



Scan code to view reports

Wednesday, 11 October 2023

To All Councillors:

As a Member or Substitute of the **Scrutiny Committee**, please treat this as your summons to attend a meeting on **Thursday, 19 October 2023 at 6.00 pm** in the **Council Chamber, Town Hall, Matlock, DE4 3NN**

Yours sincerely,

Paul Wilson
Chief Executive

This information is available free of charge in electronic, audio, Braille and large print versions, on request.

For assistance in understanding or reading this document or specific information about this Agenda or on the “Public Participation” initiative please call the Committee Team on 01629 761133 or email committee@derbyshiredales.gov.uk

AGENDA

1. APOLOGIES FOR ABSENCE

Please advise the Democratic Services Team on 01629 761133 or email committee@derbyshire.gov.uk of any apologies for absence.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by email) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING**. As per Procedural Rule 14.4 at any one meeting no person may submit more than 3 questions and no more than 1 such question may be asked on behalf of one organisation.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING (Pages 3 - 6)

10 August 2023

4. INTERESTS

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member, their partner, extended family and close friends. Interests that become apparent at a later stage in the proceedings may be declared at the time.

5. PERFORMANCE MANAGEMENT - KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2022/23 (Pages 7 - 46)

This report summarises the outturn performance against the District Council's Corporate Plan targets and Key Performance Indicators for the full year 2022/23. The report highlights where services have performed strongly and where improvements can be made. The report also highlights the District Council's performance against waste management and finance metrics recently launched by the Office for Local Government.

6. RESILIENCE, RESOURCES AND PRIORITIES (Pages 47 - 62)

The report discusses a series of issues relating to organisational resilience, resources and priorities and outlines potential options for members to consider in order to deliver a package of measures to aid the recruitment and retention of staff to ensure that the Council is adequately resourced to deliver its core services and priorities.

7. UPDATED SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 (Pages 63 - 70)

To receive and approve the updated Scrutiny Committee Work Programme for 2023/24 and to debate the proposed Terms of Reference for scrutiny of the advice provided by the Lead Local Flood Authority to the District Council.

Members of the Committee - Councillors David Hughes (Chair), Peter Slack (Vice-Chair), Robert Archer, Nigel Norman Edwards-Walker, Gareth Gee, Laura Mellstrom, Roger Shelley, Nick Whitehead and Nick Wilton

Substitutes – Councillors Kelda Boothroyd, Sue Burfoot, Peter Dobbs, Stuart Lees, Dermot Murphy and Simon Ripton

NOTE

For further information about this Agenda or on "Public Participation" call 01629 761133 or email committee@derbyshiredales.gov.uk



This information is available free of charge in electronic, audio, Braille and large print versions, on request.

For assistance in understanding or reading this document or specific information about this Agenda or on the “Public Participation” initiative please call the Committee Team on 01629 761133 or email

committee@derbyshiredales.gov.uk

Scrutiny Committee

Minutes of a Scrutiny Committee meeting held at 6.00 pm on Thursday, 10th August, 2023 in the Council Chamber, Town Hall, Matlock, DE4 3NN.

PRESENT

Councillor David Hughes - In the Chair

Councillors: Nigel Norman Edwards-Walker, Gareth Gee, Laura Mellstrom, Roger Shelley, Peter Slack, Nick Whitehead and Peter Dobbs

Present as substitute – Councillor(s): Peter Dobbs

Tommy Shaw (Democratic Services Team Leader), Lucy Harrison (Democratic Services Assistant) and Paul Wilson (Chief Executive)

Note:

“Opinions expressed or statements made by individual persons during the public participation part of a Council or committee meeting are not the opinions or statements of Derbyshire Dales District Council. These comments are made by individuals who have exercised the provisions of the Council’s Constitution to address a specific meeting. The Council therefore accepts no liability for any defamatory remarks that are made during a meeting that are replicated on this document.”

APOLOGIES

Apologies for absence were received from Councillor(s): Robert Archer, Tony Morley and Nick Wilton

92/23 - PUBLIC PARTICIPATION

There was no public participation.

93/23 - INTERESTS

There were no declarations of interest.

94/23 - SCRUTINY WORK PROGRAMME 2023/24

The Democratic Services Team Leader introduced a report aiming to assist the Committee in setting its Work Programme for the 2023/24 municipal year. The report

sought approval of the draft Work Programme and the Scrutiny Review Scope Template. The report also recommended that authority be delegated to the Director of Corporate and Customer Services, Democratic and Electoral Services Manager and Democratic Services Team Leader to make amendments to the Scrutiny Work Programme in between meetings, subject to agreement of the Chair.

It was noted within the report that the Council had established a Scrutiny Committee in July 2022, following a commitment under the previous administration to provide a body for detailed questioning by members. Following the elections, training was provided by the Director of Corporate and Customer Services, supported by a Senior Governance Consultant from the Centre for Governance and Scrutiny. This training focused on the role of scrutiny in local government, the importance of developing a programme of work and ensuring that the committee was focused on impact and outcomes.

As this was the first official meeting of the Scrutiny Committee, Members were asked to consider several options which had been brought forward as potential topics for the Committee to explore. Members were asked to shortlist and prioritise these topics to ensure that the approved work programme for the 2023/24 municipal year was both targeted and deliverable within the identified timeframes.

It was moved by Councillor Nick Whitehead, Seconded by Councillor Peter Dobbs and

RESOLVED (unanimously)

1. That the draft Scrutiny Work Programme for the 2023-24 municipal year be approved, and any additional items to be added or removed.
2. That authority be delegated to the Director of Corporate and Customer Services, Democratic and Electoral Services Manager and Democratic Services Team Leader to make amendments to the Scrutiny Work Programme in between meetings, subject to the agreement of the Chair of the Scrutiny Committee.
3. That the Scrutiny Review Scope Template (Appendix 2) be approved for use and authority be delegated to the Director of Corporate and Customer Services, Democratic and Electoral Services Manager and Democratic Services Team Leader, subject to consultation with the Chair of the Scrutiny Committee, to undertake a scoping exercise for scrutiny review topic identified below:
 - Strengthening consultation and engagement processes to increase confidence in the Council's openness and transparency, with examination of the consultation process carried out regarding the Ashbourne Air Quality Action Plan.
4. That further work be undertaken to allow for the following topics as identified below to be explored in further detail by the Scrutiny Committee:
 - The Council's Waste Contract.
 - Enhancing staff recruitment and retention policies and practices.
 - Investigating the sewage discharge and flooding issues being experienced in the Matlock area.

The Chairman declared the motion **CARRIED**.

95/23 - COMPLAINTS ANNUAL REPORT 2022-23

The Chief Executive introduced a report which provided Members with information on formal complaints made under the District Council's internal Complaints Procedures; those referred to the Local Government Ombudsman (LGO), and against individual elected Member behaviour at Town, Parish, and District Council level.

The three stages of the Council's Complaints Procedure were detailed within the report. During 2022/23 the Council received a total of 405 complaints in respect of its services and functions. 88% of complaints were resolved at stage 1, with 10% resolved at stage 2 and 2% progressing to stage 3.

Members were informed that on 19 July 2023, the LGO wrote to the District Council to confirm that during the 2022/23 year the LGO had undertaken 6 detailed investigations in respect of complaints about the authority and had not upheld any complaints. This compared to a figure of 59% of complaints being upheld on average in similar authorities.

There were 4 formal complaints alleging breaches of the Code of Conduct for Members during 2022/23. Within these complaints there were 2 alleged breaches by District Councillors and 2 alleged breaches by town or parish councillors. None of the complaints received in 2022/23 were subject to investigation and were resolved by the Monitoring Officer or Deputy Monitoring Officers at the initial assessment stage.

It was moved by Councillor Roger Shelley, seconded by Councillor Peter Dobbs and

RESOLVED (unanimously)

1. That the Complaints Annual Report for the period from April 2022 to March 2023 be received.

The Chairman declared the motion **CARRIED**.

Meeting Closed: 7.08 pm

Chairman

This page is intentionally left blank



Agenda Item 5

**OPEN REPORT
SCRUNITY COMMITTEE**

Scrutiny Committee – 19th October 2023

Report of Director of Regeneration and Policy

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2022/23

Report Author and Contact Details

Mike Hase, Policy Manager

01629 761251 or mike.hase@derbyshiredales.gov.uk

Wards Affected

All

Report Summary

This report summarises the outturn performance against the District Council's Corporate Plan targets and Key Performance Indicators for the full year 2022/23. The report highlights where services have performed strongly and where improvements can be made. The report also highlights the District Council's performance against waste management and finance metrics recently launched by the Office for Local Government.

Recommendations

1. The outturn performance against Corporate Plan targets for 2022/23 be noted.
2. The outturn performance against the Key Performance Indicators for 2022/23 be noted.
3. The outturn performance for 2021/22 against the newly launched Office for Local Government finance and waste management metrics be noted.
4. That bi-annual reports continue to be presented to Members to highlight progress, demonstrate good performance, and address areas for improvement.

List of Appendices

Appendix 1	Corporate Plan outturn 2022/23
Appendix 2	KPI outturn 2022/23
Appendix 3a	Office of Local Government Metrics 2021/22 – Finance
Appendix 3b	Office of Local Government Metrics 2021/22 – Waste

Background Papers

Council Meeting 05 March 2020

Consideration of report by Council or other committee

None

Council Approval Required

No

Exempt from Press or Public

No

PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2022/23

1. Background

Corporate Plan Targets

1.1 The current Corporate Plan 2020-24 (adopted by Council on 5th March 2020) sets out the District Council's priorities and areas for improvement. These priority areas are:

- People – Providing you with a high quality customer experience [2 actions]
- Place – Keeping the Derbyshire Dales clean, green and safe [10 actions]
- Prosperity – Supporting better homes and jobs for you [14 actions]

1.2 The Plan identifies a number of priority targets relating to the specific activities to be undertaken during the relevant financial year. These targets are assigned annually to specific teams and service areas for action. They set out how the Council will meet its annual Corporate Plan targets. The **26 Corporate Plan actions for 2022/23** were agreed by Council on 3 March 2022. Progress against each during 2022/23 is set out in **Appendix 1**.

Key Performance Indicators (KPIs)

1.3 In addition, there are **12 Key Performance Indicators (KPIs)** that measure the District Council's general organisational health. They cover service areas such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently, and paying benefits claims promptly. **Appendix 2** provides detail on progress against the KPIs, on a quarter by quarter basis, throughout 2022/23

2. Key Issues

2.1 PERFORMANCE MANAGEMENT

2.2 The District Council's Performance Management process is the means of measuring, monitoring and improving the Council's progress in achieving its targets. Targets include Corporate Plan targets and KPIs, as well as service-specific objectives which are detailed in Service Plans. Good performance and areas for improvement are identified through a quarterly reporting processes.

2.3 By managing its performance, the District Council demonstrates that it knows:

- What its priorities are
- What its targets are
- Actions it must take to achieve targets
- Measures progress
- Informs where it is appropriate to take remedial action to address underperformance

2.4 A traffic light system of reporting is used to signify the progress and success of actions.

- Green = action achieved on time
- Amber = indicates delay (action has been achieved later in the year than planned or will be completed soon after year-end)
- Red = actions not fully achieved in target time scale and not likely to be fully achieved by end of Q1 of 2023/24

3. COUNCIL PERFORMANCE – OUTTURN SUMMARY 2022/23

3.1 In summary, of the 26 Corporate Plan performance action indicators for the financial year 2022/23 for which data is available, 21 were fully or partially achieved. 3 indicators were still being progressed, as Table 1 shows.

3.2 Table 1 also shows performance against KPIs, with 9 being fully or partially achieved.

	Totals	Green	Amber	Red
Corporate Plan Actions	26	18	3	5
KPIs	12	9	0	3
Totals	38	27	3	8

Table 1: Summary of Corporate Plan actions and KPI results 22/23

3.3 The number of Corporate Plan actions that were fully achieved is 18 (69%), alongside 9 (75%) of the Key Performance Indicator targets.

3.4 Three (11.5%) of the Corporate plan actions are amber and none of the KPIs are classified as amber. These projects were either achieved later in the year than their target or soon after the 23/24 year began in April 2023.

3.5 Five (19%) of the Corporate Plan targets were ‘not fully achieved’ (red) and 3 (25%) of KPIs are ‘red’.

4. CORPORATE PLAN TARGETS

4.1 Corporate Plan Actions tend to be more project-based, one-off projects and involve a range of partners; they are therefore normally more complex and have a longer term duration. Therefore typically fewer will be fully achieved on time (green) compared to service KPIs.

4.2 Detailed outcomes for 2022/23 Corporate Plan Actions are shown in Appendix 1.

4.3 Highlights of completed actions include:

- The target to enable and provide debt and welfare advice to 300 vulnerable households was exceeded by 27% and with support for a total of 381 cases.
- 75 small and medium sized businesses were provided with support and 9 clients were also supported to secure £129,510 of external grant funding

- The Levelling Up funding bid was successful and the MoU was signed in Feb 2023. Programme delivery is now underway.
- Capital funding for £64,000 was approved at Council in November to help facilitate the installation of further EV charge points in a possible 8 locations.

4.4 Some of the Amber actions that signify delay (action has been achieved later in the year than planned or will be completed soon after year-end) include:

- The target was to acquire 10 additional homes and provide a further 33 affordable homes with our housing association partners in 2022/23. By the end of Q1 in 23/24 a total of 30 homes will be owned by the council and 36 with housing association partner; over a third more than planned.
- 68 of the target 70 homes of disabled people were adapted, with work planned for other properties.
- There was a delay in reviewing the District Council's Financial Regulations as a result revised Contract Standing Orders were not considered by Council until June 2022. These were, however, considered and approved by the Council on 29 September 2022.

4.5 The following Corporate Actions did not fully meet their targets:

- Negotiations are still continuing with landowners, therefore the Masterplan for Ashbourne Airfield has not yet been achieved.
- Less than 50% (193) of the minimum of 400 social media followers of Invest in Derbyshire Dales has been achieved.
- Little progress has been made on the delivery of a permanent site to meet identified Traveller needs by March 2023.
- No tenders were received within the cost envelope for the redevelopment of the Bakewell Road town centre site, Matlock. As such no contract was awarded, and construction has been delayed.
- Recruitment challenges meant the implementation of the Regeneration Service restructure was delayed. Two posts are now filled, but three are currently vacant (Claims and Monitoring Officer, Senior Regeneration Officer, Derbyshire Dales Business Advisor).

5. Key Performance Indicators (KPIs)

5.1 Of the Council's 12 Key Performance Indicators, 9 (75%) were fully achieved and 3 (25%) were not achieved. Detailed updates are included in appendix 2. The table below summarises outturns for 2022/23

Service Area	Description	Target	Outturn 22/23
Corporate	% of undisputed invoices paid on time	99%	99.42%

Service Area	Description	Target	Outturn 22/23
	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	58.5%	52.7%
	Average no. working days lost due to sickness absence per FTE employee	9	9.74
Housing	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	75%	79.9%
Planning	% major planning application determined in 13 weeks or agreed extension of time period	>75%	96%
	% of minor planning application determined in 8 weeks or agreed extension of time period	>77%	84%
	% of other planning applications determined in 8 weeks or agreed extension of time period	>90%	90.4%
	% of appeals allowed against the LAs decision to refuse planning permission	<30%	30%
Revenues and Benefits	% Council Tax collected within the year	98.4%	97.8%
	% of Non-Domestic Rates collected within the year	97.3%	97.0%
	Speed of processing new claims for housing benefit and Council Tax support	24 days	11.14 days
	Speed of processing: notifications of changes in circumstances	8 days	5.56 days

Table 2: KPI outturn summary

5.2 Notable successes include:

- Speed of processing new claims for housing benefit and Council Tax support is less than half the target length, at 11 days
- 96% of major planning application determined in 13 weeks or agreed with an extension of time period

5.3 Less successful outturns include:

- The collection rate for Non-Domestic Rates for 2022/23 is 97.0%, which is below the target of 97.3% by only 0.3%
- The collection rate of Council Tax for 2022/23 is 97.8%, which is below the target of 98.4% by only 0.4%
- The average number of working days lost due to sickness absence per FTE employee per annum quarterly outturn is 9.74 per annum, or 2.43

days average per quarter, for the financial year 2022/23 days. As a result the annual target has been narrowly missed

6. Office for Local Government Finance Metrics

- 6.1 The Office for Local Government (Oflog) has a vision to provide authoritative and accessible data and analysis about the performance of local government and support its improvement. It has recently developed an online tool which brings together a selection of existing metrics across a range of service areas.
- 6.2 Relevant indicators for Derbyshire Dales currently focus on waste management and finance. Data has been published for 2021-22 and is set out in **Appendix 3**.
- 6.3 The data published for 2021/22 shows that for waste management the Derbyshire Dales has a higher household recycling rate (51.5%) than both the median of Derbyshire Dales CIPFA nearest neighbours (47.6%) and the England median (41.9).
- 6.4 Derbyshire Dales has a lower rate of residual household waste collected per household (368.4kg) than both the median of Derbyshire Dales CIPFA nearest neighbours (422.3kg) and the England median (502.kg). In regards to the recycling contamination rate, Derbyshire Dales has a lower rate (5.4%) than the England median (5.6%) but not the nearest CIPFA neighbours (5.2%)
- 6.5 The data published for finance indicates that:
- Levels of non-ring-fenced reserves in 2021/22 as a percentage of net revenue expenditure were higher than the average of similar authorities the average English district.
 - Levels of non ring-fenced reserves in 2021/22 as a percentage of service spending were also higher than similar authorities and the average English district.
 - Total core spending power per dwelling in 2021/22 at £264.81 is higher than for similar authorities £240.72 and the average English authority £242.19.
 - The level of band D council tax in 2021/22 was £219.27, which was significantly higher than similar authorities £171.67 and the average English authority £192.56.
 - Council tax revenue per dwelling in 2021/22 was £1,755, which was higher than similar authorities £1,655 and the average English authority £1,556.
 - Levels of debt are significantly lower than the average English Authority.
- 6.6 It is anticipated that the Office of Local Government will develop more metrics for local authorities in the future. It is therefore considered that it is appropriate for these performance measures should be included in the Council's performance management regime in the future.

7. Consultation

7.1 None required as report concerns past actions.

8. Timetable for Implementation

8.1 No timetable as reporting past events

9. Policy Implications

8.1 The collation of data provides an expression of performance against the relevant indicator and this provides the District Council with an opportunity to make any policy changes accordingly.

10. Financial and Resource Implications

9.1 There are no financial considerations arising from the performance management report. Where KPI improvement actions have resource implications, these have been accounted for in existing budgets.

11. Legal Advice and Implications

11.1 The Corporate Plan and relevant Service Plans are compliant with relevant legislation. The legal risk is assessed as being low.

12. Equalities Implications

12.1 An Equality Impact Assessment is not required as this report is concerned with past events.

13. Climate Change Implications

13.1 A Climate Change Impact Assessment is not required as this report is concerned with past events.

13. Risk Management

13.1 There is a risk that Key Performance Indicators may not be achieved, with possible service and reputational consequences for the District Council. To mitigate this, progress is monitored quarterly by Service Managers and by Corporate Leadership Team.

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive	Paul Wilson	10/10/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	11/10/2023
Deputy Monitoring Officer (or Legal Services Manager)	Jason Spencer	11/10/23

This page is intentionally left blank

Corporate Plan Actions 2022 – 23: Quarterly Reporting

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
‘People’ – Providing You with a High Quality Customer Experience	CP20/PE7	Regeneration and Policy	Complete an annual online survey of residents to establish customer satisfaction and priorities by Oct 2022 and report to Council by Jan 2023	Action amended to report in April/May 2023, following further consultation to inform new Corporate Plan 24-28	Specification and associated documents to recruit consultants in development	On track to produce report in April/May 23	Survey complete, draft report received from external consultants 20 April 23.	Results to inform the development of the Corporate Plan.
	CP20/PE12	Resources	Following the Government’s announcement of the outcome of the Local Government Finance Settlement for 2023/24, the Fair Funding Review and the Business Rates Retention Review, to	Not progressed	Not progressed	Revised MTFP due to be considered at Council on 2nd March 2023	The government’s reviews have been deferred again. However, a revised MTFP was approved at Council on 2 March 2023 as part of	On 2 nd March 23, council agreed that service reductions to achieve the Corporate Savings Target “Continue a programme to identify efficiency savings and/or

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
			develop a sustainable Medium Term Financial Plan by 31 March 2023.				the budget setting process.	additional income of £286,000 a year by 2024/25” and that savings for 2025/26 and beyond be put on hold pending the outcome of the government reviews of Council funding.
10 <i>'Place'</i> – Keeping the Derbyshire Dales Clean, Green and Safe	CP20/P L15	Regulatory Services	Implement energy efficiency and heat decarbonisation measures at Matlock Town Hall, Northwood Depot and ABC by March 2023	Work in progress	Work in progress	Work in progress	Work in progress	Contracts awarded and equipment ordered. Project re-scoped due to budgetary increases – resulted in removal of depot – and delays in work commencing. LED light replacement

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
								complete at Town Hall. Main works due to begin in Q1 23/24
	CP20/P L19	Regulatory Services	Complete feasibility studies for the installation of ground mounted solar PV arrays on Derbyshire Dales District Council land by June 2022	Work in progress	Work in progress	Work in progress	Work in progress	APSE Energy engaged, grid connection agreement secured (now expired), pre application planning advice received and conversation opened with nearby off taker. Viability of project dependent on removal of restrictive covenant on land – negotiations ongoing.
	CP20/P L20	Regulatory Services	Undertake community engagement and provide advice to	One visit complete,	One visit complete,	Three visits complete	Four visits complete	14th September – Hall Leys Park

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
20			rural communities through the use of 4 'Fantastic Homes' exhibitions by March 2023	two further planned	two further planned			and Hurst Farm, Matlock 24th September – Doveridge Village Hall 26 th October – Wellbeing Event, Hurst Farm, Matlock 5th November – Wirksworth 'The Maltings'
	CP20/P L21	Regulatory Services	Deliver 1 'green exhibition' to showcase solutions to the climate crisis by September 2022	To be completed – July 2022	To be completed – July 2022	Event completed – July 22	Event completed – July 2022	Event took place in Hall Leys Park – 30th July 2022
	CP20/P L7	Community and Environmental Services/ Neighbourhoods	To provide options and any associated costs for Members to make a decision on the way forward with a view to introduce more publicly accessible EV	Research and plan report for members	If approved by Council this will be complete in November 22	Tender for the Supplier completes in early January. Appointment of Contractor will be early	Contractor has been awarded and due to submit ORCs application for funding by the end of the 1 st	Capital funding for £64,000 was approved at Council in November to help facilitate the installation of EV charge points in a possible 8 locations

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
			charging points within Public Car Parks by March 2023			February 2023.	Qtr of 2023/24.	(dependent on the outcome of the feasibility study which has yet to take place)
	CP20/P L8	Community and Environmental Services/ Waste & Recycling	Develop and implement a recycling education and promotional programme and identify further opportunities by March 2023.	Work in Progress	Complete and will remain ongoing now this has been developed.	9 schools have received the RISE program.	Completed	Development of recycling education and promotional programme complete, All Primary and Junior Schools contacted within the Derbyshire District. 11 schools now confirmed to receive Programme from October 22 onwards. 1 st Visit took place 11/10/22 at Rowsley Primary. Successful feedback. Well under way – this

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
								is now considered complete.
	CP20/P L9	Community and Environmental Services/ Clean and Green	Develop a COVID-19 remembrance tree planting scheme by March 2023	Work in Progress	Ongoing	Ongoing	This scheme was completed in February 2023.	Plans for a community tree planting scheme in Ashbourne on Fishpond Meadow Feb/March 2023.
	CP20/P L12	Community and Environmental Services/ Clean and Green	Commence implementation of Clean and Green Review action plan by March 2023 [specific elements to be approved at Council June 22]	Work in Progress	Ongoing	Implementation date is 30 th October	The Review should be complete by Q4	Following the approval of the recommendation at Council, the review implementation will commence.
	CP20/P L18	Regulatory Services/ Community Development	Complete work and submit Green Flag application for Ashbourne Recreation Ground by March 2023 [winners	Work in Progress	Work in Progress	Work in Progress	The application for a Green Flag was submitted – results will be available	Application for Green Flag will be submitted in January 2023

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
			announced Nov 22]				in July 2023.	
	CP20/P L14	Regulatory Services	Work with partners to adopt an Air Quality action plan and start to implement the measures identified therein by March 2023	Worked with partners to help further identify and discuss measures capable of consideration within an AQAP	AQAP template document populated with DCC shortlist of proposed measures (draft 1) and shared with DEFRA plus working group partners for comment	Ashbourne AQMP Technical Note completed by DCC appointed Air Quality Consultants – the focus of the technical report being the impact rating of AQAP measures proposed.	Draft AQAP considered at Feb 2023 Community & Environment Committee. Accepted for public consultation with the inclusion of additional action points. Consultation on hold due to local elections. Go live in May 23 for 6 wks.	Wider public consultation preparations ongoing. Consultation to be completed in Q1. Outcomes to be collated and considered as soon as practicable in Q2.

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
'Prosperity' – Supporting Better Homes and Jobs for Yo	CP20/P R1	Regeneration and Policy	Finalise the masterplan for the Phase 1 site and promote the initial development of Ashbourne Business Park by March 2023	Employment element of the masterplan agreed with landowner	Lathams appointed to carry out an urban design review of current planning application proposals focused on the housing land and links to the phase 2	Lathams review completed and informing revisions to current planning application. Initial discussions held with phase 2 landowner to progress work on site masterplan	Employment element agreed. Specification prepared for consultants to prepare comprehensive masterplan for site as whole (phase 1 & 2)	Negotiations on draft specification continuing with landowners
	CP20/P R19	Regeneration and Policy	Implement Regeneration Services restructure by July 2022 to drive investment in brownfield and other key strategic housing/employment sites	Manager post advertised	Regeneration and Place Manager appointed from existing team	Additional temporary posts advertised early 2023 and recruitment underway	Senior Regeneration Officer appointed March 2023 (starting in May)	New Economic Development Manager in post. New Regeneration Officer now dedicated to LUF, so strategic sites post again unfilled. Options for recruitment to remaining posts

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
25								under consideration, but capacity remains stretched in challenging recruitment market.
	CP20/P R21	Regeneration and Policy [SC]	Prepare a Levelling Up Fund bid and submit to the Government by the Round 2 deadline of 6 th July 2022	Bid preparation work in progress	LUF Rnd 2 Bid for Ashbourne town centre submitted to Government 30 July (deadline extended by Government)	Response awaited from Government	Government announced Ashbourne Reborn LUF bid successful Jan 2023	MoU signed Feb 2023. Programme mobilisation underway
	CP20/P R3	Regeneration and Policy [GD]	Complete the shell construction for the redevelopment of the Bakewell Road town centre site, Matlock, by March 2023	Sub-consultant design information delayed. Modifications required to external	Detailed technical design completed and tender pack being finalised	Invitation To Tender for shell and public realm works issued	Acceptable tender not received. Scheme design value engineered with QS	Tenders undergoing evaluation. Contractor appointment subject to acceptable tender

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
				layout with regard to bus, taxi and pedestrian provision (in consultation with DCC)		November 2022 Tender submission deadline 9 January 2023	and Architect and re-tendered	
	CP20/P R6	Regeneration and Policy	Minimum of 400 social media followers of Invest in Derbyshire Dales by March 2023	Social media campaign agreed inc. boosting posts on Facebook	116	131	193	Opportunities to boost follower numbers being considered
	CP20/P R4	Regeneration and Policy	Assist 75 small and medium sized businesses by March 2023	/	40 businesses supported through signposting, referral or assistance with grant funding	67 businesses supported through signposting, referral or assistance with grant funding UKSPF Business Growth Grant launched	75	Achieved. The service has also assisted 9 clients to secure £129,510 of external grant funding through direct support

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
						December 2022		
	CP20/P R8	Housing	The Council will acquire 10 additional homes and provide a further 33 affordable homes with our housing association partners in 2022/23 [note, likely to be mix of rented, shared ownership, new build or acquisitions]	7 council homes acquired in Q1 at Henmore Gardens in Ashbourne.	0	0 but work is ongoing to acquire homes in Q4.	2 council homes acquired in Q4. These are both managed by NCHA. 30 Mettesford and 16 Laburnum Close. 5 shared ownership properties (Platform) at Elleby Place, Ashbourne. 4 shared ownership properties (Persimmon) at	In 22/23 a total of 9 homes are now owned by the council and 15 new homes have been built via housing associations. A further 21 properties are due via council ownership in Q1 of 23/24. This consists of 3 on Turnpike Way, Ashbourne, 5 on Soldiers Croft, Monyash, 8 on Fern Close, Tansley, 4 flats on Brunswick Place, Ashbourne

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
28							Whitworth Dale, Darley Dale. 6 properties (PDRHA) at Bradwell Head Road, Bradwell. — properties () at Boden Close.	and 1 on Harlow Way Ashbourne. 6 properties owned by Housing Associations are due in Q1 of 23/24. This includes 6 more properties at Bradwell Head Road, Bradwell.
	CP20/P R10	Regulatory Services	Provide adaptations to the homes of 70 disabled people by March 2023	12 grants completed by end Q1	12 grants completed in Q2 Total = 24	14 grants completed in Q3 Total = 38	30 grants completed in Q4 Total = 68	Monthly monitoring of DFG approvals and completions continues
	CP20/P R12	Housing	The Council will adopt the higher empty homes premiums in April 2022. From May 2022 the Empty			The Empty Homes Officer is now in post. He is in the process of	1517 empty home owners have been contacted via letter on	On target – All Empty Home owners contacted. Of the 237 properties that

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
			Homes Officer will be in post and will contact all owners of empty homes vacant for more than 6 months			contacting owners of empty homes.	numerous occasions. We have received responses from 237 owners.	have responded, 86 of these properties are now no longer empty. 38 of the properties are in probate, 37 are listed for sale/auction, 20 have been sold awaiting completion, 7 are derelict/demolished and have been de-listed for council tax and 49 are undergoing renovation.
	CP20/P R13	Housing	Deliver a permanent site to meet identified Traveller needs by March 2023	Work in Progress	Work in Progress	Work in Progress	Preliminary Site Discussions Terminated	Work now being led by Traveller Working Group – Work in Progress

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
30	CP20/P R21	Housing	The district will accommodate 4 new refugee families by March 2023	2 families have been accommodated in Q1	1 family accommodated in Q2	0 families accommodated in Q3	3 families accommodated in Q4	On target - 6 families accommodated in total.
	CP20/P R15	Corporate and Customer Services	Amend our Contract Standing Orders and adopt social value principles within our new Sustainable Procurement Strategy by June 2022	Not achieved	Not achieved	Delayed	Achieved (after 4 month delay)	The delay in reviewing Financial Regulations led to the Contract Standing Orders not being considered by Council by June. These were considered and approved by the Council on 29 September 2022.
	CP20/P R16	Regeneration and Policy	Commission consultants to undertake a more detailed assessment of options for delivery of a sustainable	Work in Progress	Work in Progress	Work in Progress	Options were consulted upon in Nov/Dec 2022 but not taken forward because of	The new administration is reviewing the future housing requirements and other Local Plan policies and proposals which will likely result

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
			Derbyshire Dales by May 2023. Complete detailed assessment of options by May 2023 and submit Local Plan modifications to Secretary of State and Commence by April 2024				the lead up to and purdah period leading into the local elections.	in the Local Plan now being adopted in December 2025.
31	CP20/P R18	Housing	The Council will enable and provide debt and welfare advice to 300 vulnerable households by March 2023	CAB worked with 23 new cases in Q2 managing £372,374kk in debt and tackling 393 debt issues. Age UK supported 10 new cases and reopened 17 cases, generating £9745 in one off payments	CAB worked with 25 new cases in Q2 managing £156,590 in debt and tackling 137 debt issues. Age UK supported 20 new cases and reopened 30 cases, generating £40718 in	CAB worked with 18 new cases in Q3 managing £201,775 in debt and tackling 227 debt issues. AGE UK supported 27 new cases and reopened 22 cases, generating £18,205 in	CAB worked with 29 new cases in Q4, managing £317,345 in debt and tackling 330 debt issues. AGE UK supported 42 new cases and re-opened 35 cases, generating £17,033.86	We have provided debt and welfare advice to 381 cases. In total, CAB, Age UK and the HO Support team supported clients with: £10,621 in financial gain

Priority	Ref No.	Service Area	TARGET 2022/23	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Outturn and Comments
				and £45,629 in weekly payments. Our Home-Options support team helped with 14 cases. They supported in providing £2950 in financial gain, £17,614 in benefit gain and £5700 in one-off payments.	one off payments and £131,131 in weekly payments. Our Home-Options support team helped with 23 cases. They supported in providing £2905 in financial gain, £50,243.76 in benefit gain and £100,800.07 in one-off payments.	one-off payments and £84,567.92 in weekly payments. Our Home-Options support team helped with 15 cases. They supported in providing £3200 in financial gain, £47,647 in benefit gain and £45,663.91 in one-off payments.	in one-off payments and £87,406.51 in weekly payments. Our Home-Options support team helped with 31 cases. They supported in providing £1566 in financial gain, £21,556 in benefit gain and £10,856.09 in one-off payments.	£485,795 in benefit gain £248,722 in one-off payments £1,048,084 in debt support. This amounted to £1,793,222 in total.

Appendix Two KPI Outturn 2022/23

KPI Reporting 2022 to 2023

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
Organisational Health	BV8 [AE15]	% of undisputed invoices paid on time	David Kay	99%	99.37% A good start	99.07% It's steady & on track to meet the target	99.83% A much better quarter, now at 99.41 YTD	99.43% a good finish	99.42% Another successful year. Excellent performance.
33	NI192	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Antonia Griffiths/ Claire Orford	58.5%	54.8% A good improvement on the previous 3 quarters	54.9% A consistent result.	51.3% Slightly down this quarter.	49.0% Lower than previous quarters as expected due to the season.	52.7% % increased from previous year.
	HRKP 1/Quarterly LGInfo rm Metric 4	Average no. working days lost due to sickness absence per FTE employee per annum is targeted at 9 days; per quarter the target is 2.25 days	Deborah Unwin/ Chrissie Symons	2.25 per quarter	2.437	2.56	3.09 If Q1, Q2 & Q3 sickness levels continue throughout the rest of the financial year, we will not achieve	1.65	Q1 = 2.437 Q2 = 2.56 Q3 = 3.09 Q4 = 1.65 Outturn for the financial year 2022/23 is 9.74 days. As a result we have narrowly missed the annual target.

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
34							the year end target.		It is very important to note that all Covid-19 related absence data has been recorded separately from the main sickness absence data up until July 2022. As a result Covid-19 related sickness absence is not included in any of the reported District Council's sickness absences statistics in the period from April to June 2022. However Covid-19 related sickness absence has been included within the figures from July 2022, so is or will be represented in quarters 2, 3 & 4.

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
Housing 35	Revised BV 213	The % of homeless households seeking assistance from the Council, for whom this intervention helped resolve their situation	External organisations via Rob Cogings	75%	88.2%	79%	71.3% The result of the cost of living crisis, Ukrainian refugees, increased homelessness and increasing private rents with little new affordable supply.	81%	79.9% average across the 4 quarters.
Planning	DM1 NI 157i	% major planning application determined in 13 weeks or agreed extension of time period	Tim Braund/Chris Whitmore	>75%	100% - (5 major applications determined – 1 within 13 weeks and 4 within agreed extension of time period	80% - (5 major application determined – 1 within 13 weeks and 3 within agreed extension of time period.	100% (9 major application determined – 1 within 13 weeks and 8 within agreed extension of time period.	100% (7 major applications determined – 4 within 13 weeks and 3 within agreed extension of time period.	96% - Excellent performance

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
	DM2 NI 157ii	% of minor planning application determined in 8 weeks or agreed extension of time period	Tim Braund/Chris Whitmore	>77%	79% (57 total applications – 26 determined within 8 weeks and 19 within extension of time period)	82% (65 total applications – 36 determined within 8 weeks and 17 within extension of time period)	93% (59 total applications – 31 determined within 8 weeks and 24 within extension of time period).	83% (42 total applications – 25 determined within 8 weeks and 10 within extension of time period).	84% - Excellent performance
36	DM3 NI 157iii	% of other planning applications determined in 8 weeks or agreed extension of time period	Tim Braund/Chris Whitmore	>90%	91% (96 total applications – 79 determined within 8 weeks and 8 within extension of time period)	89% (108 total applications – 89 determined within 8 weeks and 7 within extension of time period)	97% (79 total applications – 68 determined within 8 weeks and 9 within extension of time period)	85% (82 total applications – 65 determined within 8 weeks and 5 within extension of time period)	90.4% - Target met.
	DM4 BV204	% of appeals allowed against the LAs decision to refuse planning permission	Tim Braund/Chris Whitmore	<30%	50% - low number of appeal decisions (4) made over the quarter.	50% - low number of appeal decisions (2) made over the quarter.	28.5% - (7 s78 appeals, 5 dismissed, 2 allowed)	14% - (7 s78 appeals, 6 dismissed, 1 allowed – excellent)	30% - Good performance achieved.

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
								performance.	
37	BV 9 [ARB 1]	% Council Tax collected within the year	Karen Henrikson	98.4%	The collection rate at 30 June 2022 is 33.3%, which is just under target.	The collection rate at 30 Sept 2022 is 61.2%, which is just under target.	The collection rate at 31 Dec 2022 is 89.2%, which is just under target.	The collection rate at 31 March 2023 is 97.8%, which is below the target of 98.4%. Collections have been impacted by the cost of living crisis. Collection of outstanding amounts will continue in 2023/24	The collection rate for 2022/23 is 97.8%, which is below the target of 98.4%. Collections have been impacted by the cost of living crisis. Collection of outstanding amounts will continue in 2023/24
	BV10 [ARB 2]	% of Non-Domestic Rates collected within the year	Karen Henrikson	97.3%	The collection rate at 30 June 2022 is 29.4%,	The collection rate at 30 Sept 2022 is 61.2%,	The collection rate at 31 Dec. 2022 is 86.8%	The collection rate at 31 March 2023 is 97.0%,	The collection rate for 2022/23 is 97.0%, which is below the target of 97.3%. Collection of

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
					which exceeds the target.	which is on track to meet the target.	which is on track to meet the target.	which is below the target of 97.3%. Collection of outstanding amounts will continue in 2023/24	outstanding amounts will continue in 2023/24
38	BV 78a [ARB 3]	Speed of processing new claims for housing benefit and Council Tax support	Karen Henrikse n/Paul Radcliffe	24 days	11.12 days	11.46 days	11.19 days Continue to focus on new claims where possible due to cost of living crisis	11.37 We 'lose' 4 days effectively on processing at year end when we take users 'off' whilst we do the year end billing processes. Still effective manageme	11.14 days - Excellent performance We have managed effectively all work in year despite the extra demands made on us by new 'cost of living crisis' scheme demands.

Appendix Two KPI Outturn 2022/23

Service Area/CMT Lead	Ref No.	Description	Lead	2022/23 target	Q1 Result + comment	Q2 Result + comment	Q3 Result + comment	Q4 Result + comment	Outturn + Comment
								nt of the work.	
39	BV 78b [ARB 4]	Speed of processing: notifications of changes in circumstances	Karen Henrikson/Paul Radcliffe	8 days	10.34 days Performance is below target this quarter but is expected to improve during the rest of the financial year.	6.55 days	7.37 days HB cases are migrating over to Universal Credit which has disproportionately increased the volumes of change notification. This will be the case going forward.	1.70 We benefit from 1-day processing time as all claims going through year end because of uprating get a 1-day stat	5.56 days - Excellent performance Volumes of DWP related changes continue to increase as HB cases are migrated over to Universal Credit. DWP send over a monthly update concerning UC household income, which triggers a reassessment for every UC household for CTS. Workloads are increasing rather than decreasing and this trend will increase as we go forward.

