derbyshire leaders of inclusion and a more formal launch scheduled to take place in the Spring 2022.

The Derbyshire promise has been through governance and is also now ready to launch across the special educational needs and disability (SEND) community. There has been a change in senior leadership leading this area with a key post at recruitment stage and so the launch is expected late Spring.

Derbyshire Parent Carer Voice have supported interviews and the appointment of two strategic posts within the service area. They have also completed a survey with parents addressing how welcome they and their children feel in school to aid a greater understanding of the small but effective actions providers can aid inclusion for children and young people with additional needs.

A co-produced SEND Joint Commissioning Strategy across Education, Health and Care is in the final stages of draft and has been completed through a strengthened Joint Commissioning Hub task and finish group. This will be advanced to the next stage during the Spring.

A co-produced strategy to support development of the Preparation for Adulthood agenda is currently in draft and undergoing final review. The Preparation for Adulthood Lead Officer has secured a promotion and the post, currently at advert stage, will deliver the recommendations of the strategy, once approved.

Seven workstreams have been set up and collaborative groups are meeting to define and strengthen elements of specialist provision across the county over the coming year – increasing special school places, increasing enhanced resource provision, pilot of satellite provisions, enabling spaces in secondary schools, reducing unnecessary travel to special schools, reducing independent placements and strengthening the offer in county special schools and building a flexible system for children to return to mainstream when appropriate.

# A prosperous and green Derbyshire

## Overview

This priority shows overall “Good” progress for deliverables however measures are rated as “Review” based on 7 rated measures.

### Deliverable Progress



### Key Measures



## 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

Rating: Good

Expected completion date: 31 Mar 2022

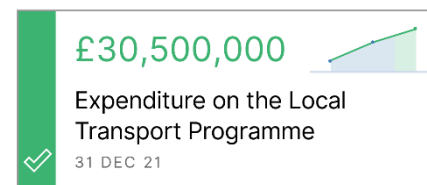
Building on the Quarter 2 report we continue to deliver the enhanced local transport £40m programme, utilising our hybrid delivery model (inhouse/external delivery) with £30.5m of the £40m budget spent up to the end of Quarter 3.

The Council continues to deploy additional resources to address highway defects and the delivery of the capital programme for 2021-22. It has focused on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing. This will help improve levels of customer satisfaction and provide additional resilience to the network by preventing and/or minimising further damage.

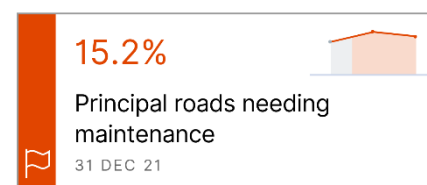
The percentage of Principal, Non-Principal and Unclassified roads where maintenance should be considered details the percentage of roads that fall in the Poor and Very Poor condition banding and is derived from the Annual Engineers Inspection survey. Areas of the network that fall below a condition level are calculated to form the percentage result. The Annual Engineers Inspection is then factored into the Value Management Process to enable development of Forward Programmes.

The annual survey is undertaken between April and June and therefore the results do not reflect the investment and work undertaken over the last six months. The outcome of the survey will support the preparation of the following year's delivery programme and information regarding this which will be provided in Quarter 4.

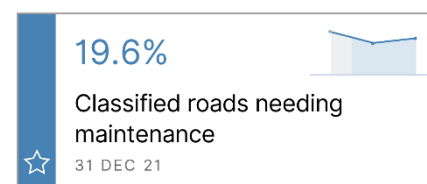
A total of 4,056 defects were fixed in Quarter 3 with 90.3% of defects being completed within target timescales, which meets the 90% target set. This means that the year to date data at the end of Quarter 3 for defects completed within target is at 77.8%. This is split between the different priorities with 94.3% of urgent defects completed within target, 85.2% of defects with a 32 hour target completed on time, 64.5% of defects completed within timeframe with a 9 day target and 81.8% of defects with a 28 day target completed within target.



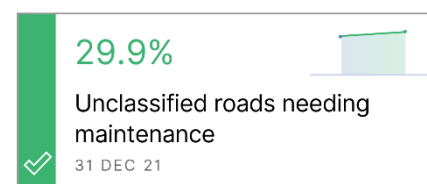
<b>2021-2022</b>	<b>£30.500m</b>
Target	£30.000m
Performance	✓ Good



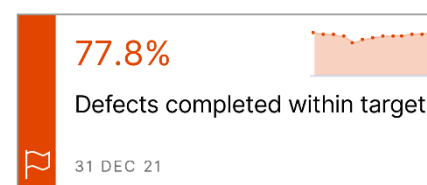
2019-2020	13.0%
2020-2021	17.0%
<b>2021-2022</b>	<b>15.2%</b>
Target	13.0%
Performance	🚩 Action



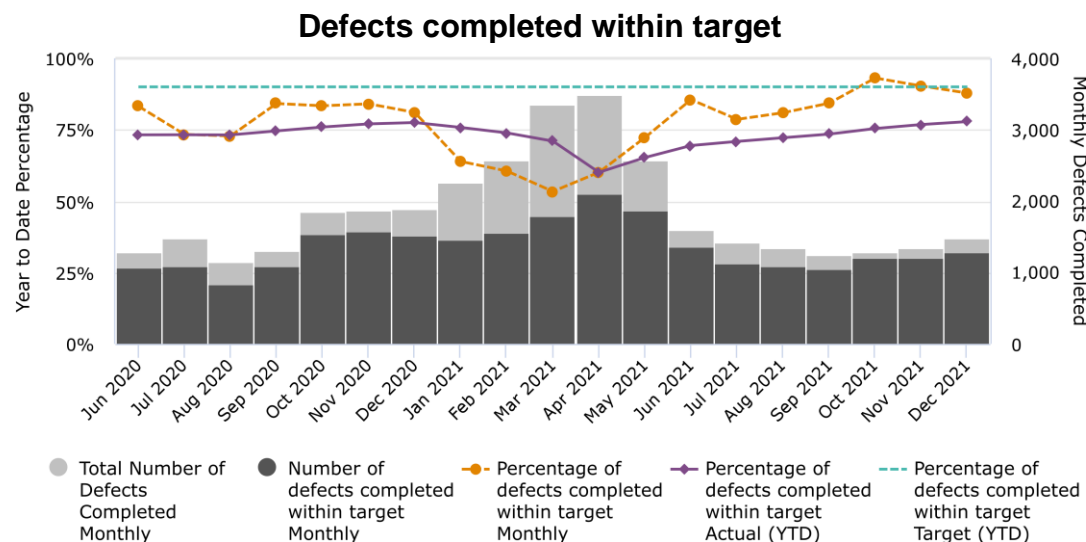
2019-2020	23.0%
2020-2021	17.0%
<b>2021-2022</b>	<b>19.6%</b>
Target	23.0%
Performance	★ Strong



2020-2021	27.0%
<b>2021-2022</b>	<b>29.9%</b>
Target	31.0%
Performance	✓ Good



2019-2020	77.3%
2020-2021	71.0%
<b>2021-2022</b>	<b>77.8%</b>
Target	90.0%
Performance	🚩 Action



**✔ 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

Expected completion date: 31 Mar 2022

The Woodville-Swadlincote Regeneration Route opened to traffic at the end of Quarter 3, despite the main construction contractor going into administration over the latter weeks of September. This enables a private contractor to develop the adjacent land for housing and employment. The Ashbourne Airfield Link Road is also progressing well on site but will now be completed during Quarter 4. Work on the Hollis Lane Link Road Phase 1 is currently being carried out by Chesterfield Borough Council, preparing a site for a displaced business. Phase 1 of this will take place in Quarter 4 as expected and highway construction is programmed to begin in Quarter 1 2022-23.

**🟡 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

Original completion date: 30 Sep 2021

Expected completion date: 31 May 2022

The Integrated Rail Plan was published on the 18 November 2021 over 9 months later than anticipated. Work to prepare a response is now taking place following detailed discussions with Chesterfield Borough Council and other regional partners to agree a joint way forward and a list of future asks of government. This response is expected to be produced and agreed by April/May 2022.



**✔ 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: 30 Jun 2022

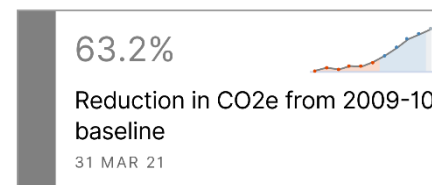
The viability assessment is now complete and work is continuing with the preparation of an Outline Business Case as part of the next stage. It is anticipated that the Outline Business Case will be submitted for review to the Department for Transport in Quarter 4.

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

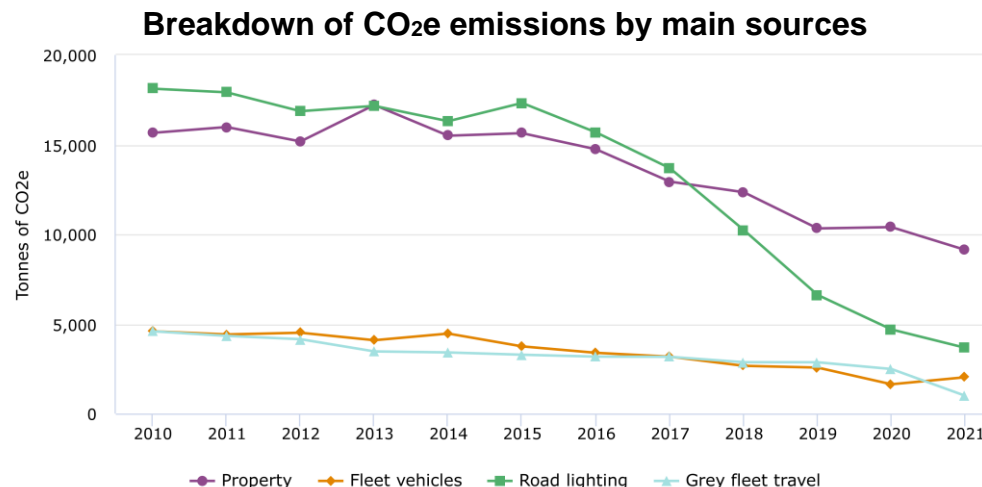
Rating: Good

Expected completion date: 31 Mar 2032

Final data for Council emissions for 2020-21 are now available. Emissions have reduced by 63% to 15,807 tonnes CO2e from the 2009-10 baseline. The total is made up from 9,126 tonnes from property energy use, 3,667 tonnes from streetlighting electricity usage, 2,025 tonnes from fleet vehicle mileage and 989 tonnes from grey fleet mileage where officers use their own vehicle for work purposes. Core fleet emissions have increased from the previous year, which is believed to be due to extra services delivered and the necessity of staff not sharing vehicles due to Covid-19 restrictions. Consequently it is expected to reduce in future years. With continued homeworking and the introduction of Modern Ways Of Working it is expected that grey fleet emissions will not return to pre-pandemic levels but will rise slightly as services continue to return to normal. The streetlighting LED replacement programme will come to an end in 2022 and further reductions in emissions are not expected other than a gradual decrease as the national electricity grid decarbonises. Work to identify, quantify and reduce Scope 3 emissions (e.g. from school transport, procurement, air travel, water and waste) is continuing with the aim of baselining these emissions by 2023.



2018-2019	47.9%
2019-2020	55.3%
2020-2021	63.2%
Target 20-21	52.0%
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 Flood Risk Team continues to manage the Property Flood Resilience Grant Scheme, and continues to process grant claims into Quarter 3. The Renishaw Property Flood Resilience scheme has been awarded to a Contractor to provide flood protection to 12 properties in Renishaw, which will be delivered in Quarter 4. Funding has been confirmed to undertake the Matlock Integrated Catchment Model, which will also commence in Quarter 4.

**✓ 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 Climate Change Strategy and Action Plan was approved by Cabinet in October 2021. The Action Plan is being developed, implemented and monitored with actions being delivered across the Climate Change Theme Teams. Work to develop a co-ordinated climate change programme of action across the county is continuing through Vision Derbyshire along with the Derby and Derbyshire Local Authority Energy Action Group which is focusing specifically on county-wide energy projects. Vision Derbyshire is currently developing a Climate Change Strategy to reduce emissions across the county. Funding has been secured from Midlands Energy Hub, the Local Enterprise Partnership for Derby, Derbyshire, Nottingham, and Nottinghamshire (D2N2) and the Joint Economic Prosperity Board to produce a Renewable Energy Planning Study for the county.

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

Rating: Good

Expected completion date: 31 Mar 2022

The Council's approach to good growth is now captured in the approved Covid-19 Economic Recovery Strategy. Substantial progress has been made against all priorities and actions, as set out in the action plan. An impact assessment against the strategy has been completed in Quarter 3 which confirms the extent of progress. Key success areas to date include: implementation of Green Entrepreneurs fund (£60,000), submission of funding bid to the Local Enterprise Partnership for Derby, Derbyshire, Nottingham, and Nottinghamshire (D2N2) to support hydrogen infrastructure and buses (£2m). We have also secured Capability Funding from the government to support sustainable travel projects (£200,000), digital connectivity in hard to reach places (£1m) and a programme of digital skills improvement (£3.1m). The approach needed for the Council's growth strategy for 2022 onwards is currently being reviewed.

✔ **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: 31 Aug 2022

Environment Systems are still developing the natural capital baseline and are reporting every other week to the project steering group. The Strategy is due to be completed by the end of August 2022.

✔ **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

Corporate Property are currently re-visiting plans to develop a solar farm at the Williamthorpe site in the east of the county.

In order to help meet the Council's target of having 1,000 Electric Vehicle (EV) chargepoints in situ for the public to access across Derbyshire by 2025, the Council has commissioned Jacobs to undertake a body of work that will provide a likely assessment of what demand for EVs will look like over the next 5 to 10 years and, from that, where the infrastructure needs to be located to help meet that demand, and what type of infrastructure is most appropriate. Key to this will be working with stakeholders both externally (district and borough councils) and internally (key officers who can provide input/advice to this work), initially through workshops. Part of the workshops will focus on refreshing/updating the Low Emission Vehicle Infrastructure Strategy. The latest Department for Transport figures show 218 public facing EV chargepoints are currently in operation in Derbyshire as at October 2021.

 **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


Active Travel - Tranche 2 work on the East-West Chesterfield cycle route continues. The Council is still awaiting confirmation from the Department for Transport (DfT) as to whether the Council's application for funding from Active Travel - Tranche 3 has been successful or otherwise. Work on the 6 work packages funded via the DfT's Capability Fund are well underway and progressing well. Feasibility studies looking at the viability of the Derwent Valley Cycleway and key sections, in and around Buxton as part of the White Peak Loop, are also underway. Both form key elements of the Council's Key Cycle Network which continues to be developed as part of the Council's Capital Programme. Finally, the Council's Bus Service Improvement Plan (BSIP) was approved by Cabinet on 14 October 2021 and submitted to the DfT before 31 October 2021. The Council is expecting notification of whether it has been successful during January 2022, meanwhile work on the Enhanced Bus Partnership is also now underway. The work on the transport hubs, as reported in Quarter 2, has been expanded to cover all Derbyshire's key market towns as part of the BSIP.

 **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: Good

Expected completion date: 31 Mar 2022

A full team of five business advisers will be place for Quarter 4. The business start up grant scheme is live and five contracts have been issued in Quarter 3 to support business start up growth. The Green Entrepreneur scheme Board meeting was held in Quarter 3 to consider Demonstrator and small grant projects. A Demonstrator project is to present to the board in Quarter 4. Seven Scholarship contracts for retraining with skills in alternative energy have been issued in Quarter 3 totalling £8,853. Monitoring is on-going for small business grants through the Green Entrepreneur fund with a total of £60,000 contracted.

 **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


Progress continues to be made in delivering the Council's Employment and Skills Recovery Action Plan. £1.99m in funding was secured from the Government's Community Renewal Fund to support Covid-19 economic recovery in Derbyshire. The Hospitality Charter was agreed with an official launch in January, designed to promote the sector as a good place to work. Funding for a Youth Hub was secured with the launch due in early January to support unemployed young people. The South Derbyshire Careers Hub was also launched this quarter.

 **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: Review

Expected completion date: 31 Mar 2022

The funding bid to implement Wi-Fi infrastructure in town centres through the Community Renewal Fund was unsuccessful. The project is now being developed as part of a wider Vision Derbyshire Phase 2 proposal. This is currently at project inception stage and is likely to develop to project initiation in Quarter 1 2022-23.

 **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

The Derbyshire Superfast Programme is now complete and the target of 300 premises to be delivered under the final Phase (6B) has been achieved. We are currently awaiting the final delivery reports from Openreach to allow the Department for Digital, Culture, Media and Sport (DCMS) contract closure process to commence. DCMS and suppliers were still experiencing some delays with the Gigabit Voucher registration process but performance improved towards the end of the quarter. In total, 7 new Derbyshire projects have been approved and registered by DCMS and 25 additional Top Up Vouchers were issued for new or existing projects in the quarter.

 **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

In 2021 Officers have provided guidance to consolidate post EU Exit legislation on over 400 separate occasions, through a combination of direct intervention and remote contact such as face to face visits/inspections, written advice and broader mailshots to specific businesses. These have covered areas such as food and feed standards, product safety and fair trading law.

 **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

The level of investment in the county has remained stable over the period January to March 2022, with enquiries continuing to show good levels of business confidence in Derbyshire as a place to invest. During the Quarter, through the Council's work with Marketing Derby, two businesses have relocated to Derbyshire or expanded.

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

Rating: Review

Expected completion date: 31 Mar 2022

Social mobility is one of the key priority areas of work to be taken forward under Vision Derbyshire. Phase 4 proposals, which include the development of thematic programmes under four key ambitions areas, is currently underway. The development and implementation of proposals to improve social mobility is a key area of focus for the Achieving Relentless Ambition theme. Whilst progress to identify key activity is taking place, the development of a new approach is reliant on additional capacity through the programme team being made available; work is taking place to address this.

## ✔ 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 Education Improvement Service is continuing to work robustly with schools to improve outcomes for children and young people.

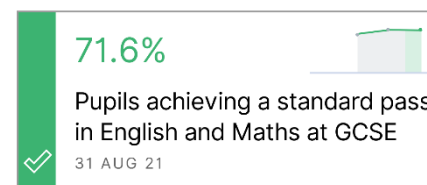
Recent activities have included:

- Training and support provided to link advisers about the new Early Years Foundation Stage curriculum and profile. This will enable link advisers to both challenge and support their link schools to adapt their curriculum plans so that children who have been most negatively impacted by missing learning due to Covid-19 restrictions can make progress to meeting expected standards.
- A focus during locality meetings led by senior advisers for headteachers on raising outcomes particularly in phonics. This had been reported by headteachers as an aspect which had been the most challenging for parents and carers to support during periods of lockdown.
- Providing updates to headteachers and governors regarding Ofsted's areas of focussed activity and about assessment arrangements for 2021-22.

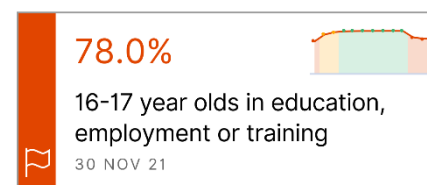
In 2021-22, the provisional data for phonics in Derbyshire (79.9%) indicates that outcomes are slightly higher than national (79.8%). If confirmed, this marks good improvement compared to previous years. The provisional data for disadvantaged pupils is even better with Derbyshire outcomes at 67.3% compared to 66.6% nationally.

In English and Maths GCSEs, students in Derbyshire performed well with the proportion achieving both grades 9-4 and 9-5 being significantly higher than England averages. However, the rate of improvement seen nationally has been greater and Derbyshire rankings have fallen. The target this year was to remain in the upper-quartile nationally but performance places Derbyshire in the lower-middle quartile.

The percentage of 16 to 17 year olds in education, employment or training is 78% as at the end of November 2021. This indicator has a strong seasonal pattern in outcomes with young people's activity status needing to be established at the start of every academic year. Performance at this point in the year is better than the same time last year.

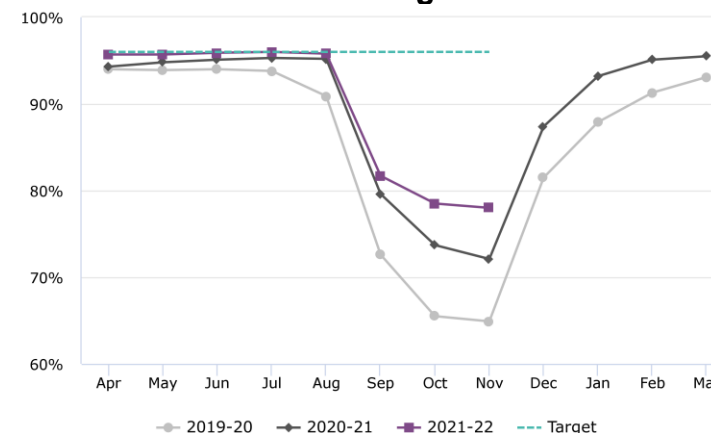


2019-2020	65.4%
2020-2021	72.2%
<b>2021-2022</b>	<b>71.6%</b>
Target	72.2%
Performance	✔ Good
National Benchmark	67.1%



2019-2020	93.1%
2020-2021	95.5%
<b>2021-2022</b>	<b>78.0%</b>
Target	96.0%
Performance	✘ Action (Good in Q2)

### 16-17 year olds in education, employment or training



 **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 this financial year, 66 apprentices from 30 different employers across Derbyshire have been supported via the transfer of Apprenticeship Levy. The total since the programme started is 163 apprentices, from 95 different employers. The total value of funds committed to support this is £1,101,610. Employment areas are as follows: Health and Social Care 39%; Early Years 14%; Construction 19%; Engineering 11%; Visitor Economy 7%; Digital 5%; Finance/Legal 5%.








## Notes

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

Measures	Reporting
Measure on local Covid-19 testing and contact tracing activity	A national performance measure has not been identified, however information on the volume of testing and contact tracing activity supported by the Council is included in this report
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"
Early help assessments completed within 45 days, Social work assessments completed within 45 days and Initial child protection conferences within 15 days	These measures have been added to the deliverable "Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire"
Established a new Programme Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	This deliverable has been renamed to "Established a new Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money"

## Key

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