

MINUTES of a meeting of **CABINET** held on 22 February 2018 at County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

Councillors A Dale, A Foster, C A Hart, T King, S A Spencer and J Wharmby

Declaration of Interest

There were no declarations of interest.

53/18 MINORITY GROUP LEADERS' QUESTIONS

Councillor A Western asked the following question:

Agenda Item 6(g) - Stepping Down Children with Disabilities from Residential Care to Foster Care Utilising a Social Impact Bond

Are there any examples of other councils successfully using the Social Impact Bond model? What are the potential risks to the council, financial and otherwise, of pursuing this approach?

Councillor A Dale, Cabinet Member for Young People, responded that there were some examples of successful use of social impact bond models, the most well-known of these being Essex, where they used the social impact bond to focus on edge of care activity to reduce the numbers of children in care. The risks from agreeing this report and moving forward to undertake this initial piece of work were minimal in that, at this stage, since all the Council were agreeing to was a feasibility study that was funded from a Department for Education grant. The feasibility study would examine the risks and benefits and the suitability of a social impact bond model for this area of business. We feel that the Council have little to lose from a feasibility study and we can choose at any stage not to progress down this route, but we are keen to look at new ways of working where these might benefit our children and young people.

54/18 MINUTES RESOLVED that the non-exempt minutes of the meetings of Cabinet held on 25 January and 1 February 2018 be confirmed as correct records and signed by the Chairman.

55/18 CABINET MEMBER MEETINGS – MINUTES RESOLVED to receive the non-exempt minutes of Cabinet Member meetings as follows:-

- (a) Health and Communities – 25 January 2018
- (b) Council Services – 1 February 2018
- (c) Highways, Transport and Infrastructure – 1 February 2018

- (d) Strategic Leadership, Culture and Tourism – 1 February 2018
- (e) Young People – 6 February 2018

56/18 VITAL VALLEY (HERITAGE LOTTERY FUND GREAT PLACES

SCHEME) (Strategic Leadership, Culture and Tourism) The Strategic Director Economy, Transport and Environment sought approval to transfer funding through grants to the value of £346,210 from the accepted Heritage Lottery Fund (HLF) grant of £1,285,800 for the 'Vital Valley' Great Place Scheme as detailed below:

- £45,000 to Marketing Peak District and Derbyshire (MPDD) for Audience Research;
- £121,010 to Derby Museums Trust (DMT) for the Mobile Museum of Making;
- £180,200 to MPDD for Putting the Valley on the Map marketing campaign.

Derbyshire County Council (DCC), on behalf of the Derwent Valley Mills World Heritage Site (DVMWHS) Partnership, accepted a grant offer from the HLF for a Great Place Scheme in the DVMWHS. MPDD and DMT were identified in the HLF bid as the lead delivery partners for three projects:

- A4 - Audience Research
- B4 - Mobile Museum of Making
- C4 - Putting the Valley on the Map

The HLF approved these activities in the grant offer. MPDD and DMT were members of the DVMWHS Partnership and the Vital Valley Partnership agreement. These Partners had also secured other external match funding for these projects. Due to the County Council's Financial Regulations regarding procurement, it was difficult to appoint the identified partners in the approved HLF grant scheme directly. To this end, approval was sought to award grants to the identified partners so that they could deliver their HLF approved activities. The Council had entered into the HLF's Standard Terms of Grant and a Partnership Agreement, which reflected the terms of the HLF grant, would be signed for the scheme by all partners as detailed at Appendix 2 to the report. Grant Agreements would be entered in to with MPDD and DMT for the grants in this report and a Grant Agreement was in preparation to reflect the terms of the HLF Grant and the Partnership Agreement.

RESOLVED to authorise grants of:

- £45,000 to Marketing Peak District and Derbyshire (MPDD) for Audience Research subject to a grant agreement being signed that satisfies and mirrors Derbyshire County Council's grant agreement with the Heritage Lottery Fund;
- £121,010 to Derby Museums Trust (DMT) for the Mobile Museum of Making subject to a grant agreement being signed that satisfies and mirrors Derbyshire County Council's grant agreement with the Heritage Lottery Fund; and
- £180,200 to MPDD for Putting the Valley on the Map marketing campaign subject to a grant agreement being signed that satisfies and mirrors Derbyshire County Council's grant agreement with the Heritage Lottery Fund;

from the accepted Heritage Lottery Fund grant of £1,285,800 for the 'Vital Valley' Great Place Scheme.

57/18 RESPONSES TO THE CONSULTATION ON THE PROPOSED CLOSURE OF HAZELWOOD HOME FOR OLDER PEOPLE (Adult Care)

The Strategic Director - Adult Care informed Cabinet of the outcome of the consultation and Equality Impact Analysis on the proposed closure of Hazelwood Home for Older People in Cotmanhay, Ilkeston, and to recommend that Cabinet approve that:

- Hazelwood home for Older People remains open until a new Derbyshire County Council home was opened in the Cotmanhay area
- Essential remedial works be undertaken at Hazelwood to ensure the home was safe during the intervening period
- Appropriate consultations be carried out once a site had been secured.

On 14 September 2017, Cabinet approved a proposal to consult on the proposed closure of Hazelwood Home for Older People. Hazelwood is a 30 bed care home in Skeavingtons Lane, Cotmanhay.

The consultation had come about as a result of the programme to refurbish and undertake essential maintenance at the Council's Homes for Older People. This programme was approved by Cabinet on 16 June 2015, when £4.2m was set aside, following the closure of four homes plus a respite care facility, for the refurbishment of the remaining Council run homes.

A comprehensive programme of work, including essential maintenance and refurbishment, was devised. The work at Hazelwood was scheduled to begin initially in autumn 2016, but was delayed at that time because of the closure of a number of other care home beds, and the need to retain capacity for winter pressures. Whilst undertaking this work, the plan was to convert the currently unused day unit (Gold Wing) to en-suite bedrooms, to provide an additional five beds, giving a total of thirty-five within the home altogether.

Property Services estimated the costings for the work to be undertaken to be £1.695m, further details of which were provided in the report. The estimated timescale for the work to be undertaken was two years, which would have meant that at least ten of the beds at the home would need to remain vacant during this time period which would lead to an additional cost. This was estimated to be £0.489m in lost income (ten beds at average weekly cost at the time of the 14 September Cabinet report of £469.98 for 104 weeks).

The total estimated cost of undertaking the work, including lost income, was therefore in excess of £2.0m. Given this, and the disruption which the work would cause to residents, Cabinet approved that a period of consultation should be undertaken on the potential closure of Hazelwood taking account of the overall

estimated cost of the essential work and concerns as to whether this represented a good use of public money.

There were currently twenty-one residents living at Hazelwood. Consultation commenced on 21 September 2017 and ended on 2 January 2018, following an extension in order to give people more time to consider some additional information concerning the cost of the proposed work which had been requested by relatives. A full summary of responses was detailed at Appendix 1 to the report.

In general residents and relatives were very unhappy at the prospect of Hazelwood closing. It was considered by most respondents to be a good care home, providing good quality care, with concern also raised that it was the last remaining Council run care home in Ilkeston. Significant concern was also expressed about the potential negative impact on residents of any move as a result of closure.

Some respondents questioned the validity of the estimated cost of the work which was planned to be undertaken, and, if all of this work was essential. In response to these questions, the Council had obtained independent verification of the estimated costs and a review of the works planned to replace the roof trusses.

The independent cost consultant (Gleeds) reviewed the estimated costs of the work utilising the same information which the Council's Property team had used as the basis for the original estimates. Gleeds estimated the cost of the works required as being £3.3m. Significantly, their estimate included additional costs of 30% for time and materials as a result of the need to phase the work with the building still being occupied. In addition, Gleeds undertook a capital cost benchmarking exercise which demonstrated that the average cost of planned works at Hazelwood (£2,648 per square metre), was higher than nine other similar refurbishment schemes on care homes in other local authority areas.

The independent Structural Engineer undertook a review of the condition of the roof. His view was that the longer-term solution was the same as the previous evaluation; that due to the movement noted in the roof trusses, the only viable option in the long-term was to replace the roof completely. The Structural Engineer did however, confirm that remedial work, including the installation of bracing, could be carried out to ensure the continued safety of the structure by reducing the risk of further movement in the roof trusses.

Another key issue which was raised during the consultation, was why did the evaluation of Hazelwood which was undertaken for the revised strategy approved by Cabinet in June 2015, recommend that the home should remain open, whilst the Council were now consulting on possible closure; what had changed?

The property evaluation which was undertaken for the 16 June 2015 Cabinet report considered four criteria:

- The quality of the physical environment

- Financial sustainability of the home
- The fitness for purpose of the building
- Strategic benefits of the home for the local area

Hazelwood had been re-evaluated against these criteria and each remained largely consistent with the original scoring, except for the financial sustainability of the home which had changed because of the significantly increased cost associated with maintenance and refurbishment than was envisaged at the time of the 2015 strategy. The Property Performance Survey, which was undertaken at the time of the 16 June 2015 report identified potential maintenance and refurbishment costs of approximately £0.729m. Some of the work identified as required at that time had since been undertaken (notably the replacement of five heating boilers at a cost of £55,000). By comparison, if the works required to Gold Wing were excluded from the current planned refurbishment and maintenance programme, the approximate cost was £1.295m which was in excess of £0.5m more than the original figure. It was for this reason that the Council proposed the potential closure of the Home.

It remains the Council's view that undertaking all of the planned work at Hazelwood was essential in the longer-term but that this approach did not, in the light of the new information, represent a good use of public money. The cost of refurbishment and maintenance had escalated significantly since the 16 June 2015 Cabinet report, to the extent that it was no longer viable to undertake the required work. Even if all of the work were to be undertaken, Hazelwood would remain in many respects well short of the design standard for modern care homes and this could have a direct detrimental impact upon the day-to-day care of residents living at Hazelwood.

However, the Council had listened to the views expressed by residents and relatives during the period of consultation, and had considered the expert advice received, and it was therefore recommended that the closure did not go ahead at this time, but the future of Hazelwood be reconsidered at a future date when, as was proposed, a site and potential design for a new care home in the Cotmanhay area had been identified. This approach would potentially give the residents and relatives the opportunity to input into the design of a new care home if appropriate. The implications for the current (2015) strategy would also need to be further considered at that time.

The Council was committed to maintaining a Council run care home for older people in the Cotmanhay area and work would begin immediately to identify a suitable site for a new care home in the local area. Any new development would be subject to further engagement with residents and their relatives at Hazelwood, relevant planning approval and securing the capital investment required to construct it. It was anticipated that once a new care home had been constructed all of the residents and staff from Hazelwood would have the opportunity to transfer to the new facility if they so wished.

During the consultation the question was raised about undertaking a limited amount of work on the home in order to address immediate concerns about safety, whilst seeking an alternative site for a new care home in the local area. On the basis of the new advice from the independent Structural Engineer, it was now believed that some limited remedial work could be undertaken which would ensure the safety of the building in the medium-term.

RESOLVED to approve that (1) Hazelwood home for Older People remains open until a new Derbyshire County Council home was opened in the Cotmanhay area;

(2) essential remedial works be undertaken at Hazelwood to ensure the home was safe during the intervening period; and

(3) appropriate consultations be carried out once a site had been secured.

58/18 DEVELOPMENT OF A TRANSPORT SAFEGUARDING STANDARDS FRAMEWORK FOR CONTRACTED PASSENGER TRANSPORT SERVICES

(Highways, Transport and Infrastructure) Strategic Director – Economy, Transport and Environment updated Cabinet on progress in developing a Transport Safeguarding Standards Framework which outlined the measures being put in place to effectively manage potential risks to vulnerable transport service users.

From 2015 onwards, there had been several high profile media reports in parts of the UK about child sexual exploitation (CSE). Some of these had focused on groups of individuals, grooming and sexually exploiting vulnerable children and young adults. In some cases, the perpetrators had been taxi drivers and, given the Council's heavy reliance on taxis for transporting vulnerable people, it was appropriate to give due weight to ensuring their safety.

At a local level, the County Council had put robust safeguarding procedures in place which were overseen by the Derbyshire Safeguarding Children Board and the Derbyshire Safeguarding Adult Board (Safer Derbyshire). Whilst, passenger transport services sit outside the corporate safeguarding structures and were commissioned by specialist transport teams in the Economy, Transport and Environment (ETE) Department, officers in ETE had reviewed the safeguarding measures in place around passenger transport to ensure effective processes were in place for the delivery of transport services relating to vulnerable children, young people and older adults including.

Although reasonable measures were already in place to mitigate against safeguarding allegations at the time of the review, (such as enhanced Police checks and dissemination of safeguarding cards for taxi and bus drivers), it was recognised that more could be done to improve and implement auditable systems that would be aligned with corporate safeguarding practices. As a result of these findings, Corporate

Management Team requested a 'Safeguarding Transport Standards Framework' for Childrens and Adults services be developed. This was to be based on best practice from other authorities and, once developed, be fully integrated into corporate structures with the support of the appropriate safeguarding boards.

To coordinate this work, a project lead with transport experience was appointed to develop an action plan and ensure work tasks were identified and completed. A small task and finish group was established, made up of specialists from relevant service areas e.g. child protection, adult care, community safety and taxi licensing. The CSE Steering Group of the Derbyshire Safeguarding Children Board and Derbyshire Local Authority Chief Executives have been engaged. There has been significant progress with developing a two year action plan which was set out at Appendix 1 to the report.

Another key strand of the Safeguarding Transport Standards Framework, was safeguarding awareness training for providers of specialist transport services, such as taxi drivers, passenger assistants, and large bus drivers. This element of the action plan had been challenging in considering how appropriate training was provided without great cost to the Council, but also without incurring loss of income for transport providers, many of whom were sole traders or small family companies. This challenge was more onerous given that the supplier base in Derbyshire was large and spread over a wide area.

Existing levels of training were also found to be very low. An audit of taxi and minibus providers, for example, showed that less than 20% provided any form of CSE awareness training. Consideration was given to the most appropriate form of training and it was agreed that face-to-face training was most effective in the first instance, with follow-up training provided through an e-learning resource. The outline of these programmes was detailed in the report.

RESOLVED to (1) endorse the Safeguarding Transport Standards Framework and Action Plan as important elements in contributing to the safeguarding of vulnerable children and adults who were transported on Council commissioned transport services;

(2) support the delivery of the two training programmes for both taxi drivers and passenger assistants and large (school) bus drivers; and

(3) endorse the staffing commitment in the Economy, Transport and Environment Department to deliver a small number of training courses in programme 1 to passenger assistants.

59/18 DEVELOPER CONTRIBUTIONS PROTOCOL (Highways, Transport and Infrastructure) Strategic Director – Economy, Transport and Environment sought Approval to the publication of an interim updated edition of the County Council's Developer Contributions Protocol (DCP), the indexation of sums within the DCP, the

implementation of future annual indexation and to note the planned fundamental vision to protocols for developer contributions.

The DCP was originally published in May 2012 and refreshed in November 2013, with a further review and update having taken place in 2016, and agreed by Cabinet at its meeting on 20 September 2016. The County Council committed to reviewing the DCP every three years, or earlier, if triggered by significant policy changes.

The current update was triggered by the need to apply indexation to contributed sums to ensure they keep pace with inflation. It was necessary for annual indexation to be applied going forward for the same reason. This particularly applied to contributions for school places which had not been updated since 2010-11, when the Department for Education last issued guidance. It was proposed that the costs of school places indexation used the Building Cost Information Services (BCIS) All in Tender Price Index from April 2018, and was indexed annually every April from then on. The attached draft Protocol therefore referred to this Index, and subsequent annual indexation, and presented a revised level of contributions. It also contained updated text on several topics, including health and other minor amendments.

The existing DCP only covered Education, Health and Broadband. To ensure the County Council continued to secure the range of contributions required to offset the impact of development, the following actions were required:

- Review the DCP to become fully inclusive of all relevant County Council service areas that potentially were impacted by new development and for which contributions should be sought as detailed in Appendix A, Section 2 of the report.
- Take account of the CIL consultation and resultant, emerging revisions to the legislation. The Ministry for Housing, Communities and Local Government (MHCLG) would be consulting on a number of measures to remove existing restrictions on how Section 106 planning obligations could be pooled, speeding up the process of introducing and revising the CIL, making it more market responsive, and bringing forward a Strategic Infrastructure Tariff. The reforms proposed on CIL would align with those also proposed on viability and Section 106. The resultant legislative changes would need to be addressed within any revisions to the DCP.
- Work closely with districts/boroughs to ensure implementation of the DCP.
- Alongside the review of the DCP, additional work was being undertaken to anticipate the infrastructure needed to accelerate development and the available funding mechanisms which the Council could use to recoup the cost of any early investment in infrastructure (including potentially Section 106 mechanisms).

This approach will be supported by the introduction of a new developer contributions monitoring system accessible across all County Council departments.

The Planning Service was currently obtaining specialist monitoring software to help drive improvement. The Council was also working with relevant local planning authorities to ensure strategic coordination of activity.

It was important to ensure that, as part of the delivery of housing and economic development, appropriate infrastructure was provided to mitigate the impacts that such developments brought. The DCP guided the County Council's approach to mitigating these impacts on communities through the provision of infrastructure and services. Specifically, the proposals in this report to adjust the indexation of contributions, meant the Council was securing the appropriate level of funding. Since 2014-15, the contributions due to the County Council, through signed Section 106 agreements for education, libraries and waste amounted to in excess of £31m.

RESOLVED to (1) approve the publication of the updated Developer Contributions Protocol for 2017 which was based substantially on the draft at Appendix A to the report, including the contribution levels set out in it;

(2) agree that indexation should apply to sums within the Developer Contributions Protocol referred to in this report and that indexation be applied annually; and

(3) note the pending fundamental vision of developer protocols to a single framework against which all relevant development would be considered and contribution negotiated.

60/18 CHILDREN'S SERVICES CAPITAL PROGRAMME 2017-18 – SECTION PROJECT ALLOCATIONS (Young People) The Strategic Director -Children's Services informed Cabinet of the receipt of recent Section 106 developer contributions and to sought approval for the allocation of those contributions to projects in line with the individual Section 106 agreements. Appendix A detailed the S106 contributions that had been received by the Authority or were available to claim from the District/Borough Councils. The Appendix also detailed the schools that were to benefit from the investment, together with the planned projects. Contributions in the sum of £1,196,279.24 were awaiting allocation.

RESOLVED to note the receipt/availability of S106 funding and approve the following allocations to the projects outlined in Appendix A:

- The Brigg Infant School: £47,100.71
- Mundy CE Voluntary Controlled Junior School: £31,348.18
- Heanor Langley Infant and Nursery School: £63,885.17
- Ashbourne Hilltop Primary School: £56,995.00
- Ashbourne Primary School: £56,995.00
- The Ecclesbourne School: £939,955.18

61/18 SCHOOL ADMISSION ARRANGEMENTS FOR THE 2019-20

ACADEMIC YEAR (Young People) The Strategic Director - Children's Services reported on the annual consultation and to determine school admission arrangements for the 2019-20 academic year.

The Regulations concerning school admissions (namely, the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012), required that the admission arrangements for the 2019-20 academic year were consulted on before 31 January 2018 and determined by no later than 28 February 2018.

Consultation information was posted on the Derbyshire County Council website from October 2017, setting out the proposed changes to arrangements, further details of which were presented.

A summary of responses was presented from schools requesting a change to their Published Admission Number (PAN) as follows:-

- i) Cromford Primary School PAN reduction from 20 to 12.

This request had been referred to the Schools Development Section who confirmed that they were in line with revised net capacity assessments and could be supported. The Development Section had notified local schools of the requests and no comments had been received.

- ii) St Oswalds C.E Primary School Ashbourne had requested a PAN increase from 20 to 30.

The request had been referred to the Schools Development Section who recommended that the PAN was not increased at this time as sufficient accommodation to support the higher admissions number was not yet in place. The Authority (as the admissions body for the school), was able to admit above the PAN in 2019, if additional accommodation was secured by that time. This would be kept under review.

- iii) Ashbourne Hilltop Primary School had requested a PAN increase from 20 to 30.

The request had been referred to the Schools Development Section who recommended that the PAN be not increased at this time as sufficient accommodation to support the higher admissions number was not yet in place. This would be kept under review.

There were no changes proposed to the over-subscription criteria for community and controlled schools.

RESOLVED to approve the proposed changes to the admission arrangements and the Annex and the admission arrangements appended to this report for the 2019-20 academic year.

62/18 STEPPING DOWN WITH CHILDREN WITH LEARNING DISABILITIES FROM RESIDENTIAL CARE TO FOSTER CARE UTILISING A SOCIAL IMPACT

BOND (Children's Services) The Strategic Director – Children's Services reported on a feasibility study into the opportunities and costs to 'Step Down' children with disabilities from external residential care to foster care by utilising funding provided from Social Impact Bonds (SIBs)

Credo Care, a not-for-profit independent fostering agency specialising in the care of disabled children, approached the Council in September 2017 to explore the submission of a joint Expression of Interest (EoI) to the Life Chances Fund (LCF). The LCF's overall objective was 'to help people in society who faced the most significant barriers to leading happy and productive lives. It would do this by increasing the number and scale of Social Impact Bonds (SIBs) in England, making it easier and quicker to set up a SIB; generating public sector efficiencies by delivering better outcomes and using this to understand how cashable savings are.

Central Government promoted SIB's as a public/private sector-shared opportunity to design and deliver innovative services that achieved public good using private sector start-up and revenue investment. The intentions were to improve customer outcomes and, also for the investor, to achieve a financial return on investment through the injection of private sector expertise and rigour in public sector service design, service delivery, contracting processes, cost assumptions and provider selection. The opportunity for a Payment by Results (PbR) financial return was offered by contracting the provider/s to deliver pre-determined customer outcomes in timeframes that 'make the difference' to customer cohort 'life chances'. The private investor expectation was the gap between past and new service delivery costs, plus, a share of anticipated PbR outcome bonuses would make a return on their service start-up and revenue investment.

The Life Chances Fund would contribute up to 20% of contracted PbR outcome payments to both incentivise and to also acknowledge public purse savings that would accrue beyond the public body investing resources into developing and operating a SIB. Learning from elsewhere was that inexperience in SIB contracting had resulted in providers and investors achieving a greater-than-anticipated share of savings. Issues identified as part of the procurement of SIBs had been:

- Failure of commissioners to engage with council procurement services at an early stage
- Ill-defined customer cohorts leading to accusations that providers 'cherry pick' cohort customers, leaving the most challenging and expensive customers within a cohort to be responded to by public sector services

- Numerous and ill-defined PbR outcomes leading to accusations that providers concentrate on delivering inexpensive, easier-to-achieve outcomes
- Overestimating referral and service take-up rates
- Contracts that did not anticipate changes to government policy and also public sector restructuring that re-defined customer cohorts and service entitlements.
- The resource to develop the SIB, contract manage, monitor outcome, respond to demands from the investor and required evaluation contract, was disproportionate to savings achieved.
- That overall, the provider and private investor were more 'business savvy' than public sector personnel and lead the SIB process to their advantage.

The Children in Care Sufficiency Board was identified as the project governance structure and reports monthly to Children's SMT.

The EoI submitted by Credo Care, in partnership with the Council, proposed to step down (over a three-year period) twelve children with disabilities from private and independent residential care to specialist foster care, in order to both improve outcomes for children by providing family-based care and to reduce each individual placement cost. It also proposed to appropriately route children on an escalating trajectory towards residential care into foster placements. The provisional maximum anticipated savings could be up to £98,020 p.a. per child, based on reducing placement costs from the minimum annual residential cost of £181,221 to a minimum estimated fostering cost of £83,200.

On 13 October 2017, Credo Care and the Council were notified of the success of their joint bid, followed by confirmation of £24,500 grant funding to undertake a joint feasibility study to be submitted to the Life Chances Fund by 30 March 2018 answering three key step down questions:

1. Can outcomes for disabled children be improved without causing harm?
2. Will the proposed service change accrue savings for the Council?
3. Is a Social Impact Bond the right vehicle?

The feasibility study would establish the needs, volume, placement movements and cost of current children in external residential care that are either registered as disabled, open to the disability team, or have a SEN/EHCP plan. Derbyshire Parent Carer Voice was consulting with parents and carers, while children's perceptions of residential and foster care are being sought through the disability team. In addition, the placement destination of young adults within the profile that left residential care over a two year period would be ascertained. This work informed the feasibility study to enable improved forecasting about the cohort of children that might step down into specialist foster care. In addition, Credo Care intended to utilise its marketing approach to better understand its ability to increase the local volume of foster carers that could care for a disabled children.

There was no commitment by the Council to Credo Care beyond the feasibility study to be jointly designed by the Council and Credo Care or Bridges Fund Management named in the Life Chances Fund EoI as an interested investor. However, the advantages of early inclusion of a private investor were early discussions around financial return, PbRs and payment scheduling.

Derbyshire had not previously developed a costed service with one provider and an investor and it had been identified that further advice would be required in relation to the proposal. The Office for Public Management had been contracted to support the public sector through the challenges of SIB development. The contract was overseen by the Big Lottery Fund.

A grant of £24,500 had been awarded to Credo Care towards the costs of the feasibility study. From this grant, £12,000 would be allocated to Children's Services to establish key information prior to making a decision with Credo Care on whether to proceed further with the Social Impact Bond. The feasibility study would look at the needs and circumstances of disabled children currently in residential placements and the opportunities and required investment to establish a pool of suitably skilled foster carers.

By the stepping down of children with disabilities from residential care to foster care, there were potential savings for the Authority. However, the amount and timing of any savings could be estimated at this stage. More detailed placement costs and how these could potentially change would be modelled in the development stage. This would also consider additional SIB costs such as staff time, alongside items such as aides or adaptations and transport to school costs.

RESOLVED to (1) note the grant allocation to undertake the feasibility study; and

(2) receive a further report outlining the findings of the feasibility study to be submitted to the Life Chances Fund on whether to support the project to the Development Stage.

63/18 MOVING TOWARDS AN ENTERPRISING COUNCIL (Strategic Leadership, Culture and Tourism) The Strategic Director – Commissioning, Communities and Policy reported on the Authority's new enterprising council approach, to approve proposals which explored the use of new commissioning and delivery models to deliver service priorities and to approve plans to communicate and engage with employees.

The role and shape of public services had changed dramatically over recent years. Reduced public sector funding and increasing demand for services driven by demographics and long standing social, health and economic pressures, meant that the County Council, like many other councils across the country, continued to face significant challenges in providing the services local people want and need.

The Council Plan 2017-2021, sets out clear ambitions to be an efficient and high performing council, delivering value for money services. Exploring creative ways to deliver better services for less and ensuring that the Council's operating model was fit for purpose was critical to the Council achieving its ambitions and addressing the challenges that lie ahead.

Over recent months, the Council had put in place new structures to support the development of its new operating model which had resulted in the creation of a new Commissioning, Communities and Policy Department and Strategic Director role, which sits alongside the Strategic Directors for Adult Care and Public Health, Children's Services and Environment, Transport and Economy in driving forward the priorities of the Council. However, more fundamental changes would be required if the Council was to continue to deliver high quality services in the future.

The Council had recently been exploring whole council approaches to transformation, widely used across the country by other local authorities. Analysis had revealed that there were advantages and disadvantages to many of these and, as such, it was clear that the Council needed its own bespoke approach which reflected its vision and purpose and was right for Derbyshire. It was proposed that the approach for Derbyshire should be that of an Enterprising Council.

For any large organisation, it was important to change as the world changed, to modernise and take advantage of new technology and better ways of doing things for both residents and employees. Thinking and doing things differently, not shirking bold decisions and making the most of new opportunities, would drive the approach – an approach which was bold, ambitious and enterprising.

Moving towards an enterprising council approach would require a rapid pace of change and a hugely challenging and ambitious whole council programme of transformation over the next four years. This would result in wide-reaching and long-lasting culture change within the Council and would see a move away from more traditional and paternalistic approaches to service delivery, together with fundamental changes to relationships with local people, communities and employees. The new approach would impact on all aspects of the Council's work and strong leadership across the organisation would be crucial in delivering the changes set out above.

Work would now take place to further develop the Council's current operating model and to communicate and engage with employees on plans. This would be essential in embedding the approach across the Council. A draft strategy setting out the key steps and actions required to further develop the approach, would be prepared and this would form part of the whole council programme of transformation.

Approximately 50% of Council services were already run on the Council's behalf by the voluntary sector, parish councils, public-private partnerships, private contractors or charitable and community interest companies. A key priority, which would form a significant part of the enterprising council approach moving forward, would be the further exploration of different commissioning and service delivery

models to deliver Council and service priorities, including sharing or trading services with other local authorities. The priority would be to ensure that a flexible and entrepreneurial approach was adopted, enabling the creation of a mosaic of options for implementation.

A number of key steps to progress work over forthcoming months had been identified and summarised as follows:

- Developing a shared understanding of commissioning
- Establishing a commissioning framework
- Developing a commissioning strategy
- Communicating

These steps were not exhaustive and were intended as a starting point to guide work. It was anticipated that the commissioning framework and strategy would be in place from June 2018 onwards and moving forward, every service area across the Council would be considered and reviewed.

However, in exploring the use of new commissioning and delivery models to deliver service priorities, the following early start service areas had been identified to test the approach and to support the development of the framework, strategy and associated action plans:

- Occupational Health
- Assistive Technology
- Learning Disabilities
- Libraries
- Property
- Highways and fleet management
- Leaving care Sports and outdoor service
- Thriving

Governance arrangements, to ensure appropriate oversight and leadership of the commissioning framework and strategy were currently in development. It was expected that additional skills, experience, capabilities and capacity would be required to deliver the commissioning framework. Work was underway to identify these requirements and any gap in capacity and capability required to deliver the Council's new operating model.

In the short-term, capacity to manage and coordinate the enterprising council approach corporately across the Council would be required. It was, therefore, recommended that a permanent Grade 14 Project Manager post be established in the first instance to undertake this role. Understanding what skills and capacity were already available within the organisation would also be important.

Progressing the early start service areas would be a priority moving forward, particularly over forthcoming months. However, work on the development of the Council's commissioning framework and strategy would also need to be progressed to meet the timescales set out in the report. Learning from the work undertaken on the early start service areas would inform the development of both the framework and strategy and updates on progress would be presented to members in due course.

RESOLVED to approve (1) the launch of the Authority's new enterprising council approach;

(2) an Enterprising Council strategy, setting out the key steps and actions required to further develop the Council's approach be brought to a future meeting of Cabinet for consideration and approval;

(3) plans to develop a commissioning framework and strategy, to be in place from June 2018 onwards, be supported.

(4) plans to progress a number of early start service areas to support the use of new commissioning and delivery models to deliver service priorities, as set out in the report;

(5) that all employees be made aware of the Council's future direction as an Enterprising Council and departments communicate and to engage with employees and trade unions on the early start service areas;

(6) a permanent Grade 14 Project Manager post, the costs of which would initially be met from the General Reserve for a period of up to two years, be established to support the overall management and coordination of the corporate commissioning strategy; and

(7) that further reports on progress be presented to future meetings of Cabinet in due course.

64/18 **EXCLUSION OF THE PUBLIC FROM THE MEETING** **RESOLVED** that the public be excluded from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings.

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC HAD BEEN EXCLUDED FROM THE MEETING:

1. To consider Minority Group Leaders' Questions (if any).
2. To confirm the Exempt Minutes of the meeting of Cabinet held on 1 February 2018.
3. To receive the Exempt Minutes of Cabinet Member meetings as follows:-

- (a) Health and Communities – 25 January 2018
- (b) Council Services – 1 February 2018
- (c) Strategic Leadership, Culture and Tourism – 1 February 2018
- (d) Young People – 6 February 2018

4. To consider Exempt Reports as follows:

- (a) Supply of Washroom Services - Framework – Strategic Director Commissioning, Communities and Policy (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))
- (b) Approval to Award a Contract for the Groundworks and External Works, as part of the DCC Operations Scheme for the Conversion of Breadsall PRU into Breadsall Primary – Strategic Director Commissioning, Communities and Policy (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))
- (c) Award of Contract for Highways Drainage Cleansing Services – Strategic Director Economy, Transport and Environment (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))
- (d) Re-modelling Children's Social Work in Derbyshire – Strategic Director Children's Services (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))
- (e) Residential Care – Children in Care Provision – Strategic Director Children's Services (contains information which is likely to reveal the identity of an individual)
- (f) Re-procurement of the Dementia Support Service – Strategic Director Adult Care (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))