

MINUTES of a meeting of **CABINET** held on 28 February 2019 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.

Also in attendance was Councillor A Western.

Declarations of Interest

Councillor S A Spencer declared a personal interest in respect of minute reference 37/19.

31/19 MINORITY GROUP LEADERS' QUESTIONS

There were no questions.

32/19 MINUTES RESOLVED that the non-exempt minutes of the meetings of Cabinet held on 24 and 31 January 2019 be confirmed as correct records and signed by the Chairman.

33/19 CABINET MEMBER MEETINGS - MINUTES RESOLVED to receive the non-exempt minutes of Cabinet Member meetings as follows:

- (a) Economic Development & Regeneration – 14 February 2019
- (b) Highways, Transport and Infrastructure – 31 January 2019
- (c) Young People – 5 February 2019

34/19 DERBYSHIRE ARMED FORCES COMMUNITY COVENANT (Health & Communities) Approval was sought for the official re-signing of the Derbyshire Armed Forces at a hosting ceremony on 7 March 2019.

In September 2011, Cabinet agreed to adopt the Armed Forces Community Covenant to formalise and enhance the links between the Council and the Armed Forces. In November 2012, the Council, together with all Derbyshire District and Borough Councils, Derby City Council, Armed Forces and the Nottinghamshire and Derbyshire Chamber of Commerce signed a joint Community Covenant.

The formal joint signing of the Community Covenant for Derbyshire demonstrated a commitment to the Armed Forces community and provided a basis for a strong co-ordinated approach allowing wider strategic links to be made with the

voluntary sector, business and private individuals. The new administration appointed Cllr Neil Atkin as its Armed Forces Champion in 2017.

The Armed Forces Covenant recommended that where areas had signed a Community Covenant, Civilian Military Partnerships were established to oversee the Covenant. Civil/Military partnerships were seen as an excellent low-cost way to demonstrate support for the Armed Forces community and to help build an understanding of the needs of the Armed Forces. The Derbyshire Armed Forces Community Covenant Partnership (DAFCCP) acted as a forum for bringing together the relevant partners and as a mechanism for collaboration and information sharing between organisations.

Since the original signing, officers from all Derbyshire local authorities had met regularly as the DAFCCP to share best practice and consider opportunities to access funding. The DAFCCP continued to meet twice a year with meetings convened and facilitated by the Council and representatives of the Ministry of Defence. The Group was chaired by Dianne Jeffrey CBE on behalf of the Derbyshire Lieutenancy.

The Council has been instrumental in setting up and supporting the Derbyshire Armed Forces Community Covenant Partnership (DAFCCP) with representatives from all the signatories of the joint Community Covenant. During this time, the Partnership had worked with partners to secure over £133,000 of funding to encourage local communities to support the armed forces community in their area and to promote understanding and awareness of issues affecting the community amongst residents.

In addition to being a key partner in the work carried out by DAFCCP, Derbyshire County Council had also supported the needs of service and ex-service personnel in a variety of ways which were highlighted in the Strategic Director's report.

Following discussions at meetings held in 2018, partners concluded that it would be appropriate for the Partnership to reaffirm their commitment to the Armed Forces Community. It was agreed that the revised draft Covenant should reflect the changes in the current landscape and be updated to ensure it was fit for purpose. It was also agreed that an official re-signing take place at a formal event on 7 March 2019. The event also provided the opportunity to share information about the development and delivery of a countywide Armed Forces Covenant Strategy and Action Plan currently in development. The revised Covenant, attached as Appendix A to the Strategic Directors report, provided greater clarity and focus on shared aspirations and principles to the armed forces community as well as an outline of best practice. The revised Covenant committed the Council to the same levels of activity as the original Covenant.

RESOLVED to (1) note the progress on the adoption of the Armed Forces Community Covenant in Derbyshire;

(2) note the changes to the new Armed Forces Covenant; and

(3) approve the joint re-signing of the Armed Forces Covenant at an event to be hosted by the Council on 7 March 2019.

35/19 PUBLIC HEALTH LOCALITIES AND PLACE-BASED PROGRAMME AND INVESTMENT 2019-20 (Health & Communities) Approval was sought for on-going investment in the Public Health Locality and Place-based Programme in 2019-20 and for the use and allocation of the 2019-20 investment for the Public Health Locality and Place-based Programme, providing funding to Locality Health and Wellbeing Partnerships, including funding to provide a small grants scheme in each locality, and enabling Partnerships to have a focus on improving social connectedness.

The Public Health Localities and Place-based approach delivered a broad range of locally-developed projects and programmes, which were monitored and reported annually. Headlines from the 2017-18 county level annual report were detailed in the report.

This activity showed how the Public Health Localities and Place-based approach supported the delivery of the Council Plan and the Council's place-based work and local engagement. It also contributed to Derbyshire's Health and Wellbeing Strategy, the Prevention and Place work streams of Joined-up Care Derbyshire, and district and borough Community Strategies, where appropriate.

Joint working was well-established in the Localities and Place-based approach, and this created considerable secondary gain across the Localities, both in terms of in-kind contributions from partners and also match-funding. The Localities and Place-based budget in 2017-18 enabled additional investment through match-funding of £0.231m to further support investment in the priorities of locality Health and Wellbeing Partnerships.

The total Localities and Place-based budget for 2019-20 was £0.890m and would be apportioned as follows:

- £0.579m of the budget would be allocated to the eight Locality Health and Wellbeing Partnerships, this represents 65% of the overall budget. The allocations would be determined using a fair-share formula; a weighted calculation, taking into account population size, health outcomes and key determinants of health, to achieve an equitable distribution of resources across the County.
- £0.080m would be allocated equally between Locality Health and Wellbeing Partnerships to facilitate a Health & Wellbeing Community Small Grants scheme in each locality.
- £0.231m would be allocated to the eight Locality Health and Wellbeing Partnerships to expand local approaches to improving social connectedness. This

would enable each Partnership to include social connectedness as a priority within their Action Plan, and would allow further development of partnership approaches to reduce the burden of social isolation within local communities. The allocations would be determined using a fair-share formula; a weighted calculation, taking into account population size, and estimates of loneliness and social isolation, to achieve an equitable distribution of resources across the County.

An additional £0.200m would be allocated from the Public Health budget to Locality Health and Wellbeing Partnerships to support work to improve social connectedness over a period of two years, starting from April 2019.

All Health and Wellbeing Partnerships would be required to use their locality allocations to deliver the public health priorities set out in the 2019-20 Public Health Locality and Place action plans. Local Action Plans were agreed annually by each place-based Health and Wellbeing Partnership, and would form an integral component for implementing Derbyshire's refreshed Health and Wellbeing Strategy for 2018 onwards. Governance arrangements would ensure that the investment was used to complement and not duplicate other work of the Council, including other public health.

RESOLVED to approve (1) funding of £0.579m for the Public Health Localities and Place-based programme in 2019-20;

(2) the release of the locality investment for 2019-20 to Locality Health and Wellbeing Partnerships to deliver the priorities set out in the Public Health Locality Plans;

(3) funding of £0.080m for small grants schemes to be administered by the Locality Health and Wellbeing Partnerships; and

(4) funding of £0.431m to enable each Locality Health and Wellbeing Partnership to have social connectedness as a priority for two years from April 2019 onwards.

36/19 EMOTIONAL HEALTH & WELLBEING SURVEY OF YOUNG PEOPLE
(Health & Communities) Approval was sought to re-procure an emotional health and wellbeing survey of young people (year 8 to year 11) across Derbyshire for a period of 3 years with an option to extend for 2 additional 12 month periods commencing from the academic year 2019/2020.

The current young people's emotional health and wellbeing survey, '*My Life My View*', commissioned by Public Health, commenced in 2016. The survey was provided by The Training Effect, a research organisation specialising in work with young people on risky behaviours and social norms. This online and anonymous survey assessed the emotional health and wellbeing of young people along with associative risk taking behaviours. The survey included questions related to all aspects of young people's lives, including; their experiences, engagement in risk-taking behaviours, relationships, and how happy young people are.

The current survey commenced in the 2015/2016 academic year and had been repeated in subsequent academic years, providing tracking data from year 8 for participating schools. This allowed a greater understanding of behaviours and of what interventions may have greater impact. Results of the survey were analysed and annual reports were shared with participating schools and locality partnerships to show key trends and support the identification of areas requiring intervention. In the 2017/2018 academic year, 20 secondary schools in Derbyshire participated, with 3,714 young people completing the survey. Key impacts of the survey to date were highlighted in the Director of Public Health's report.

The proposed new survey would build on the strengths of the current survey and aimed to expand participation and how the survey results were utilised to inform prevention work across the system. Supporting a locally informed evidence based approach to improving young people's emotional health and wellbeing across Derbyshire.

The cost of the newly procured service would be met by underspend from the Public Health Ring-Fenced Grant and should not exceed £0.015m per annum for a term of 3+1+1 years.

RESOLVED that permission be granted to re-procure the emotional health and wellbeing survey of young people in Derbyshire, with a value not exceeding £0.075m for a term of 3+1+1 years.

37/19 PHYSICAL ACTIVITY AND POPULATION NUTRITION FUNDING

(Health & Communities) Approval was sought for investment in physical activity and population nutrition programmes to encourage healthy lifestyles and champion local communities across Derbyshire. This included:

1. seeking approval to increase grant funding for projects that supported and improved access for both adults and children to physical activity and nutrition opportunities across the County of Derbyshire; and
2. seeking approval to procure a social return on investment evaluation (SROI) of the existing Exercise by Referral (EbR), facilitate the development of a specific cancer pathway within the EbR, plus an external evaluation of our existing Daily Mile project.

There was £0.250m of Public Health grant funding available to improve outcomes for physical activity and population nutrition across Derbyshire.

Approval was sought to procure and grant fund a total of six new elements to improve the access and reach of our current programmes such as Exercise by Referral, Food for Life, Daily Mile and District & Borough Innovation Fund. Grant funding would also provide new opportunities to tackle physical inactivity and obesity through a new 'Local Innovation Fund' delivered by Active Derbyshire.

Grant Funded Projects

Service/Project	Principal Target Population	Principal Provider	Proposed Dates for Awards	Total Financial Investment
District & Boroughs Innovation Fund (year 2)	Inactive population	Derbyshire Districts & Boroughs	June 2019	£22,000
Physical Activity: Local Innovation Fund	Adults, Families & Children	Active Derbyshire	April 2019	£170,000
Food for Life	Whole Schools and local community	Soil Association	May 2019	£15,000

New Procurements

Service/Project	Principal Target Population	Principal Provider	Total Financial Investment
External evaluation: SROI Exercise By Referral	Inactive adults with certain health conditions	Independent provider to be identified following a procurement exercise	£20,000
External evaluation: Daily Mile	Whole school community	As above	£15,000
'Living With & Beyond Cancer' Physical Activity Pathway into Exercise by Referral	People living with and beyond cancer	As above	£8,000

RESOLVED to (1) approve the increase of grant funding for projects that improve access for both adults & children to physical activity and nutritional opportunities across Derbyshire for a period of 1 year as detailed in the report to commence from March 2019; and

(2) approve the procurement of the two evaluation programmes and an exercise by referral programme for people with cancer for a period of 1 year to commence from March 2019.

38/19 PAYMENTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS
2019- 2020 (Adult Care) Approval was sought to extend recurrent payments to

voluntary and community sector (VCS) organisations for a twelve month period from 1 April 2019 to 31 March 2020 and to approve the award of an additional short term, interim payment to support Derbyshire County Council's (DCC) on-going contractual delivery of two rural transport services and agree that a review of the Council's grant investment was undertaken.

A key priority for the Council was to develop and maintain good relationships and partnerships with the VCS to ensure that there was a strategic contribution from the sector into the work of the Authority.

The Council currently invested in 61 VCS services and over 110 small local voluntary groups each year. Many of the organisations funded by the Council had been supported for a number of years and there were a variety of approaches across the organisation for allocating funding and responding to local need. The funding and delivery landscape for the sector had become increasingly complex and the Council's Corporate Management Team had agreed that clarification of the Council's grant investment was necessary. To provide clarity as to what the Council would support in the future, they therefore recommended a joint audit of grants to the sector during 2019-20 be undertaken to develop a clear strategy and policy for the support of voluntary sector organisations across Derbyshire.

In response to the challenges of the current VCS funding model, work had been taking place to establish the scope, governance arrangements and timeline for undertaking a countywide review. Ensuring that resources allocated to the VCS in the future support the Council's ambitions and encourage the long term sustainability of the sector are key priorities. Underpinning these priorities was the need to secure improved outcomes for Derbyshire which reflected the level of investment whilst having a cost effective, coordinated and sustainable approach for the future.

Whilst a review took place, it would be important to ensure the security and stability of the sector given recent developments around proposed reductions in funding from partner agencies such as Clinical Commissioning Groups in Derbyshire. It was therefore proposed that the funding for each organisation as agreed for 2018-19 be maintained during 2019-20 whilst a review takes place. Organisations supported by the Council would continue to be monitored to ensure that funding was used appropriately, positive outcomes were evidenced and performance targets were met.

Generally, VCS infrastructure organisations offered information, support, guidance, training, funding advice for groups, promote good practice and provide a voluntary sector perspective to the statutory sector at strategic level forums. Many of the infrastructure organisations across the county also develop and deliver services.

Across the county Adult Care had 12 grant arrangements for infrastructure support that were detailed in Appendix 1 to the report. Policy and Research had 9

grant arrangements across the county, which were detailed at Appendix 4 of the report.

Adult Care had a further 34 grant arrangements with VCS providers that were subject to yearly renewal to assist them to deliver a range of preventative services that complement other funded care and support services. Appendix 2 of the report set out details of the grants including the grant fund allocation for small groups and clubs.

Policy and Research had a further seven grant arrangements with VCS providers across the county who provided specialist legal and employment advice or offered support to BME communities. Appendix 4 set out details of the grants to these organisations.

In December 2018, the Derbyshire CCGs approved cuts to a number of voluntary sector grants. This included two rural community transport services that DCC also contracted with. The cut of the CCG element to this service reduced their capacity to deliver to vulnerable and rural communities which was likely to increase operational costs for Adult Care direct care teams. It was proposed that an interim payment be made to these two DCC contracted services to ensure their sustainability and capacity whilst wider reviews are undertaken during 2019-20.

These services had provided 12,287 journeys (including 1,019 for people who use wheelchairs) during the period April to November 2018.

This temporary enhancement would be managed through the current Economy, Transport and Environment (ETE) contract for the period 1 April 2019 to 31 March 2020 only. These increases were not substantially different from the original contract awards and it was therefore possible to make these additional payments as minor variations.

Appendix 3 to the report set out the details of the contracted services that it was proposed would receive additional short term funding whilst reviews were undertaken.

RESOLVED to (1) approve the proposed grant allocation of £1,235,664 to VCS organisations for 2019-20 as detailed in the Appendices to the Director of Public Health's report;

(2) approve the award of additional £27,005 interim funds to support the ongoing contractual delivery of two rural transport services, as detailed in the report at Appendix 3; and

(3) agree to a jointly led Council wide review of DCC's grant investment programmes.

39/19 SCHOOL ADMISSION ARRANGEMENTS FOR THE 2020/21

(Young People) Cabinet was informed on the annual consultation, approval was sought for the proposed determined admission arrangements for the academic year 2020/21.

The regulations concerning school admissions – namely, the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 and the statutory Department for Education ‘School Admissions Code’ (December 2014) required that the admission arrangements for the 2020/21 academic year are consulted for a minimum of 6 weeks between 1 October 2018 and before 31 January 2019, and determined by no later than 28 February 2019.

Consultation information was posted on the Derbyshire County Council website from 1 October 2018, setting out the proposed changes to arrangements for the 2020/21 academic year.

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

A new free school, Chellaston Fields Spencer Academy, was currently under construction to serve the Chellaston Fields and Holmleigh residential developments. The developments were currently within the normal area of Sale and Davys CE (Controlled) Primary School. A new normal area was proposed to serve Chellaston Fields Spencer Academy. The map at Annex 1 of the Strategic Director’s report showed the area that would become Chellaston Fields and which would be removed from Sale and Davys CE (Controlled) Primary School normal area. Chellaston Fields Spencer Academy was due to open in September 2019 but the new arrangements were proposed from 2020 to ensure that provision was available if the delivery of the school was delayed. Co-ordinated admissions arrangements will be in place from 2020.

Following consultation, changes to the school Published Admission Numbers (PANs) listed in Annex 2 of the report were recommended. These had all been agreed by the schools. All of these changes were in line with revised net capacity assessments.

There are no changes to the Fair Access Protocols and it was also proposed to make no significant changes to the Co-ordinated Admissions Scheme, other than to bring forward relevant dates into the 2020/21 admission rounds.

RESOLVED to consider the outcome of the consultation and approve the proposed determined admission arrangements for the academic year 2020/2021 which are summarised as the following:

(1) the new normal area for Chellaston Fields Spencer Academy as detailed in Appendix 1 to the report ; and

(2) the PANs as listed in Appendix 2 to the report.

40/19 INFORMAL CONSULTATION ON THE ORGANISATION OF PRIMARY EDUCATION IN TIBSHELF (Young People) Approval was sought to obtain permission to carry out an informal consultation on a proposal to reorganise primary education in Tibshelf, utilising the former site of Tibshelf Community School.

Derbyshire County Council made a significant investment in building a new secondary school for Tibshelf, providing modern facilities that enhance high quality education. Tibshelf School moved to its new location on the edge of the village in November 2013. The former Tibshelf School site (to the rear of the Infant & Nursery School) occupies an area of 58,839 square metres in the centre of the village of Tibshelf. At the time of leaving, there were extensive school buildings on site, playing fields, tennis courts, an all-weather pitch and a changing block. The all-weather pitch and changing block had been funded with a partial grant from the Football Foundation. All the sports facilities were replicated on the new school site and are available for community use. Since the school's departure, the buildings (with the exception of the changing block) have been demolished on safety grounds. The changing block and playing fields have continued to be used by a local football club and the athletics club. There is access across the site to the allotments.

In April/May 2016, there was a pre-publication consultation to consider the future of primary education in Tibshelf and the disposal of surplus land on the former Tibshelf School site. Derbyshire County Council's Cabinet considered the outcome of that consultation in July 2016 and the decision was made to apply for permission to dispose of the surplus land. The decision on the future of primary education in Tibshelf would be the subject of further consultation. The Education and Skills Funding Agency approved the disposal of surplus land in 2018. The remaining site, together with the capital receipt from the surplus land, provides an opportunity to invest in new school premises. It is, however, necessary to determine the organisation of primary education in the village before a design can proceed. The decision will also determine the correct statutory or non-statutory procedure for re-organisation.

When the initial consultation took place, it was thought that access to the former Tibshelf School site could be achieved without impacting on the existing Infant School. Further discussion with the Highways Department had determined that that was not the case and a section of the Infant School building would have to be demolished to provide acceptable access for any development on the available site. As a consequence, if the decision was made to utilise the site for a school, the new building would be required to house both the junior and infant pupils regardless of the organisation of the school.

Town End Junior School was located on the edge of the village. It had a net capacity of 196 with 174 on roll. The site was very restricted and did not provide sufficient playing fields to meet DfE guidance. There was a maintenance backlog of £636,555. There was no scope for enlargement of the school on its present site.

Tibshelf Infant School was centrally located and had a net capacity of 130 and 130 on roll. It is on a constrained site and the condition backlog is £389,261.

The projections showed a small decrease in numbers at the Junior School but an increase to 153 by 2023 for the Infant School (23 above capacity). In addition, planning approval had been granted for 227 houses in the village which could generate 45 primary-aged pupils. The Infant School was also eager to extend its age range to provide pre-school education to 2 year-olds.

The consultation document at Annex 2 of the report provided the background and asked the following questions:

- (a) Do you prefer the Junior and Infant Schools to remain on separate sites?
- (b) Do you think Town End Junior School and Tibshelf Infant School should be co-located and operate as a federation?
- (c) Do you think the Junior and the Infant & Nursery School should close and be re-established as a new primary school?

The consultation would take place from 14 March 2019 – 10 May 2019. That represented a 6-week consultation taking into account the Easter school holiday

RESOLVED to approve the informal consultation on the organisation of primary education in Tibshelf, to take place from 14 March 2019 to 10 May 2019.

41/19 (CHILDRENS SERVICES) CARE LEAVERS EMPLOYMENT OPPORTUNITIES – PAID INTERNSHIPS – This Item was withdrawn

42/19 REVIEW OF CORPORATE PROPERTY DIVISION (Council Services)
Approval was sought on proposals to redesign the service delivery operating model of the Corporate Property division within the Commissioning, Communities & Policy department.

The rationale for the change was to:

- Create a property function that was fit for purpose to deliver the Council's asset management requirements;
- Ensure Corporate Property had capacity and expertise to support the Enterprising Council strategy;
- Deliver the Council's Asset Management Framework (Property Strategy); and
- Deliver financial savings required by the 5 year Medium Term Financial Plan.

The Council had a large and diverse property portfolio; approximately 1100 property assets with a book value of approximately £1.8bn and an annual budget of £12.6m. Accordingly, the Council required a property services function that could both manage the land and buildings to support service delivery and secure efficiencies from the portfolio to deliver revenue and capital savings.

The Council was currently undertaking a review of its services using its 'Enterprising Council' approach. The report was a proposal to transform the Corporate Property division in accordance with the Enterprising Council strategy.

The Council instructed Ernst Young (EY) to undertake a review of Corporate Property. This review was undertaken using a mix of quantitative data, financial analysis, and benchmarking; and qualitative data from interviews with Members, officers and Trade Unions.

The key findings were detailed in the report attached at Appendix 1 to the Strategic Director's report and summarised as follows:

(a) Corporate Property should develop a long-term Service Strategy that addresses issues including; the vision for the service, governance, service delivery and markets.

(b) An Asset Management Framework (AMF) should be prepared to protect, enhance, and develop the asset base of the Council. This should also address alternative ways of securing income from the large asset base. This could be in the form of leasing assets for sustainable income, entering partnerships to extract value from assets, or through the disposal of surplus assets, alongside a disposal strategy.

(c) The Facilities Delivery service did not compete in the market, largely based on price, and with mixed perceptions of quality. As such, there are likely to be efficiencies through the externalisation of this service. Streamlining the responsibilities of the service away from those areas where a market exists will allow the Council to more effectively focus on the core areas where it had a responsibility, or can provide the service more effectively than the market.

(d) There are potential benefits to the service from a form of externalisation of the current Design & Build service, including the ability to drive value for money, and for Corporate Property to focus on the core operations of the service.

(e) Although the Repairs & Maintenance is not a core function and could be externalised there is a benefit of control of the service within the Council for 'toolbox' style maintenance – small repair work. The balance of repair and maintenance, including cyclical and planned maintenance lend themselves to be delivered by a supply chain.

(f) Currently the Asset and Facilities Management function retains ownership and control of much of the Council's estate, however, a substantial amount of property is retained by the individual departments throughout the Council. It is

recommended that Corporate Property is the sole provider of property related services within the Council and as such all property being transferred over to it. This full roll out of Corporate Landlord, which is recommended best practice would also require the creation of a Client Engagement Function. This is where named individuals within Corporate Property provide a direct point of contact for internal departments to access services, provide feedback, and prioritise projects.

(g) A core activity for Corporate Property was to undertake a data validation process to ensure that a sufficient asset register is maintained for the Council. This will then enable the service to develop a long term plan to address backlog maintenance and take actions to manage the risks arising from backlog maintenance.

The current Corporate Property operating model had evolved over a number of years and today operated as an internal Client and Contractor model as illustrated in Appendix 2 to the Strategic Director's report.

Corporate Landlord which was referred to as the 'client', now includes asset management, cost and value management, estates, capital programme management and project management. The Corporate Landlord function is intended to establish a programme of activity for the Property Services part of the division, (also referred to as the 'contractor' or 'DSO'), to deliver. Property Services now includes design and build, repair and maintenance, health & safety, facilities delivery (cleaning, caretaking and grounds maintenance) and disability design.

Since being established Corporate Property had experienced significant financial change. In particular, as schools, through Academisation, had changed provider, there had been a decline in sales for certain facilities delivery services. As corporate budgets and delegated school maintenance budgets had reduced, there had been a reduction in both property revenue and capital programmes. Corporate Property had also had its own financial savings targets to achieve as part of the corporate revenue savings agenda.

With a focus on the delivery of property services, the Corporate Landlord section had only been able to make modest progress on asset management, i.e. managing the estate, and reviewing and rationalising, to align it to the requirements of the Council. This however, was increasingly important as front line service delivery requirements of the Council change with services being delivered by, or with others through initiatives such as Joined Up Care Derbyshire and One Public Estate.

Given the context and environment in which the Council operated and the findings of the EY review, a fundamental redesign of the operating model for Corporate Property was required. An operating model based on the property lifecycle and the core property activities required to deliver this was recommended. This was illustrated in Appendix 3 to the Strategic Director's report.

The new operating model had seven component parts to it as briefly detailed below:

- **Asset Management** – This covered the preparation of a corporate property strategy (Asset Management Framework), which was a plan to develop, maintain and where necessary dispose of surplus assets. The strategy required accurate property data for evidence based decision making and a continuous programme of property review to challenge asset use, investment and retention. Departments would also have access to a 'dedicated' business partner to support and challenge their property usage following a full roll out of the best practice Corporate Landlord principles.

- **Estate Management** – Local authorities have a responsibility to facilitate regeneration and development. Development and investment expertise is therefore required to increase the number of property disposals, deliver financial benefits to the Council, add value to surplus assets to maximise capital receipts and use Council land to support regeneration. This was achieved by working with third party public and private sector organisations.

- **Facilities Management** – Defined by the RICS, as the total management of all services and built environment infrastructure that support the core business of an organisation. Accordingly, the requirement following full implementation of Corporate Landlord across the Council, is one of contract management with facilities delivery undertaken by a supply chain that could respond to increasingly cost conscious customers, school Academisation and the reducing property portfolio of the County Council.

- **Repairs & Maintenance** – As backlog maintenance continued to be an issue the Council would wish to control repair and maintenance spend, moving where possible to more efficient planned rather than reactive maintenance. Thus reducing the cost of Council delivered repair and maintenance orders, through increased productivity and a supply chain to deliver planned preventative maintenance, including statutory health and safety compliance.

- **Minor Works** – The approach currently adopted by the Council to deliver small scale capital Disabled Facilities Grant (DFG) projects was through a diverse supply chain of local Derbyshire contractors, this would be the preferred method of delivery for all minor works projects.

- **Major Projects** – