

# Council Plan Performance Report

Quarter One  
April – June  
2020



## Introduction

Welcome to the Council’s performance report on the Council Plan 2019-21, for Quarter 1 2020. The Council Plan sets out the future direction of the Council and what we will be working to achieve on behalf of our residents over the next 12 months and beyond. 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:

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

For each priority we have identified a set of key deliverables and performance measures which we will focus on to meet our priorities. Our progress on these deliverables and measures are set out on the following pages. Data is not available for a number of performance measures at Quarter 1, due to the impact of Covid-19. These measures and the current position are set out below.

<b>Performance Measure</b>	<b>Current position</b>
Percentage of children achieving at least a good level of development at the Early Years Foundation Stage	Due to Covid-19, these assessments will not take place in 2020.
Percentage of Council run adult care homes rated as “Good” or “Outstanding” for Quality of Care by the Care Quality Commission	Currently on site CQC inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes.
Percentage of Council run children’s homes rated as “Good” or “Outstanding” by Ofsted	Children's home inspections were suspended at the end of March 2020 due to Covid-19. An interim inspection phase will start from September 2020 and will last at least until December 2020 with the possibility of extension if measures for responding to and recovering from Covid-19 carry on into 2021. Inspections during this interim phase will not include a graded judgement.

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

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

# Quarter 1 Performance Report 2020/2021

## Overview

### Deliverable Progress

### Ongoing Deliverables



	Sep 2019	Dec 2019	Mar 2020	Jun 2020
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	0	0	0	1
Good	30	34	32	35
Review	13	9	11	11
Action	1	1	1	2

- Key**
- ★ Strong – performing strongly
  - ✓ Good – performing well
  - ⦿ Review – will be kept under review to ensure performance is brought back on track
  - ⚠ Action – additional action will be/is being taken to bring performance back on track
  - No update has been received

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

# Measure performance against target



	Sep 2019 Measures	Dec 2019 Measures	Mar 2020 Measures	Jun 2020 Measures
Strong	5	4	3	3
Good	3	3	2	4
Review	1	0	1	0
Action	6	8	8	7

**Key** ★ Strong ✔ Good ◐ Review 🚨 Action  Data not available/Target not set

# Value for Money

## Progress on our deliverables and key measures

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

Vision Derbyshire continues to progress at pace, with a significant amount of work being completed by PwC and the Council with support from district and borough council partners.

Since March 2020, Leaders and Chief Executives of the county council, and district and borough councils in Derbyshire have participated in a series of workshops to engage with and progress the approach. This includes shaping the collective ambition of the work, looking at new ways of collaborating on outcomes, working through a series of shared enablers, agreeing key principles of the approach and interrogating the short, medium and long term benefits of an enhanced strategic partnership.

A series of pilots have also been established which have focused on three stands of work, two directly related to Covid-19 community and economic recovery. Pilots have been assigned political and strategic sponsors as well lead officers. Weekly meetings are being held to progress the work, shape the collaborative model and plan for wider engagement across the local government landscape over the coming months.

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

A new Strategic Recovery Group for Derbyshire and Derby City has been established. This group meets weekly, chaired by Jane Parfremment, bringing together all agencies and government departments to oversee and plan Derbyshire's recovery and renewal from Covid-19. Six sub-groups/technical groups have also been established and meetings for these group have taken place. Terms of reference for the groups have been developed and are now in place along with a document suite to support the framework of meetings. Weekly communication briefings are embedded and work has started on developing an outcomes framework and an impact analysis.

A number of key activities have taken place this quarter. These have included:

Continuing to provide essential services during the pandemic and re-opening those that closed at the earliest opportunity

Overseeing town centres reopening with the successful opening of 44 town centres and visitor hot spots

Preparing for the reopening of the hospitality sector including working with Accident and Emergency departments, police, businesses and district/borough councils

Supporting the wider opening of schools on 1 June to primary priority year groups and 15 June for secondary priority year groups

Lobbying government departments regarding financial pressures and other key issues

Establishing a grants schemes for businesses across all districts/boroughs

Receiving and distributing computers for vulnerable children to improve digital inclusion and remote learning

Priorities for next quarter include supporting and overseeing the recovery of remaining areas of business, such as leisure, and the further recovery of health services. A survey for the voluntary and community sector has been developed to understand their resilience and this will be launched in July. An employment and skills workstream will be established next quarter to consider the impact of economic and educational changes and to plan with partners for mitigation. There will also be a focus on community engagement and resilience, particularly looking at the disproportionate impact of Covid-19 on certain communities and a focus on health and welfare, particularly on recovery support needs and impact on mental health of communities and individuals. Sector specific support to economic recovery will continue and the group will also be preparing for a potential surge in need, for example an increase in safeguarding concerns or domestic abuse incidents.

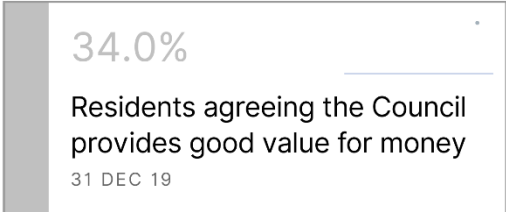
**✔ Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures**

The Council kept its Council Tax rise down to one of the lowest increases in the country and met the aspiration set by elected members.

However, it is worth noting that the Council has completed budget monitoring as at the end of May 2020 which demonstrates additional Covid-19 cost pressures of £20m during this period. Significant additional costs are estimated for the remainder of the year, including recovery costs, which could see unfunded costs of approximately £44m for 2020-21.

The impact of income losses from Council Tax and Business Rates will not be recognised until later in the financial year. However, early indications are that there could be a 3%-4% loss of Council Tax income on a county wide basis, which equates to approximately £10m-£12m loss of Council Tax income for the 2021-22 budget. This may affect the aspiration for low Council tax rises in later years.

A survey will be carried out later in the year to gather up to date information to enable the Council to monitor the extent to which residents agree that the Council provides good value for money.



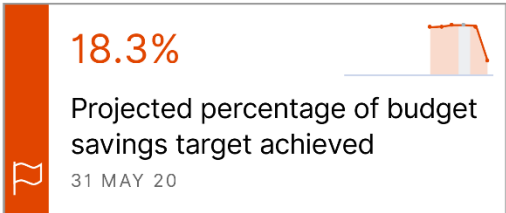
**✔ Lobbied Government to secure a better funding settlement**

The Council continues to lobby for additional Covid-19 funding through special interest groups such as the Society of County Treasurers and County Council Network. There have been regular meetings with Derbyshire MPs which provide an opportunity to update them with the latest financial data. The Council continues to work closely with district/borough council colleagues to monitor the financial sustainability on a county wide basis.

The Government has provided emergency funding to local authorities to help meet the costs of Covid-19. To date, the Council has received funding of £37m. In addition, funding has been provided to support highways and transport projects to address Covid-19 issues and opportunities. This includes funding for the Local Transport Plan, Pothole Fund and Active Travel which total £33m.

**📊 Achieved all planned budget savings in the medium term**

The monitoring position as at the end of May 2020 demonstrates a savings target of £25.127m of which £4.599m is forecast to be achieved. Covid-19 has had a significant impact on savings programmes resulting in major slippage. A Revised Budget Report will be presented to Cabinet in July 2020 setting out proposals to address slippage and in-year pressures.



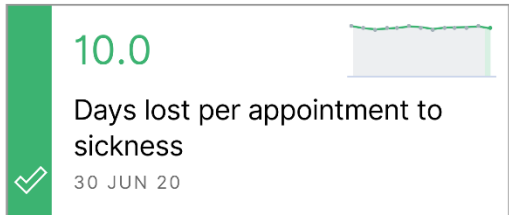
**✔ Ensured Council contract decisions deliver value for money through the Council Value for Money Board**

The next Value for Money Board is scheduled for September 2020. Papers/reviews have been prepared and will be circulated ahead of the meeting. However, before that meeting the Procurement Team would like to demonstrate the Social Value Portal to elected members. This is an on-line solution which will allow us to measure and manage the contribution the Council and its suppliers make to society. The outcome of this service will be key in increasing our demonstration/evidence of value from our contracts.

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

The average number of days lost to sickness was 10 for the 12 months up to the end of June 2020 in line with the target for 2020/21 of 10. This is a reduction from 10.4 at March 2020 however there is a wide range in the departmental figures with Adult Social Care and Health at 13.99, Commissioning, Communities and Policy at 9.2, Children's Services 7.18 and Economy, Transport and Environment at 6.81.

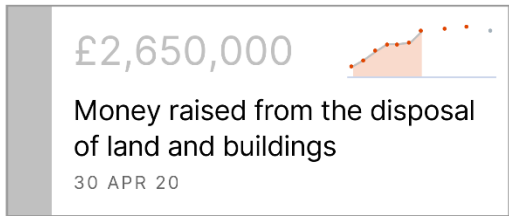
Following the Covid-19 pandemic, the Council has introduced a new wellbeing system, focused on five levels of support for colleagues across the Organisation. This has included the implementation of a new Employee Assistance Programme and wellbeing app for employees, with focus now on redefining the original wellbeing action plan, which will consider the required activity from a systems, data and people perspective. In addition, there is now a dedicated wellbeing section on Our Derbyshire coupled with regular wellbeing communications.



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

The Property Rationalisation Programme is a key component of the wider review of the Council's property service. As with the main review it is being undertaken through a series of projects and milestones. The key milestones are: March 2019: Cabinet approved an Asset Management Framework which provides the overarching strategy for all property activity. September 2019: Cabinet approved in principle establishing a Joint Venture (JV) with Public Sector Plc (PSP), an organisation that has 20 similar JV partnerships with other local authorities focused on improving, rationalising or developing surplus local authority property. February 2020: Cabinet approved the terms and structure of the JV with PSP, which is a Limited Liability Partnership called PSP (Derbyshire) LLP, overseen by a Partnership Board with equal representation from the Council and PSP. The first Partnership Board met in April 2020 and following a Cabinet briefing in June a Cabinet report is being prepared that will seek approval to the priorities and focus for PSP activity. To inform this report work commenced on reviewing assets including the Council's administrative buildings, countryside assets, industrial estates and business centres. In addition, opportunities to support Adult Social Care and Health with the delivery of the Council's Older People's Accommodation, Housing and Support Strategy are also being explored. The review and rationalisation of these assets are being taken forward to deliver financial savings in the financial year 2020/21. All of these areas of work will be included in the PSP work programme.

£2.65m was received from a property sale initiated during 2019/20 and completed in April.



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

Service reviews across the Council have continued to progress where possible throughout the current Covid-19 pandemic. The Corporate Property 2020 review has continued to push ahead. New dates have been arranged for the transition of the cleaning and caretaking service and the Council's design service to the Joint Ventures with Suffolk Group Holdings (Suffolk County Council) which will now transition on 1st September 2020. Additionally, the Corporate Property 2020 review is now looking into the options surrounding the Council's grounds maintenance service.

The further development of the Service Review Framework continues to be paused, following a wider review on the centralisation of a programme management office, it is important as we move forward the Service Review Framework cohesively supports the Council's programme management methodology.

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

Covid-19 has impacted on the delivery of some of our transformational projects. A huge amount of resource was required from County Procurement to ensure the supply of PPE to Derbyshire's front-line services, but regular supplies have now been established. The impact of Covid-19 may also impact on the achievement of procurement savings targets as many procurement projects have been





delayed due to the instability of the market and supply chains. However, County Procurement is now starting to see a return to business as usual procurement activity and our transformational projects are now being re-established to bring the strategy delivery back on track.

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

Building on the work that has already taken place, approval has been given to rollout Microsoft Teams to all ICT Users within the Council. The Teams client will be updated on users' machines over coming weeks as a replacement for Skype for Business and then the further rollout of Office Pro Plus, SharePoint and One Drive will be updated on users' devices to provide the full collaborative suite. Training for users is also being commissioned. Further ICT hardware and software is also planned for the Council Chamber to enhance the existing virtual meetings capability to enable remote attendance and public participation.

**Key measures summary**

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents agreeing that the Council provides value for money		34.0%		40.0%	
Projected budget savings as a percentage of target		63.5%	18.3%	100.0%	
Average number of days lost per appointment to sickness (Not including schools)	9.9	10.4	10.0	10.0	
Amount of money raised from the disposal of land and buildings		£2,898,546	£2,650,000		

Performance compares the latest data for 2020/2021 with the target, where both are available.  
 Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

# A prosperous and green Derbyshire

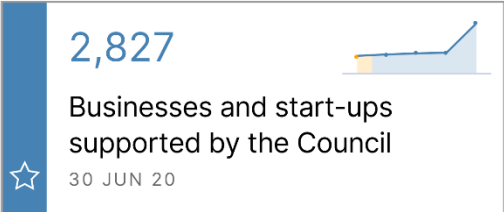
## Progress on our deliverables and key measures

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

The framework for the recovery strategy is being developed. Exceptional progress is being made on actions to support initial recovery (rescue and revive), including roll out of the Council's hardship fund, implementation of Government business grants and discretionary grants. Plans for re-opening countryside sites and 44 town centres / visitor hotspots have been developed and implementation is on-going. The medium and longer term recovery strategy is being developed during July to September, including business start up and support programmes.

To date 1,793 businesses have been provided with financial support from the Business Hardship Fund and/or guidance and information. Over 60 webinars have been delivered with partner agencies including Peak Business, Chamber of Commerce and Marketing Peak District and Derbyshire. Weekly meetings with the district and borough councils to manage discretionary grant funds, town centre openings and cafe licensing have been held. Trading standards continue to support 1,012 Derbyshire based businesses as members of the Trusted Trader scheme and 22 businesses through formal advice arrangements.

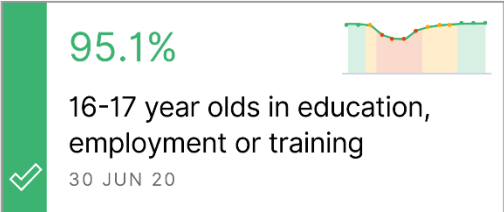
The Derbyshire Economic Partnership has commissioned Hatch Regeneris to prepare an Economic Recovery Strategy and Plan 2020-2025 for Derbyshire which will replace the former Derbyshire Economic Strategy Statement.



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

The Action Plan activities continued where possible within the confines of the lockdown arrangements, however some of these arrangements have slowed or halted altogether which has had an impact on the delivery outcomes. As reported to the Employment and Skills Board in May, activities are now being prioritised to those which support the new priority clients affected by the pandemic, including young people and those over 50. As part of the revisions, Employment & Skills has commissioned through the Derbyshire Economic Partnership a review to produce an up-dated Action plan to respond to the pandemic. In addition a new Employment and Skills Group is being formed under the Derbyshire Economic Partnership to act as the Employment and Skills cell for recovery.

The percentage of young people aged 16 and 17 in education, employment and training (EET) for the 3 months of April, May and June 2020 is 95.1%. This is higher than the same time last year (94.0%) and higher than both the national figure (92.3%) and the outcome for East Midlands (92.4%).



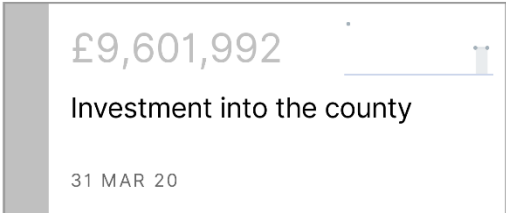
### **Supported the survival and renewal of the visitor economy**

Work was completed to ensure the safe re-opening of visitor hotspots on 15 June and to prepare for the re-opening of the hospitality sector in early July. The Council has worked with Visit Britain to develop Industry Standards for safe re-opening of premises - to be adopted and rolled out in July. 'Respect, Enjoy' communication messages have been developed and rolled out for visitors. Three industry surveys and one consumer survey have been produced, along with webinars for the hospitality sector.

**Delivered the new “Invest in Derbyshire” programme**

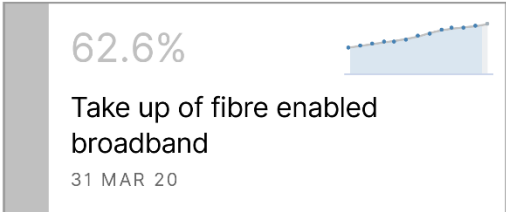
The Funding agreement and deliverable are in place for the Invest in Derbyshire Programme. Planning is in place for promotion in appropriate sectors focusing on innovation, logistics and quality of life opportunities in the county. Four enquiries have been made, two innovation and advanced manufacturing, one investment and residential, and one investment and development.

The Service continues to be delivered but the number of new international enquiries is at a standstill due to impact of Covid-19 and current level of business confidence. Very limited regional / national enquiries are being received. Analysis of the Covid-19 impact is on-going with the Local Enterprise Partnership and Chamber of Commerce to understand likely timescales for downturn in activity and help inform the medium to longer term planning, attracting inward investment as part of recovery strategy.



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

Good progress has continued to be made against planned targets within the BT contract and it is anticipated that the quarter 1 figure to June 2020 will show that over 112,000 premises will have access to faster broadband and of which, over 106,000 premises will have access to superfast broadband. Take up is currently approximately 63% and is expected to increase due to continued community engagement efforts. The impact of Covid-19 will inevitably influence the levels of demand for broadband access - particularly in rural communities - and will inform the shape of the future investment programme. Overall achievement is good but there will be a clearer picture in mid August once reports are received. This will inform us if intervention is required to fulfil the contractual commitments.

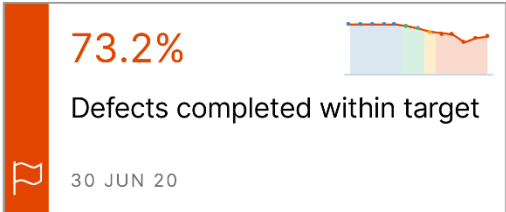


**Invested in well maintained roads and highways infrastructure**

Funding for the Local Transport Plan, Pothole Fund and Active Travel (to address Covid-19 issues and opportunities) have been received for a total of around £33million and programmes are being developed and implemented.

In early February 2020, the County was hit by Storm Ciara and Storm Dennis and then encountered further prolonged heavy rain which hindered a reduction in the number of outstanding jobs in the system. This extreme weather had a detrimental effect on the condition of the highway network significantly increasing the number of defects appearing which has resulted in a slight reduction in the number of defects that have been completed within the target timescale from 77% at the end of 2019/20 to 73.2% at the end of quarter 1.

The onset of the coronavirus pandemic and the subsequent inability for planned works to commence meant that additional resource were able to assist with the prime focus on reducing the number of carriageway potholes awaiting repair. Since the lockdown announcement we have repaired over 36,000 potholes and reduced the number of outstanding jobs significantly.



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

Confirmation has been received from HS2 Ltd that proposals around HS2 East is being considered as part of the National Infrastructure Commission's (NIC) work to develop an Integrated Rail Plan. Detailed comments have been provided to NIC from the Council. Active work to support growth work as part of HS2 East proposals has been slowed/ de-prioritised nationally but local work continues to progress on the Chesterfield Station Masterplan and Toton, including the planned development corporation.

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

Further refinement to the content and proposals of the Derbyshire Infrastructure Investment Plan (DIIP) has continued but the pace has slowed due to other priorities as a result of Covid-19. Consideration of progress on the DIIP is planned for the forthcoming meeting of the D2 (Derby and Derbyshire) Joint Prosperity Committee.

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

A comprehensive Mobility Strategy outlining improvements to the highway network and Public Transport for the Manufacturing Zone was completed in March 2020 and submitted to Government. This sets out actions relating to specific sites and area-wide which can be rolled out through further tranches of Government support and/or through local planning processes.

North East Derbyshire District Council (NEDDC) is the lead authority for progressing work around the Manufacturing Zone. The Government has not prioritised this work with NEDDC during the lockdown period so there is little further progress to report. Discussion with local MPs have highlighted an opportunity to lobby Government for a 'green enterprise zone' as part of the Manufacturing Zone and this has been proposed with feedback awaited.

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

Coalite - Bolsover Land Ltd (BLL), the developers of Coalite, have secured approval from D2N2 (the Local Economic Partnership for Derby, Derbyshire, Nottingham and Nottinghamshire) for the revised project outputs. The Council, as a partner and contributor to the grant funding for the works, also needs to review and agree to the revised outputs. A report was submitted to the Cabinet Member for Clean Growth and Regeneration in July 2020 seeking approval to agree to the revised outputs and a revised timetable for grant funding. Subject to approval it is anticipated that the remediation and infrastructure works will be completed by 2024. The phasing plan will enable built development to commence at the end of 2020.

Markham Vale - Very good progress in developing this site is being made. Construction work started in June on a £25m private sector development of two speculative factory units. In addition, construction work continues on a unit on the final part of Plot 5. A further enquiry for a restaurant is progressing towards legal completion. An earthworks contract is due to start in July to release additional development. The annual jobs survey coincided with the outbreak of Covid-19 and was, therefore, unable to be completed; this will be restarted over the coming months.

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

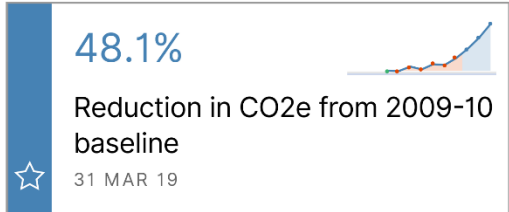
Preliminary emissions data for 2019/20 from Council property indicate a reduction in carbon emissions, though final numbers will not be available until the autumn. Reductions are due to continued property rationalisation, energy efficiency measures, 'greening of the grid' and the effects of Covid-19 on working patterns.

Emissions from streetlighting have continued to fall with a reduction of 74% from the 2009-10 baseline. Actual emissions for 2019-20 were 4,691 tonnes CO2e against a target of 4,738 tCO2e. This is due to the continued LED replacement programme, part-night lighting and night dimming plus 'greening of the grid'.

Emissions from the grey fleet were 2,548 tCO2e against a target of 2,761 tCO2e. However, this may increase due to late mileage claims. Eight electric vehicles and three electric bikes are now available for staff business travel and these will reduce grey mileage further.


Research has been commissioned to investigate the impact of Covid-19 on grey fleet travel and inform our approach to introducing new ways of working to impact positively on climate change, building on the reduction in travel experienced during the pandemic.

Data is not yet available to calculate the emissions from the core fleet for 2019-20.






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

Progress on implementing the framework temporarily paused whilst councils in Derbyshire were dealing with the pandemic. The Derbyshire Climate Change Officer Working Group has met to discuss progress on reducing emissions from council estates and operations as well as across the county. Districts and boroughs are concentrating on reducing internal emissions. The group is due to meet with Midlands Energy Hub to develop an action plan of next steps. The County Council is holding three internal workshops with officers and elected members to model the county's greenhouse gas emissions up to 2050 under various scenarios and to understand how the findings can be incorporated into county-wide strategies and action plans and how to engage the public with this process.

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

As part of the Governments Active Travel Emergency Fund the County Council will deliver a range of active travel and social distancing interventions, primarily focussing on the county's town centres for Tranche 1 of this funding with more permanent interventions delivered as part of Tranche 2. Tranche 2 interventions will need to be delivered by March 2021.

**Key measures summary**

	2018/2019	2019/2020	2020/2021	Target	Performance
Number of businesses and start-ups supported by the Council		1,152	2,827	1,000	
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	94.0%	93.1%	95.1%	96.0%	
Total external funding secured		£9,601,992		£20,000,000	
Percentage of homes and businesses with fibre enabled broadband	54.8%	62.6%			
Percentage of defects completed within target	71.5%	77.2%	73.1%	90.0%	
Percentage reduction in CO2e from 2009-10 baseline	48.1%			55.0%	

Performance compares the latest data for 2020/2021 with the target, where both are available.

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

## Empowered and self-sufficient communities

### Progress on our deliverables and key measures

#### Rolled out the Thriving Communities programme across 13 localities

Investment in strategic leadership training has been the main focus of Thriving Communities work over the last three months, with delivery partner WIGS (Worldwide International Global Solutions) Ltd taking the senior leadership team through a series of intensive development sessions. These have focused on developing a set of values and principles for the organisation which will support the workforce to work more effectively and flexibly with complex challenges. This work equips the Council's leadership team with adaptive leadership skills to support the roll-out and wider mainstreaming of Thriving Communities work into new areas.

Alongside this work, preparation has been underway to begin working in eight new areas from September 2020. It was anticipated that the roll-out would begin in April 2020 however delay in the leadership programme and obvious difficulties as a result of the Covid-19 emergency have meant that the timescales have slightly shifted. In reality this has given the teams a chance to learn more about the nature of how communities have mobilised during this crisis period, which will improve and enhance the roll-out plans. A Guidebook for the Thriving Communities approach is in development and tools for embedding and evaluating the approach including practitioner handbooks, training and resources are being prepared. A shortlist of potential areas has been developed using existing insight and a programme of work is in place to assess the readiness to begin work. The Thriving Communities programme board will be established from September 2020. A detailed programme of work that integrates Thriving Communities, Vision Derbyshire and Enterprising Council ambitions and priorities is being developed.

Locally in the existing Thriving Communities areas 'Connected Teams' of frontline staff, elected members and local people continue to develop the approach and Thriving Communities Ways of Working, to genuinely co-design local solutions in partnership. During the Covid-19 crisis the networks and relationships established locally have enabled those communities to continue to support themselves and learning from these experiences is being captured and synthesised into a set of themes and stories to help prompt dialogue and inform future recovery options.

A survey will be carried out later in the year to gather up to date county wide data for the measures on community resilience.

54.0%



Residents have given unpaid help to an individual or group

31 DEC 19

69.5%



Residents have enough people around them to avoid a crisis

31 DEC 19

55.4%



Residents working together can influence decisions

31 DEC 19

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

The tender for a supplier for a Customer Relationship Management (CRM), complaints and room booking system was released w/c 22 June 2020. As of 02/07/2020 over 100 suppliers have downloaded the summary documents.

Work is currently underway to identify those services that can be worked with and prepared to enable the chosen supplier to get services online quickly. The target is for 15 new services to be online, integrated with 14 background systems - plus the room/events booking system and the Complaints system - to be live by 30 April 2021. Tender evaluation will take place over August with a supplier expected to be in place by late October / early November 2020.

The governance structure has been revised with alterations of the terms of reference and the creation of a Delivery Board to ensure the right people are involved at a delivery level.

Issues may occur if services are unable to engage with the programme as a result of Covid-19 implications and / or because services are unable to devote the necessary resource from their areas to support the implementation of the Channel Shift programme. The Channel Shift team are working with services to understand their capacity to engage and their ability to commit resource: if backfilling of roles and / or temporary appointment of support staff is required there may be a need to call upon the financial support requested in the March 2020 Cabinet report.

Data for the number of services available through Council websites is currently being collated for quarter 1.

51

Services available through the Councils Websites

29 FEB 20

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

During quarter 1 focus has been the restoration of the Better Lives programme – Working Age Adults to respond proactively to the Covid-19 emergency. Whilst there has been slippage to the original programme of work, workstreams are now re established and being refreshed to embed new ways of working. This continues to consider the national guidance for social distancing and the impact this has across all the workstreams. Data and intelligence has been gathered about usage of previous services and analysis undertaken to understand the current capacity of those services that were building based. All people with learning disabilities (approx. 550) who have used building-based services and their carers/ families have been written to and communication is ongoing to co-produce a new offer. The new offer will focus on different ways of working to enable people with a learning disability to achieve personal goals, learn new skills, gain employment or volunteering opportunities and be more involved in their local communities. Progress is now being made, with the support from Public Health, 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. It is envisaged 16 people will move this quarter.

**Helped people furthest from the labour market into sustainable employment**

Activities contained within Objective 1 of the Employment and Skills Action Plan, which target individuals, have been significantly impacted due to the pandemic. Covid-19 has impacted on apprenticeships across D2N2 (the Local Economic Partnership area of Derby, Derbyshire, Nottingham and Nottinghamshire), and nationally. However for Derbyshire it has seen some positive movement from Small Medium Enterprises (SME) expressing an interest in apprenticeship levy transfer during the pandemic. Five SME expressions of interest have been received, of which four SMEs have been approved for stage two commitment. We have 18 SMEs with a total of 24 apprentices currently being processed. Our National Careers Service has continued to operate in a restricted way via virtual support. Changes to the National Contract assisted this giving greater flexibility. As a result our Service supported 121 adults, 16 young people, and 11 businesses affected by Covid-19. These interventions resulted in 66 people progressing on to skills training and 36 gaining employment.

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

Following the close of the VCS infrastructure consultation on the 30th April 2020, over 800 responses have been analysed and options appraisals developed to support discussions with key stakeholders to revise the new approach in response to the impact of Covid-19. A Cabinet paper has been drafted on the approach to be agreed at the end of July. District plans have also been developed to progress the review and support provider Service Level Agreement development Plans.

Work on the development of a new Whole Council approach to grant funding has continued over the quarter as part of the review process. This has included starting internal consultation on a cross-departmental Grants Framework, with discussion held at Corporate Management Team, with Cabinet members and across Senior Management Teams. A report will also be taken to Cabinet at the end of July 2020 to outline how the review will progress over the coming months and current funding will be reviewed against the new Grants Framework.

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

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

**Key measures summary**

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months	43.7%	54.0%		56.0%	
Percentage of residents who agree that they have enough people around them to avoid a crisis	85.3%	69.5%		74.0%	
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area	57.5%	55.4%		58.0%	
Number of services accessed via e-forms on the Council websites		51			

Performance compares the latest data for 2020/2021 with the target, where both are available. Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.



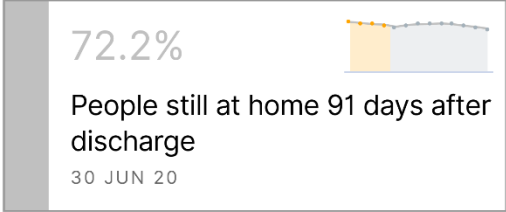
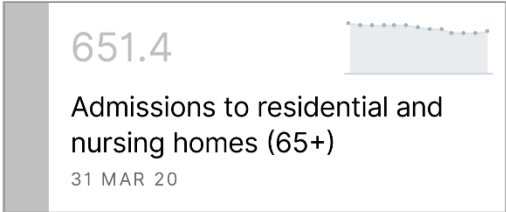
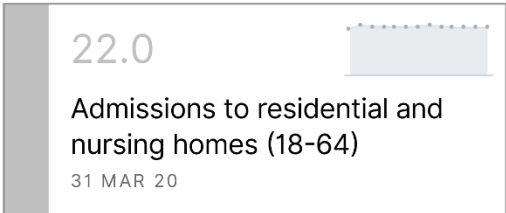
# A focus on prevention and early intervention

## Progress on our deliverables and key measures

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

Through the Better Lives programme work continues within quarter 1 to improve the community offer to enable people to live longer within their own homes. This includes the exploration of assistive technology through the Assistive Technology strategy, reablement offer through the transformation of direct care and exploration both strategically and within the front line of joined up services between Health and Social Care. Admissions to residential care are beginning to reduce. The pandemic is known to be a significant factor within this and analysis will be undertaken to distinguish between this impact and the impact from the programme.

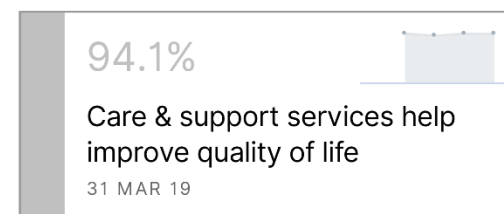
The performance for those remaining within their own homes for 91 days following discharge from hospital is showing signs of improvement, early indicators are this is currently 72.2% which is a positive change from the previous figure of 69.6% for quarter 4 2019/20.



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

The achieving great futures workstream has been impacted by Covid-19. Delays to the workstream have been mitigated in the overall delivery plan. There is a Special Educational Needs and Disabilities (SEND) action plan which is currently being led by the Local Area SEND Board.

In the previous two years over 94% of clients responding to our survey have agreed that care and support services help improve their quality of life. Results of the survey in 2019/20 will be published in October.



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

During quarter 1 we have continued to liaise with Homes England regarding funding opportunities which will be announced nationally shortly. Following engagement with district and boroughs in quarter 4 2019/20 we have provided them with further data and intelligence they require so we can implement the strategy in partnership. We continue to work collaboratively alongside district and borough councils regarding opportunities for housing opportunities for older people and seeking to work with them in relation to the development of Local Plans and other strategic documents to ensure that housing for an ageing population is reflected as a key issue. We have engaged with colleagues in Corporate Property and with Public Sector Plc about how the Council's land can be utilised to enable development of provision in line with the vision outlined in the commissioning strategy. We have reviewed the programme of activity in light of Covid-19 and the recent decision in relation to the consultation on the Homes for Older People. The revised programme plan is in place with a focus on market shaping and market development in light of the consultation outcome and recognising the impact Covid-19 has had on the care market.

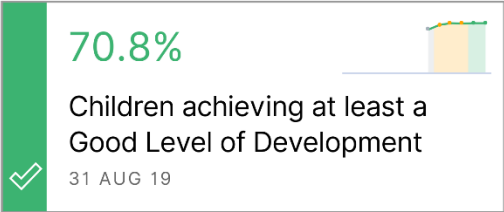
## Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint

In the first month of quarter 1, the commissioning manager was still working fully in the PPE hub but in May 2020 started working partly in the PPE hub and easing back into commissioning. The Assistive Technology (AT) Board which was initially put on hold in March 2020 due to Covid-19 was re-started in May 2020. In this quarter, we started to review the previous decision of putting the Brain in Hand pilot on hold due to Covid-19 and currently working with the provider and social care team to develop a new and updated delivery model of working with the clients and commencement of the 12 months pilot. The new delivery model will require working remotely whereby the Brain in Hand specialists will deliver remote set ups of the licence with the clients and allocated support worker to help reduce face to face contacts as previously set out in the original delivery model. Covid-19 also caused a delay in the commissioning of a new AT service, as a result of this, there is an ongoing discussion with the legal team about the possible extension of the current community alarm and telecare contract due to end March 2021.

In this quarter, the practice guidance for the community alarm and telecare service was approved by the Quality Assurance group. It has been published on Our Derbyshire webpage and circulated to staff via the Adult Social Care and Health Practice Bulletin. We have also been able to commence a data cleansing exercise (as we currently have additional staff capacity) and initially started working on the current in-house service data for Derbyshire Dales, Erewash and North East Derbyshire to ensure the AT service have accurate data to support future commissioning decisions.

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

Delivery of services funded via the section 75 to support the 0-5 offer have been severely impacted by the Covid-19 outbreak. The 'Covid-19 Prioritisation within Community Health Services' national guidance was released on 1st April 2020. As a result there was a partial suspension of the Health Visiting service with the priority focussing on the antenatal (via telephone) and new birth visits (Face-to-face). Children with complex health needs and those with safeguarding involvement were still supported by the service during this time, however all other service delivery was suspended and families were signposted to the single point of access (SPoA) for any other support during this time. There has also been a proportion of staff who have been redeployed to support the response to Covid-19. In June 2020 this national guidance was updated with the emphasis moving towards recovery and restoration of services where appropriate. Therefore, over recent weeks the 0-5 service has been working on restoring elements of the service. The service has started to deliver the 6-8 week reviews and is undertaking a catch-up programme for all families who missed this contact. There are also plans to restore the 1 and 2.5 year reviews in August. Since the Covid-19 outbreak work on the pre-school contact has been put on hold and the immediate focus over the upcoming weeks will be to restore the mandated functions of the service. Once this has been achieved work will be able to start on re-commencing other workstreams as part of the service specification.



The service delivery as part of the Public Health support into Children's Centres has also been impacted as a result of the Covid-19 outbreak. Children's Centres have continued to offer programmes of support, however the means of the support has changed since the Covid-19 outbreak with support and courses offered via alternative means such as video calls, e-mail, telephone and text messaging.

Last year 70.8% of children reached a good level of development at the Early Years Foundation Stage, this was within the 3% variance from the target of 71.8% to be rated as Good. Due to Covid-19 the Early Years Foundation Stage assessments won't be taking place in 2020, therefore this data won't be updated in the forthcoming year.

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

Although Covid-19 has meant that the early help offer has not been embedded in the way originally intended, the teams have all been working hard with individual families and in local communities to provide the necessary support needed to safeguard children and young people in very complex times. This work will continue for the foreseeable future and workers/teams have been very creative in their development of on line tools for families particularly for younger children to help to fill the time and offer some educational guidance.

Group work is the main area which has been impacted. To date no group work has been facilitated and therefore the spread of support has been more limited during this period. It is hoped that over the next quarter as the lockdown lifts we can review the potential to reintroduce group work for families.

The family assessment work has progressed albeit virtually which for most families has worked very well.

The service have been particularly helpful in developing virtual means of conducting family time and this has been welcomed by children and their families, social workers and the Courts. Plans are now progressing to open facilities to enable more face to face family time and risk assessments/systems are being developed to ensure safe implementation.

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

In the last 16 weeks the Pause Derbyshire team have continued to face unprecedented challenges due to the Covid-19 restrictions. The team have creatively utilised digital tools and safe relating practice to engage with extremely vulnerable women prioritised by the Council and they continue to show enthusiasm and innovation in the work they are doing. Risk continues to be carefully assessed and in some cases the practitioners are able to meet face to face with women in public spaces.

To date the practice has 25 women 'open' on the Pause programme who are working positively with their practitioner and the teams have approached a further 13 potential women using assertive outreach. Pause Derbyshire are working closely with the Council to identify some additional women who have recently been through care proceedings to ensure they are able to meet the target of

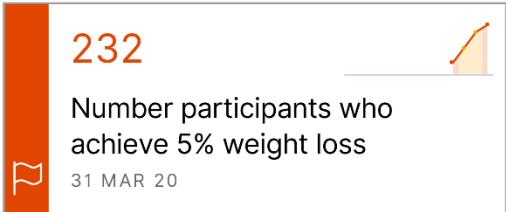
working with 32 women on the programme by the end of July 2020. Of the 25 women open to Pause Derbyshire, 21 have a long term reversible contraception (LARC) in place. Previous updates highlighted a potential issue due to NHS England suspending the use of LARC however joint working across Public Health and Health has enabled the majority of the women to continue to access this contraception.

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

Delivery of the service has been significantly affected by Covid-19, as all face to face services were suspended. We have however been able to offer a stop smoking service by telephone. In quarter 1 594 individuals set a quit date and to the 31 July, 383 of these had achieved a 4-week quit. Quarter 1 will not be finalised until the middle of August and therefore this data is still provisional.

Due to the suspension of face to face weight management services there is no data to report for quarter 1. Steps are being taken to develop a virtual service using video conferencing, facebook and other digital resources.

Some elements of the action plan to address barriers to accessing Live Life Better Derbyshire have been put on hold due to Covid-19, but this doesn't seem to have had a negative impact on numbers accessing the service in quarter 1 to stop smoking.



### Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Rate of permanent admissions to residential and nursing homes (aged 18-64) per 100,000 population	22.7	22.0			
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	686.6	651.4			
Proportion of people (aged 65+) who are still at home 91 days after discharge from hospital into Short Term Services	79.9%	75.0%	72.2%		
Percentage of Clients agreeing that care and support services help improve their quality of life	94.1%				
Percentage of children achieving at least a Good Level of Development (EYFS)	70.8%	70.8%			
Number of participants in Council delivered stop smoking programmes who stop smoking	860	1,158		1,050	
Number participants in Council weight management programmes who achieve 5% weight loss		232		185	

Performance compares the latest data for 2020/2021 with the target, where both are available.

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

# High performing council services

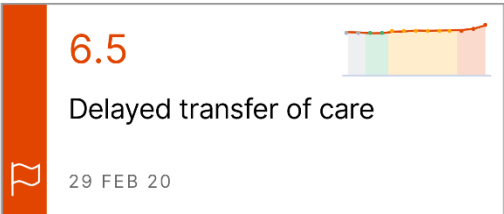
## Progress on our deliverables and key measures

### ✔ Maintained the Council’s high performance in reducing delayed transfers of care from hospital

During the pandemic a new national approach to discharge from hospital was introduced across the country. This approach has been further embedded during quarter 1.

Derbyshire County Council in partnership with Health has successfully implemented the new national guidelines. This has been further enhanced by the Better Lives workstream. Initial indicators are this has resulted in people being able to leave hospitals earlier with higher numbers of people returning back to their own homes with community support.

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

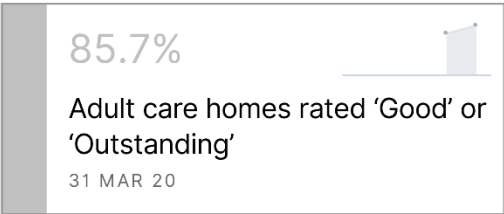


### 🏠 Ensured all Council run adult care homes have Quality of Care graded as ‘Good’ or ‘Outstanding’ by the Care Quality Commission

The Council has 27 residential care homes, of these 23 are homes for older people and 4 specialising in learning difficulties. Current performance shows that 85% of those homes are rated as good for quality of care.

Over the previous year 15 of the care homes were inspected by Care Quality Commission (CQC), two homes improved, moving from a requires improvement to a good rating. During this period the Council has developed a Quality Improvement Board which is responsible for the oversight of all the quality assurance and improvement work required within its regulated services. A Quality Delivery Group will address service themes and trends identified through external and internal monitoring visits and these will be escalated to the Board. This will enable transparency throughout the services and provide a clear plan on how the continuing improvement of the Council's services will be driven forward over the next year.

Currently on site CQC inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes.

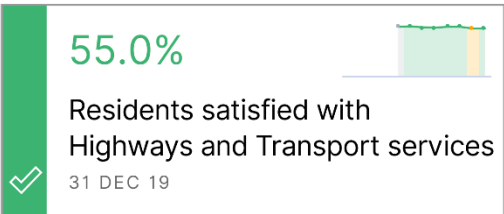


### ✔ Continued to maintain high levels of customer satisfaction in the Council’s Highway and Transport Services

Much of the work in the first few weeks of Covid-19 lockdown was focused solely on keeping the highway in a safe condition. Up to 47 gangs per day were tackling potholes and other defects and the number of outstanding jobs was dramatically reduced over the period. As safe working practices have been developed for other areas of work, surface dressing and other carriageway, structural and street lighting works have resumed.

The department is trialling a number of 'pop up surveys' to test public opinion on the work of the department. These surveys which involve asking residents four or five brief questions regarding roads and transportation have been halted due to the Covid-19 pandemic. It is hoped to resume this work soon as public spaces such as markets begin to open and work can be carried out safely.

The last survey of residents showed the Council maintained its Customer satisfaction levels of 55% in relation to Highways and Transportation, which was above the national average of 53% and ranked the Council 3rd out of the 28 County Councils participating.

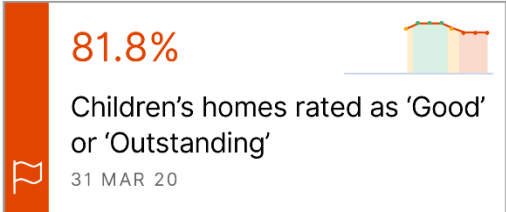


**Strived to ensure that all Council run children’s homes are ‘Good’ or ‘Outstanding’**

Children’s home inspections have been suspended since the end of March 2020 due to Covid-19. Ofsted have recently released their plans for a phased return to routine inspections for children’s social care. An interim inspection phase will start from September 2020 and will last at least until December 2020 with the possibility of extension if measures for responding to and recovering from Covid-19 carry on into 2021. Inspections during this interim phase will be prioritised, likely focused on those graded inadequate at their most recent inspection, and will not include a graded judgement. The Council has 11 children’s homes. At the point that inspections were suspended, nine homes (81.8%) were judged to be good or outstanding in their most recent inspection. There will be no opportunity to improve this performance position until full, graded-judgement inspections resume.

Our internal quality assurance processes ensure that we continue to provide consistent, good quality care through our 11 children’s homes and that our homes continue to be homes that children feel happy to live in.

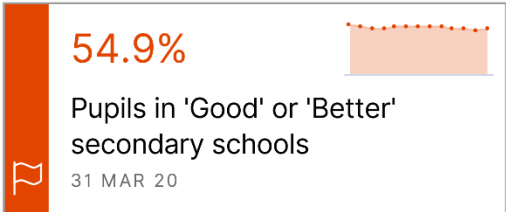
As Ofsted are progressing some registration of new homes, plans are developing in relation to Spring Cottage our new home which will offer a swift response to support fragile placements.



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

School inspections were suspended at the end of March due to Covid-19. Ofsted have recently released their plans for a phased return to inspection, starting with an interim period of visits to schools and settings during the autumn term with an intention to resume full inspections in January 2021, although the exact timing of this is being kept under review. During this interim phase from September 2020, Ofsted will prioritise and visit all inadequate schools and a sample of schools across the other Ofsted grades (outstanding, good, requires improvement). Ofsted have been clear that these visits are not inspections, will not result in a graded judgement but will be based around a series of professional conversations with senior and middle leaders.

At the point that school inspections were suspended, the percentage of pupils in Derbyshire attending primary schools that were judged to be good or outstanding was 80.7% with performance below the national average of 87.9%, with Derbyshire ranked 132 nationally. The percentage of secondary aged pupils attending schools judged to be good or better was 54.9% with performance significantly below the national average (79.5%) with Derbyshire ranked 138 nationally. There will be no opportunity to influence this indicator until full, graded inspections of schools resume which will not be before January 2021.



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

During this quarter, the workforce has remained strong and well, predominately working from home for safety reasons in relation to Covid-19. Compliance with statutory duties has been maintained for all vulnerable children although these have mainly been conducted virtually through the various virtual communication tools available. Risk assessments for individual children have been completed with management oversight and all children open to the service have had a virtual connection to a social worker or early help worker every 10 days. An awareness of the reduced visibility of children in light of limited universal professional activity has been reinforced within children’s services and workers have gone the extra mile to ensure that children are safe in these challenging times. Audit activity has been undertaken for additional quality assurance to compliment the very good statistical performance levels seen.

The sustainability of virtual working is being tested and for some families it is working well and for others the regularity of the calls can be overly intrusive. We are therefore reviewing the arrangements and are likely to resume more bespoke 'visiting' routines for children and their families aligned to their individual circumstances during this next quarter. A minimum standard will continue to be expected to ensure that the assurance of child safety remains paramount and that statutory duty expectations are adhered to.

With regard to the longer term practice improvement journey, plans are being developed to revitalise the work previously undertaken with other Local Authorities such as Essex around practice improvement and the potential development of a 'Derbyshire academy' to support learning going forward.

The referral rate was considerably reduced during the first phase of the pandemic, however levels are now more or less where they were prior to March 23rd. Work is progressing to analyse the potential for a spike in referrals rates particularly as the schools return in September. Response to any such increase will be a feature of this next quarter and could be a testing time for all children's services.

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

The Enterprising Council programme continues to progress, with further work taking place on the fine tuning of the Modern Ways of Working across the Council Project Learning Set ready to launch across the Council over the next few months. Further work has commenced to look at the Council's approach to renewal following the current Covid-19 pandemic along with continuing to undertake and develop programme planning of the Enterprising Council Programme, and how this links into other key Council priorities such as Thriving Communities and Vision Derbyshire. The Enterprising Council Programme continues to be looked at as part of wider conversations regarding change across the Council and as part of the review of the Council's Programme Management Office. Work continues to be developed and a draft report has been produced to update CMT and Cabinet on the progress of the Enterprising Council Programme. It is anticipated that this report will be presented over the next few months.

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

The Executive Leadership Model is continuing to facilitate the provision of co-ordinated leadership for the county and the Council particularly in addressing and recovering from the Covid-19 pandemic. Executive Directors are leading weekly communications with staff to provide leadership and support. A visioning workshop with Cabinet and Corporate Management Team has been undertaken to begin work to develop and articulate the vision and priorities for the Council in the medium term. Leadership development training has also been undertaken by all members of Cabinet and the Corporate Management Team. Corporate capacity is also being further strengthened. The Finance Review has commenced with engagement sessions delivered to over 240 employees in the Finance Job Family. Phase 1 of the Human Resources (HR) Review was implemented on 30 March 2020 which included the creation of a customer facing HR Operations Team, supported by HR functional specialisms (including Reward and Resourcing, Learning and Development and Health, Safety and Wellbeing) and HR Services. 2020/21 will see the progression of further HR functional reviews to continue to develop a one council offer from HR when considering the Learning and Development and Health, Safety and Wellbeing agendas.

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

A timely report was made to Cabinet in June 2020 for the Council's end of year performance 2019/20. Engagement with departments regarding the corporate performance management framework took place during May 2020 as planned. As part of the engagement, it was agreed to increase the timeliness of the quarterly performance management report to Corporate Management Team and to move to a three week turnaround starting with the quarter 1 2020 report. As part of the service plan refresh, all departments have reviewed and set targets for all indicators as appropriate. Key areas moving forward are to produce integrated budget and performance reports, and to further expand and improve performance reporting for corporate management and for the public.

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

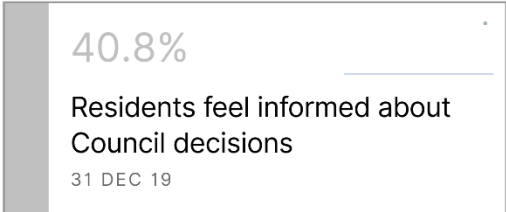
The Grant Thornton Value for Money benchmarking and analysis tool has been purchased and is being rolled out to departments. Key cost of service indicators have been identified for inclusion in the Derbyshire Indicator Set. To improve reporting to the public, an Annual Report has been drafted, setting out key information regarding the Council's budget, achievement and areas where the Council is working to improve services. It was intended that an integrated budget and performance report would be produced for quarter 1. However, the Council's budget monitoring report, scheduled for the end of June, was brought forward to the end of May to provide early monitoring information on the financial effects of the pandemic on the Council. As this didn't align with timescales for performance reporting, it was decided to delay the production of a full integrated report to quarter 2. Progress has been made in developing templates and dashboards for integrated budget and performance reporting by portfolio in readiness for quarter 2.



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

Work on the Customer Experience Strategy will begin in 2020. The Strategy will clearly define our 'Customer-first' approach, further the implementation of the Customer Charter and seek to establish service standards across the organisation. This work will improve resident experience, reputation and will support the channel shift programme.

A survey will be carried out later in the year to gather up to date information on residents' satisfaction with the Council and to what extent residents' feel informed about Council decisions.



### Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	5.6	6.5			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		85.7%	85.7%		
Percentage of residents satisfied overall with Highways and Transportation services	55.0%	55.0%		55.0%	
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	100.0%	81.8%	81.8%	100.0%	☐
Percentage of pupils in good or better primary schools	77.7%	80.7%	80.7%	91.0%	☐
Percentage of pupils in good or better secondary schools	59.9%	54.9%	54.9%	81.0%	☐
Percentage of residents who are satisfied with Derbyshire County Council		47.3%		49.0%	
Percentage of residents agreeing that they feel informed about Council decisions		40.8%		43.0%	

Performance compares the latest data for 2020/2021 with the target, where both are available.  
 Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.