This page is intentionally left blank

Office for Local Government - Launch Metrics: Finance

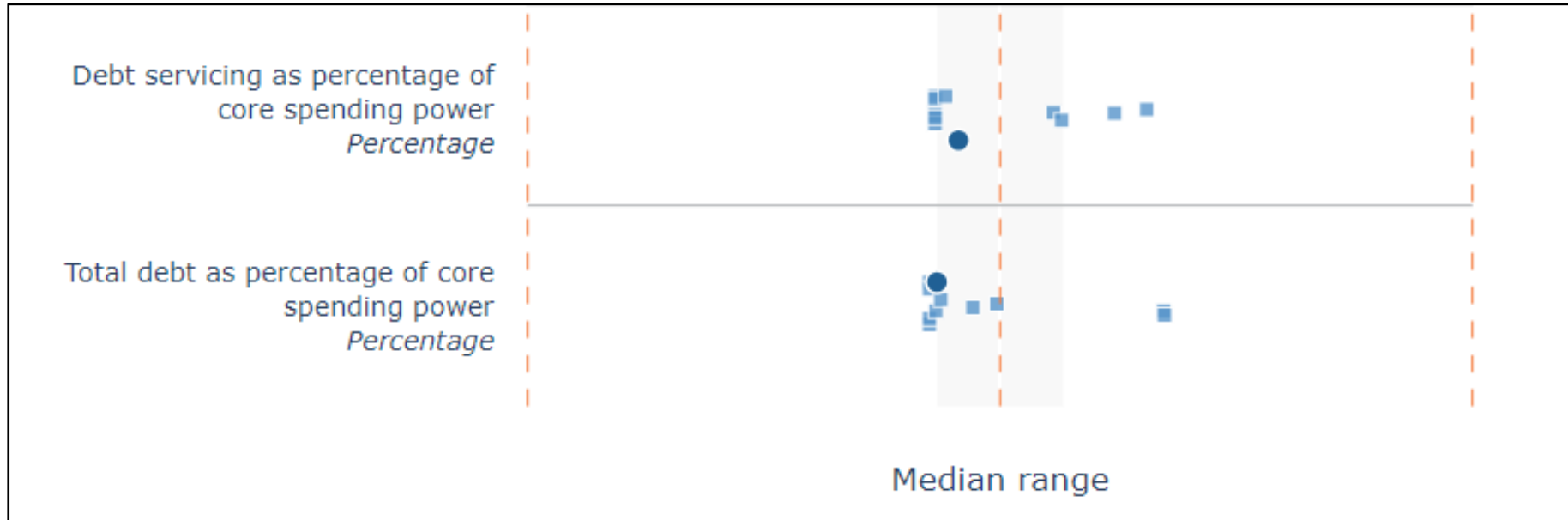
Data for Derbyshire Dales District Council 2021/22

Data table for Districts*

Indicator (click for source data)	Financial year	Derbyshire Dales	Median of Derbyshire Dales's CIPFA Nearest Neighbours	England median (Districts)
Non-ringfenced reserves as percentage of net revenue expenditure	2021-22	164.3%	129.0%	146.4%
Non-ringfenced reserves as percentage of service spend	2021-22	169.1%	135.4%	131.0%
Total core spending power per dwelling	2021-22	£264.81	£240.72	£242.19
Level of Band D council tax rates	2021-22	£219.27	£173.67	£192.56
Council tax revenue per dwelling	2021-22	£1755.05	£1655.32	£1556.44
Debt servicing as percentage of core spending power	2021-22	3.5%	4.4%	10.2%
Total debt as percentage of core spending power	2021-22	53.8%	144.7%	457.5%

*Districts finance data should not be directly compared to Counties





This page is intentionally left blank

Office for Local Government - Launch Metrics: Waste Management

Data for Derbyshire Dales District Council 2021/22

Data table for selected areas

Indicator (click for source data)	Financial year	Derbyshire Dales	Median of Derbyshire Dales's CIPFA Nearest Neighbours	England median
Household waste recycling rate	2021-22	51.5%	47.6%	41.9%
Residual household waste	2021-22	368.4 kg per household	422.3 kg per household	502.4 kg per household
Recycling contamination rate	2021-22	5.4%	5.2%	5.6%



Agenda Item 6

Scrutiny Committee – 19 October 2023

RESILIENCE, RESOURCES, PRIORITIES

Report of the Chief Executive

Report Author and Contact Details

Paul Wilson, Chief Executive

01629 761126 or paul.wilson@derbyshiredales.gov.uk

Wards Affected

District-wide

Report Summary

The report discusses a series of issues relating to organisational resilience, resources and priorities and outlines potential options for members to consider in order to deliver a package of measures to aid the recruitment and retention of staff to ensure that the Council is adequately resourced to deliver its core services and priorities.

Recommendations

1. That Scrutiny Committee considers the options to enhance recruitment and retention as outlined in the report (Section 10) and advises which of the measures it wishes officers to develop for further detailed consideration.
2. That the views of the Scrutiny Committee be taken into consideration in the development of further options and proposals presented to Council for approval.

List of Appendices

None

Background Papers

Minutes – Council Meeting 29th September 2022

Report – Council meeting 28th September 2023

Consideration of report by Council or other committee

Yes

Council Approval Required

Yes

Exempt from Press or Public

No

Resilience, Resources, Priorities

1. Background

- 1.1 Throughout the Covid-19 pandemic, local government and other public service providers, demonstrated a remarkable level of resilience, flexibility and adaptability in order to meet the needs of the crisis we faced. However, in the post Covid-19 era, local government faces a series of acute workforce challenges on a scale which has never before been experienced.
- 1.2 Maintaining sufficient capacity and skills, attractiveness as a career choice, competition from other sectors, flexible working arrangements and the continuous inflationary erosion of pay are all having a severe impact upon the ability of councils of all types and sizes to attract and maintain staff of the calibre required to deliver high quality services. At the same time, there is a constant need to prioritise corporate projects and initiatives in order to ensure that the organisations resources are aligned to efficient and effective service delivery.
- 1.3 In July 2022, a report published by the House of Lords Public Services Committee – *'Fit for the future? Rethinking the public services workforce'* concluded that the resources of public services are at breaking point. As such, there is a need to consider how demand can be reduced and also how more can be achieved by fewer people.
- 1.4 In recent years, Members have regularly considered reports which have looked at Organisational Resilience, Resources and Priorities (16th January 2020, 27th January 2022, 17th February 2022 and 29th September 2022). This report continues that theme and focusses upon a number of current and future challenges faced by the organisation. It looks specifically at the following issues:
 - Organisational Capacity
 - District Council Workforce Profile
 - Recruitment and Retention
 - Pay and Recognition
 - Training and Development
 - Graduates and Apprentices
 - Employee Support and Benefits Package
- 1.5 In addition, the report will seek to consider a number of current challenges and emerging issues in relation to the recruitment of a new Licensing Manager, outsourcing of asset valuations, the need for external support on data protection and the appointment of additional communications resources to support the delivery of the Ashbourne Reborn project.

2. Organisational Capacity

- 2.1 The Council has always prided itself on providing high quality, responsive services that contribute significantly to residents' well-being and quality of life. However, there is an increasing need to be clear on what the Council's priorities are and conversely, what the non-priorities are, in order to ensure the efficient

and effective alignment of organisational resources. It is therefore necessary to evaluate whether the resources currently available are capable of delivering against a constantly rising demand of public and member expectations. The formulation of a new Corporate Plan will be critical to this discussion and it will be essential that Members have regard to the issues of organisational capacity and resources in finalising the new Corporate Plan during the next few months.

- 2.2 In January 2022, members were informed and acknowledged, that the current demands placed upon the officers across the whole of the organisation were unsustainable with little appreciation of the impact that this was having upon employee wellbeing. In this regard, it was emphasised that there was a need for a greater appreciation of officer capacity and organisational resource limitations which includes the personal demands of members placed upon officers at all levels, outside of the agreed Council and service priorities.
- 2.3 Further to this report, the independent review of the Council's waste management contract, considered at the meeting of Council on 17th February 2022, included a specific recommendation that *'a review of the corporate management capacity is undertaken to ensure that future major transformational and modernisation projects are adequately resourced'*.
- 2.4 Following the completion of the Independent Waste Review, the Corporate Leadership Team engaged the services of 'Circling Squares Ltd' who worked collaboratively with senior managers across the whole of the organisation in order to focus upon the following key areas of work:
- Vision and Priorities – ensuring the organisation is well positioned to anticipate future challenges, clarifying current and emerging priorities to deliver members' vision.
 - Culture and Capacity – identifying capacity pinch points and gaps which could have an impact on service delivery and organisational effectiveness, ensuring resources are aligned to priorities.
 - Communication and Engagement – promoting a positive culture where people feel involved and supported whilst communicating the future priorities to enable the organisation to continue our transformational journey.
- 2.5 The outcome of this engagement work was covered in detail as part of a Member Workshop session delivered on 8th August 2022. In summary, the engagement revealed that:
- Capacity is stretched (over 40 priorities with more emerging, plus legacy projects and corporate projects) compounded by focus on issues outside the Corporate Plan with minimal additional resources available.
 - Challenges around recruitment and retention at all levels of pay/grading, a perceived eroding of terms and conditions which is compounding the ability to attract and retain key skills with a knock-on impact on delivery, ensuring effective upskilling and succession planning.
 - With limited resources there are inevitably capacity pinch points on projects with the same skill sets e.g., Finance, HR, Estates & Facilities, Transformation and Legal are required on most projects.

- People enjoy working for the organisation however, the impact of Covid and the positive use of hybrid working has meant that a cultural re-alignment is required to ensure that the interaction between the leadership team, members and the organisation remains transparent, efficient and effective.
- Building upon the transformational successes of the last few years, there is momentum to embrace further change across the organisation.
- There is a positive culture and supportive working environment with an experienced CLT team headed by an inclusive and considerate Chief Executive

2.6 In September 2022, members agreed to invest in a comprehensive package of further external support measures provided by ‘Circling Squares’, to support the Chief Executive, Corporate Leadership Team, Senior Management Team and elected members. Whilst it is not the purpose of this report to respond to these specific issues, Members were briefed on the outcome of this work on 25th September 2023 and further reports will be presented to subsequent meetings of Council as necessary.

3. District Council Workforce Profile

3.1 The current establishment for the district council comprises 221 individual posts. In addition, there are a number of services which are managed by the district council but are delivered in partnership with others including Freedom Leisure, SERCO, and shared service arrangements for Revenues and Benefits, ICT and Internal Audit.

3.2 The workforce profile by age of employee and grading is shown in Table 1.

Grade	Posts	All Posts	Age Groups				
			<21	21-30	31-40	41-50	51+
Apprentice to Grade 5	number	107	1	15	15	20	56
	% of the scale	48%	1%	14%	14%	19%	52%
Grade 6 -9	number	73	0	6	13	22	32
	% of the scale	33%	0	8%	18%	30%	44%
Grade 10+	number	41	0	0	8	12	21
	% of the scale	19%	0	0	20%	29%	51%
All Posts	Total number	221	1	21	36	54	109
	% of posts	100%	.5%	9.5%	16%	24%	49%

3.3 The workforce profile indicates a number of existing and future challenges in respect of the following:

- 49% of staff are over 50 years of age with 77 colleagues (34% of our workforce) over age 55. Whilst state retirement age has now moved to 66+, there is a significant risk that we will face the retirement of increasing numbers of long serving, skilled and knowledgeable colleagues over the next 5 – 10 years as employees may choose to retire early and access their pension from the age of 55 years.
- 15% of our workforce (34 colleagues) are aged 60 or over and are probably thinking about their retirement plans. Whilst full retirement before state pension age can be unaffordable for many given the actuarial reduction in the pension for taking it early and having it in payment for longer, past experience indicates that this is still an attractive proposition for some employees, particularly those in senior positions with long service.
- 51% of senior manager positions (Grade 10 and above) are occupied by employees aged 51+. This is a significant risk to the loss of corporate knowledge and demonstrates the need for effective succession planning.
- The significant lack of younger people / graduates under 21 years of age employed by the Council is a cause for concern and demonstrates the need to 'grow our own' and have effective succession plans in place.

3.4 In order to address the above, the District Council needs to ensure that it can deploy a range of policy initiatives and measures to attract and retain employees of the calibre required. The remainder of this report will discuss specific issues and will focus upon the options and opportunities that are potentially available.

4. Recruitment and Retention

4.1 Historically, the District Council workforce has remained relatively stable with turnover of approx. 10% per annum. However, since the Covid-19 pandemic, turnover has increased significantly to circa 18% in both 2021/22 (48 leavers) and 2022/23 (43 leavers). This has coincided with significant challenges in attracting candidates with the necessary expertise and experience in a number of key areas including Finance, Audit, Legal, Policy & Regeneration, Sports Development, Business Support and Clean and Green. In a number of cases, vacancies have been advertised numerous times – on each occasion incurring additional costs, delay and impacts upon productivity. In three recent cases, it has become evident that temporary posts are not attracting applicants as jobs advertised as fixed-term contracts (e.g. two year duration) have proved extremely challenging and in some cases, impossible to fill.

4.2 In order to sustain service delivery and meet statutory deadlines in some of these key areas, the Council, like many other councils across the country, has had to resort to the employment of temporary and/or agency staff for significant periods of time which is both expensive and an ineffective long-

term solution. In 2021/22, the Council spent £169,056 on temporary staff in the finance team alone due to our inability to recruit permanent staff and the need to meet statutory deadlines. According to analysis by the national campaign group – the 4 Day Week Campaign, FOI requests found that in 2022/23, councils across the UK spent £2.1bn on agency staff, amounting to 6% of their total spend on staff.

- 4.3 Clearly, this is not an effective use of taxpayers money and is neither sustainable nor an effective solution to recruitment and retention challenges. In order to deal effectively with this issue, employers need to take responsibility and respond positively to the challenges that exist.

5. Pay and Recognition

- 5.1 The Council's pay structure is based upon the Council's Single Status Agreement and on the National Joint Council for Local Governments Services Job Evaluation scheme which has the support of trade unions and employees. Any changes to jobs or new jobs go through a job evaluation process to ensure that there is consistency and fairness. The process is focused internally, looking only to establish the relative responsibilities, job demands and accountabilities within the organisation, so that core gradings can reflect these. Salaries are set according to the national pay grading scale.
- 5.2 If the grade and salary level resulting from job evaluation produce grade/salary levels which are not competitive in the external jobs market, it is permitted within employment law and the Local Government Green Book of terms and conditions (although not always desirable) for the Council to offer additional pay in the form of market supplements, provided that these are objectively justifiable in terms of market data and are temporary, with regular reviews (every 2 years) to ensure that the payments remain valid. By the same token, the Council can, in certain circumstances, offer recruitment incentives ("golden hellos") or retention payments ("golden handcuffs") to help it recruit and retain staff in the face of problems over being competitive in the jobs market.
- 5.3 Pay negotiations for all District Council employees (below Chief Executive and Chief Officers) are conducted at a national level on our behalf by National Joint Council (NJC). As part of our collective agreement with the trade unions, we participate in national bargaining and therefore any negotiated settlement reached at a national level is mandatory and is applied to all our employees. Pay awards for Chief Officers are also determined at a national level by the Joint National Council (JNC) a separate machinery exists for Chief Executives
- 5.4 As part of the 2023 national pay claim (which remains in dispute and may be subject to strike action), Unions have claimed that since 2010, NJC spine points have lost on average 25% of their value when measured against the cost of living / Retail Price Index (RPI). As a consequence, it is claimed that a wage keeping pace with the cost of living each year would have risen by 47.9% since 2010, however NJC pay has risen by just 20.7% over the same period.
- 5.5 The Office for National Statistics (ONS) says that private sector pay grew 6.9% between August and October 2022 while public sector pay grew 2.7%, and that this was among the largest differences ever seen between the two. Public-sector pay was frozen from 2011-13 and then capped at a 1% annual increase until 2018. If you look at the total pay figures, which include bonuses, private

sector pay has actually overtaken public sector pay, mainly due to the fact that private sector workers are much more likely to receive bonuses than public sector workers. On the other hand, the figures do not reflect the fact that public sector workers tend to have considerably better pension provision than private sector workers. However, such differences in pension provision do not aid recruitment and retention challenges currently faced by the public sector.

- 5.6 As a consequence of pay differentials, the Institute for Fiscal Studies has warned "The continuing fall in public sector pay relative to the private sector poses recruitment and retention challenges for public services and could threaten the government's ability to deliver on its public service objectives."
- 5.7 It is difficult to ignore the cumulative impact of, and tangible link between, below inflation national pay awards for the last 10 years and our ability to offer competitive salaries in what is a diminishing pool of talent and interest in local government as a career. Whilst this problem is by no means limited to local government, as a small district council with limited resources, we are very much at the 'sharp end' and it is proving increasingly challenging to recruit and retain staff in a highly competitive market. Therefore, as an employer, we must do all that we can to remain competitive and promote both local government as a sector, and Derbyshire Dales District Council as an employer, in order to attract and retain the best talent available.
- 5.8 The importance of fair pay is a subject covered by the biennial all staff survey. The last completed survey (October 2021) provided an indication of the factors that are regarded as being most important to staff. The top 5 responses were:
1. Being fairly paid (24.14%)
 2. Flexible working / family arrangements (17.24%)
 3. Ensuring that employees are supported by their managers / supervisors (13.79%)
 4. Making employees feel valued (13.79%)
 5. Providing employees with sufficient resources to do their jobs well (10.34%)
- 5.9 In addition to pay, local government has always sought to offer attractive terms and conditions which were once our 'USP' in attracting staff i.e., flexible working hours, hybrid working, local government pension scheme, holiday entitlement, learning and development support, family friendly policies etc. However, many of these are now commonplace in the private sector who have caught-up with terms and conditions and in some cases, exceeded what we currently offer.
- 5.10 The differences between employment in the private sector compared to the public sector, are not therefore as significant as they once used to be.

6. Training and Development

- 6.1 Training and Development currently takes three distinct forms:
- Corporate training i.e., CPD, professional updates etc. (Budget £8500)
 - Vocational Training i.e., professional courses and qualifications (Budget £7000)

- Online training via LOLA i.e., induction, health and safety, safeguarding, data protection etc. (Budget £7300)
- 6.2 The cost of Vocational training is paid at 50% by the Council and 50% by the employee, through payroll deductions. Cost is limited to training fees and essential books only (no travel or subsistence) and a training agreement is put in place if the full cost is more than £500. Should the employee leave the Council's employment within 2 years of qualification, the Council's 50% support is repaid on a sliding scale.
- 6.3 Whilst the above arrangement enables the Council to support a larger number of employees through vocational training, the costs of some qualifications are so prohibitively expensive that employees often cannot afford to match the 50% required contribution, for example for colleagues in finance to obtain a CIPFA qualification, the cost is circa £21,000. As a result, there are existing employees who have the potential and desire to progress as part of our succession plan but are currently prevented from doing so due to the lack of financial support we are able to provide, and at a level they are able to afford.
- 6.4 In order to address this situation, the Council would need to increase the amount of financial support it provides to assist with the development of future talent.

7. Graduates and Apprentices

- 7.1 In recent years, the District Council has attracted and employed a number of recently qualified graduates in a variety of roles in Business Support, Environmental Health and Democratic Services. However, we have not sought to actively target and attract graduates to specific vacancies or positions other than through conventional means of advertising vacant positions as and when they arise.
- 7.2 For many years, the Local Government Association (LGA) has operated a Graduate Development Programme (NGDP) which offers a unique opportunity to place high quality graduates in councils, helping them to meet strategic goal and build a pipeline of future talent. Derbyshire Dales have never participated in this programme. In order to participate, there is a requirement to:
- Employee national management trainees on a minimum two-year fixed contract.
 - Pay national management trainee salaries at national local government spinal column point SCP20 (currently £28,371).
 - Organise a minimum of three placements for each trainee over the two-year period.
 - Promote the NGDP to raise the profile of the programme locally to attract a diverse and talented pool of candidates.
- 7.3 The LGA will in return, market the NGDP at a national level, including extensive engagement at university fairs and promotion in national publications. For those Councils who sign up to the programme before candidate applications close, the LGA will also promote the scheme with

local universities and provide additional support to attract graduates interested in

- 7.4 Since 2018, the District Council has recruited 12 apprentices – six of which have been retained whilst six have left the authority. The retained apprentices have been appointed into permanent positions (as they arise) within the Council's Clean and Green Team. Housing and Accountancy and are making a valuable contribution to the organisation.
- 7.5 Where apprentices have left the authority, this has been down to them not continuing with their apprenticeships, choosing to pursue further education opportunities or securing alternative employment.
- 7.6 The recruitment and retention of apprentices can be challenging as young people are often unsure about the career they wish to pursue. As such, the retention rate is often lower however, where we are able to train and retain apprentices, the gains certainly outweigh the losses.

8. Employee Support and Benefits Package

- 8.1 In considering a pay and benefits package, it is important to consider employee rewards beyond the salary received. The total reward package offered by the Council includes such as:
- Local Government Contributory Pension Scheme with life insurance;
 - Salary Sacrifice Schemes e.g. Cycle to Work, additional leave purchase;
 - Flexible and hybrid working opportunities;
 - Maternity, Paternity, Adoption and Shared Parental Leave entitlements;
 - Support for parents / carers
 - Learning and Development opportunities;
 - Counselling support services;
 - Occupational health services.
- 8.2 Whilst all of these measures are valued they are in the main replicated (and in some cases bettered) by other local government employers. Increasingly, authorities are looking towards other measures that can be employed to 'set them apart' and provide competitive advantage in a very difficult recruitment market.

9. Recruitment and Retention Initiatives Already Implemented

Market Supplements

- 9.1 The increasing pressures in the national or regional labour market can mean that pay levels for a particular category of employee in a particular function can be such that the District Council's normal pay level would not be sufficiently competitive to enable it to recruit or retain an employee in that function. In that case, where there is proven difficulty to recruit (defined by at least 2 failed attempts), a market supplement policy will be applied. There are currently 11 posts in receipt of a 3-year market supplement ranging from 9-15%. These market supplements have been determined by the Corporate Leadership Team and will be subject to review in line with the District Council's Reward and Recognition Policy.

- 9.2 Supplements can be retained, increased (max 15%), decreased or removed. Clearly, removing a market supplement will be unpopular as the post holder has enjoyed the increase for a reasonable period of time and it could lead to increased turnover of staff. Whilst this tool has enabled appointments to be made in a number of challenging situations, it is divisive as it changes the pay relativities of similar posts on the same grade.

Welcome Payments

- 9.3 Given proven difficulty to recruit to some vacancies, a 'Welcome Payment' trial has also been initiated comprising a payment of £2,000 (50% on appointment and the balance after 6 months). This payment is to be repaid in full if the new employee leaves the District Council within the first 2 years of their appointment; so it also acts as a retention payment. This payment may attract applicants, especially those who may have to repay training grants when leaving their existing employer. The trial is under review however early indications are that it has been a success.

Career Grade Posts

- 9.4 Career Grade posts are introduced where we recruit below the grade of the established post to offer more flexibility to recruit a trainee if we cannot recruit a fully qualified experienced person. To date, we have established one career grade post in Development Management for retention purposes. Two further posts (Planning and Environmental Health) have been created for recruitment via promotion subject to gaining a qualification. A further post in Internal Audit has been developed specifically for recruitment following proven difficulty to recruit.
- 9.5 There is widespread support from the Corporate Leadership Team to introduce more career grades into the organisation thereby allowing non-qualified or under-qualified staff to be recruited and trained but with sufficient 'head-room' in the pay scale to retain them once we have invested the time and effort in developing them. There is little value in the organisation recruiting, investing in and developing staff if we are unable to retain and appropriately reward them at the end of their training and development programme.

10. Potential New Recruitment and Retention Initiatives

- 10.1 The District Councils significant challenge in the next 5 – 10 years is the impact of an aging workforce. Flexible Retirement is an option for those over 55 years of age as they are able to access the pension they have accrued to their flexible retirement date with an option to pay into a second pension pot in their reduced hours post. Whilst full retirement before state pension age is less attractive for the majority, with 34 colleagues over the age of 60, the impact of failing to take the initiative now could be very significant indeed, particularly when combined with the challenges of recruiting skilled and experienced staff into key roles.
- 10.2 Having regard to initiatives introduced in other local authorities and following discussions with HR and the Corporate Leadership Team, it is considered that there are potential other measures that could be considered (in no particular order of preference).

Options to Enhance Recruitment and Retention

Option 1: 'Grow Our Own'

- 10.3 Increase our established apprenticeship programme to include more school leaver apprentices and introduce graduate apprentices. This would require an increase in the salary budget and ideally, a dedicated 'supernumerary establishment budget' to retain excellent apprentices in post for up to 6 months whilst awaiting foreseen future vacancies to be permanently appointed.

Option 2: Enhanced Welcome Payments

- 10.4 The introduction of 'Welcome Payments' has delivered some success in recruiting to posts that were previously difficult to recruit to. The current payment of £2,000 (50% on appointment and the balance after 6 months) could be increased if the new employee leaves the District Council within the first 3 years of their appointment payback in excess of 2 years. The Peak District National Park Authority are currently considering 'Welcome' payments of £5,000.

Option 3: Enhancement to National Pay Awards

- 10.5 Whilst the District Council is part of the national collective bargaining process for national pay awards, it has the potential to offer an enhanced pay award (e.g. national pay award +1%) to improve national, regional and local competitiveness. Increased salary costs would have an enduring impact upon the overall revenue budget and would have to be demonstrated to be financially sustainable in both the short and long term, at the time of consideration. A 1% increase on the 2023/24 salary budget would cost circa £87,000.

Option 4: Enhancement to Annual Leave Entitlement

- 10.6 Derbyshire Dales employees are entitled to 26 days annual leave plus a further 4 days after 5 years' service. Most other Councils offer 26 days plus a further 5 days after 5 years' service. An increase in annual leave entitlement would match the terms and conditions of many other councils (including the Peak District National Park).
- 10.7 With the exception of limited Clean and Green operations, the Town Hall is closed on the 3 working days between the Boxing Day and New Years' Day bank holidays. staff are currently required to book these 3 days as annual leave with a maximum of 1.5 days taken as Time off in Lieu or flex leave. In order to bring parity with other councils. One option may be to increase annual leave entitlement by 1 day to match that of other councils with a requirement to take the extra day's annual leave during the Christmas close-down period.

Option 5: Career Grades

- 10.8 Expand widely the concept of career grades. i.e., to give the option to candidates to apply as a 'trainee' to grow into a role. This would require

determination of significant factors to enable progress through the career grade based on evidence of experience/ skills/ qualifications etc. but could help attract more applicants especially in difficult to recruit posts.

Option 6: Employee Benefits Package

- 10.9 For many years, the District Council offered subsidised lease cars to employees in designated posts where there was a requirement for a car to be available in order to undertake the requirements of their job. However, this practice was ceased in March 2017 as part of a corporate savings initiative. However, there is no doubt that this incentive was a powerful recruitment and retention measure at that time when salaries offered were generally lower than those of neighbouring councils.
- 10.10 Some Councils are revisiting employee benefit packages in order to gain a competitive edge with larger authorities and the private sector, the most notable example being Litchfield District Council who have recently approved a package of measures to include a scheme of private health insurance, performance related bonuses and employee referral bonuses.
- 10.11 Whilst it would not be financially viable to re-introduce a subsidised lease car scheme, there is the potential to consider salary sacrifice schemes for electric cars. A scheme has recently been adopted by the Derbyshire Building Control Partnership and many other companies across the UK, whereby the employer leases an electric car in exchange for the employee sacrificing gross salary to pay for it. The benefit to the employee is that the cost of the car is recouped from the employee's gross salary which is a legitimate and lawful tax saving for them. The benefit to the employer is that there is a reduction in employer National Insurance contributions and VAT is recovered on the leased vehicle.
- 10.12 The added advantage of a scheme of this nature is that it can support an employee's personal journey to Net Zero and directly reduce the employers carbon emissions for work-based journeys.
- 10.13 Other measures may include the provision of an Employee Assistance Programme EAP – usually including counselling services, health advice but also free legal advice (Chesterfield Borough Council has an EAP).

Option 7: Increased Investment in Personal Development

- 10.14 Increasing the corporate and vocational training budgets would enable more training to be delivered to more employees.
- 10.15 In addition, removing the 50% employee contribution (for specific qualifications or hard to recruit posts) would enable all training to be paid for in full. However, in exchange for this, it is considered reasonable that the Council would seek a return on its investment by requiring employees to remain in the district council's employment for an extended period 3 or 4 years post qualification.
- 10.16 Other options could include the resourcing of managerial qualifications for middle and senior managers (ILM5 or similar) who are identified as part of a corporate 'Succession Plan'. This will ensure that we are developing the talent that already exists in the organisation with a view to preparing them for future opportunities.

Option 8: Corporate Succession Planning

- 10.17 There are a significant number of posts across the organisation which are 'singleton posts' i.e., where only one person has the necessary skills, knowledge and expertise to carry out the required tasks. This poses a significant risk to the organisation, particularly given the age demographic of the workforce. Corporate Succession planning in 'at risk' posts could be deployed to develop employee potential in to be 'the best candidate they can be' for competitive appointment when a vacancy arises through turnover or retirement.
- 10.18 The process would require the identification of individuals alongside a commitment to provide necessary training and development opportunities as 'forward investment' in their potential.
- 10.19 A Draft 'Succession Planning' Policy has been developed and was approved at a meeting of the Joint Consultative Group on 26th September.

11 Financial Resources

- 11.1 Implementation of any meaningful measures to improve organisational resilience must have regard to the overall impact upon the Council's finances and, specifically, the Medium-Term Financial Plan.
- 11.2 The Director of Resources has previously advised Council that it is difficult to predict the level of finance settlement that might be received from 2024/25 onwards given the lack of clarity over future funding levels. However, with the prospect of a future Fair Funding Review and baseline business rates reset, there is no certainty that previous levels of funding will continue into the medium term as significant changes in local government finance are expected to take place from 2025/26, which could have a significant impact on the Council's revenue account.
- 11.3 The Council has strategic reserves which are earmarked for identified purposes. This ensures the availability of the amounts in these reserves for those purposes and defrays demands on revenue spending and general balances. These reserves are reviewed on at least an annual basis to ensure they are adequate for the purpose, but not excessive, based on an assessment of needs, an understanding of risks, and taking into account the opportunity costs of maintaining reserves. It is therefore financially prudent to seek to utilise existing resources and reserves wherever possible in order to minimise long-term impacts upon the Council's revenue budget.
- 11.4 The Council has for the past 13 years, retained a Job Evaluation Reserve which was established at the time of the single status pay agreement to deal with wholesale increases in job grades as a consequence of the Job Evaluation Process. In recent years, this reserve has been reduced to reflect the limited demand that has existed; the available balance currently stands at £150,000.

- 11.5 Corporate Leadership Team in consultation with the Director of Resources do not consider that this reserve is likely to be needed in the future. At the meeting of Council in September 2023, it was resolved that this reserve be repurposed and redesignated as a 'Recruitment and Retention Reserve' to support one-off costs arising from the implementation of any of the options outlined above. Whilst this would not enable measures to be sustained in the long term, it would provide an opportunity for measures to be implemented quickly and until such time that the future impacts of local government funding reforms become clearer.

12 Options Considered and Recommended Proposal

The report outlines a series of options, all of which will have an impact upon the Council's ability to recruit and retain staff of the calibre required. Whilst the alternative option would be to do nothing, this would not address the issues highlighted in the report.

13 Consultation

- 13.1 Corporate Leadership Team (CLT) and HR Manager have been engaged in the development of these proposals.

14 Timetable for Implementation

- 14.1 Subject to the approval of the above recommendations, the work will commence immediately.

15 Policy Implications

- 15.1 An effective organisational structure that is appropriately resourced and aligned to the delivery of the Council's priorities helps to deliver the Council's ambitions and plans for the District as a whole.

16 Financial and Resource Implications

- 16.1 Financial Resources have been addressed in section 11 of this report. £150,000 is available in the Recruitment and Retention Reserve that could be used to finance one-off or short-term measures to implement some of the measures set out in this report. This would require cost estimates for the measures chosen by the scrutiny committee and the approval of a supplementary revenue budget by full Council. The financial risk of this report's recommendations is assessed as low.

17 Climate Change Implications

- 17.1 A climate change impact assessment is not necessary in respect of the recommendations in this report.

20. Risk Management

- 20.1 The Head of Paid Service is required by Section 4 of the Local Government and Housing Act 1989 to report to Council on proposals concerning the organisation of the Council's staff and appointment and proper management of the Council's staff. Implementation of the proposals outlined within this report, will seek to

ensure that the District Council is better able to manage future risks around organisational resilience, resources and priorities. If implemented, the strategic risk is assessed as low.

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive	Paul Wilson	10/10/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	11/10/2023
Deputy Monitoring Officer (or Legal Services Manager)	Jason Spencer	11/10/23

This page is intentionally left blank

SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

Scheduled Meeting Dates in 2023/24

- 10 August 2023
- 19 October 2023
- 14 December 2023
- 29 February 2024

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Scrutiny Work Programme	To agree the work programme for the 2023/24 municipal year.	James McLaughlin	James McLaughlin/ Tommy Shaw	10/08/2023	02/08/2023	Completed
Annual Complaints Report	To receive the annual report detailing complaints received by the Council.	James McLaughlin	James McLaughlin/ Jason Spencer	10/08/2023	02/08/2023	Completed
Corporate Plan Performance Indicators Q1	To review performance for quarter 1 (April – June) against Corporate Plan Performance Indicators.	Steve Capes	Mike Hase/ Claire Allen	19/10/2023	11/10/2023	Programmed
Enhancing Staff Recruitment and Retention Policies and Practices.	To consider the options as presented to Council.	Paul Wilson	Paul Wilson	19/10/2023	11/10/2023	Programmed

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Overview of Information Systems	To consider the various systems used across the authority to deliver functions and understand how greater connectivity can improve the customer experience	Helen Mitchell	Glenn Burton	14/12/2023	07/12/2023	Programmed
Corporate Plan Performance Indicators Q2	To review performance for quarter 2 (June – September) against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	14/12/2023	07/12/2023	Programmed
Waste Collection Contract	Scrutiny of the Council's Waste Contract	Ash Watts	Ash Watts/ Antonia Griffiths	14/12/2023	7/12/2023	Programmed
Consultation and engagement process	To look at the current arrangements and ways to increase confidence in the Council's openness and transparency, by examining the consultation process followed for the Ashbourne Air Quality Action Plan.	Helen Mitchell	Helen Mitchell	29/02/2024	21/02/2024	Programmed
Corporate Plan Performance Indicators Q3	To review performance for quarter 3 (September - December) against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	29/02/2024	21/02/2024	Programmed
Lead Local Flood Authority advice to DDDC	Investigating the sewage discharge and flooding issues being experienced in the Matlock area and scrutinise the advice being given by the Lead Local Flood Authority to the District Council.	Helen Mitchell	TBC	TBC	TBC	Programmed

Item	Description	CLT Lead	Officer/ Report Author Lead	Date of Meeting	Publication Date	Status
Corporate Plan Performance Indicators Q4 and Year End	To review performance for quarter 4 and year end for 2023/24 against Corporate Plan Performance Indicators	Steve Capes	Mike Hase/ Claire Allen	TBC	TBC	Programmed

This page is intentionally left blank

LLFA Scrutiny Draft Terms of Reference

Background:

There is a view that that the LLFA is not providing DDDC with adequate advice regarding issues concerning water run-off and foul water drainage giving rise to a need to bring this issue to the Scrutiny Committee. The work done by Cllrs Wain with residents over the last four years and recently by Cllr Linthwaite demonstrate the poor quality of the work the LLFA undertakes.

There are four fundamental issues.

1. The LLFA does not understand the natural water flows and the soughs and drains used to carry water from springs, surface water runoff and foul water. Indeed it does not know where the springs are in many cases. The implication is that the LLFA cannot assess whether the post-development flows are in excess of greenfield site rates and hence whether the NPPF guidance has been followed. Their lack of knowledge and understanding is evident from the work that our councillors have undertaken and the briefings that they have given to LLFA officers. We would expect the LLFA to brief councillors, not the other way around.
2. The failure of the LLFA to adequately assess proposals from developers. This failure may have led to the flooding of properties below the Treetops development on Asker Lane, Matlock which started after the work on that development started and continues.
3. The failure to insist on drainage plans at application stage, with a reliance on post-application submission. This vests control of the process with the developers, since work frequently starts on a site before the drainage plans are approved. It should be with the LLFA or the LPA,
4. The failure to return to evaluate whether the plans have been followed, and perhaps more importantly, that the drainage plans are working.

These four issues are fundamental to the success or failure of the planning process. Hence, our role as the responsible authority for local development is undermined by the inadequate advice received from the LLFA.

Therefore, our performance as a Council is at risk, with potential financial consequences should any individual who has suffered harm decides to sue.

More importantly, children have become ill due to the failure of the foul water system below Treetops. Those children are still at risk.

Overall aim:

To ensure that the recommendations provided and subsequent assessment activity undertaken by the LLFA is fit for purpose.

Purpose:

1. To determine the role of the LLFA as per the law, LLFA officers, stakeholders (recipients of advice and recommendations), members of the public resolving any differences in view.
2. To determine whether the advice provided by the LLFA to Local Planning Authorities and to prospective developers meets the requirements of both parties.
3. To determine whether the processes followed by the LLFA in determining recommendations and other advice and resources available to the LLFA are fit for purpose.

4. To make recommendations to the LLFA regarding the processes followed, resources available, recommendations and advice offered by the LLFA to ensure that the recommendations and advice meet the requirements of LPAs and developers.
5. To make recommendations to DDDC and the Local Planning Authority about acceptable standards for LLFA recommendations.

Approach:

1. Fact-finding.
 1. Determine the legal responsibilities of the LLFA.
 2. Collect cases where post-development flooding has occurred in Derbyshire Dales.
 3. Interview officers in the LPA to determine their requirements for assessment of individual planning applications and other inputs (eg local plan).
 4. Interview selected developers to determine what advice they require from the LLFA and the sufficiency of the advice they receive currently.
 5. Interview other stakeholders: residents, Derbyshire Dales councillors, town and parish councillors about LLFA related issues. Consider approaching other Derbyshire LPAs regarding issues in their areas.
 6. Interview LLFA officers about the extent of their responsibilities, resources available to them, workload, processes followed; issues regarding understanding water sources and flows, existing infrastructure, assessment of strategic requirements, opportunities and constraints, assessment of individual sites and development plans, and audit of the installed infrastructure on a development site or as part of a wider scheme.
 7. Obtain current processes followed by the LLFA.
 8. Compile a fact-finding report.
2. Assessment
 1. Expert review. Request a suitably qualified engineer to assess and report on the fact-finding results to determine:
 - (i) Gaps in knowledge and understanding of flood issues in Derbyshire Dales
 - (ii) What actions should be undertaken to remove gaps in knowledge and understanding.
 - (iii) The quality of the recommendations and advice given by the LLFA.
 - (iv) Standards to be followed in providing recommendations and advice.
 - (v) The adequacy of the processes followed particularly in the assessment of flood risk, subsequent preparation of recommendations and follow up assessment of developments
 - (vi) How those processes should be revised.
 - (vii) The adequacy of the resources available to the LLFA.
 - (viii) What additional resources should be provided.
 2. Review of the expert's report by the scrutiny committee in a meeting with the expert.
3. Draft reporting
 1. Preparation of a draft report by the scrutiny committee.
 2. Provision of the draft report to the LLFA for comment.
 3. Scrutiny committee and expert review of the LLFA's comments on the report in conjunction with officers from the LLFA.
 4. Revised draft scrutiny report.

4. Final reporting

1. Legal review of the draft scrutiny report.
2. Preparation of the final report and issue to Council for approval noting actions required of DDDC and DCC.
3. Formal approval by Council and adoption of approved recommendations.
4. Formal notification of DCC of the scrutiny findings and recommended changes to the LLFA.

This page is intentionally left blank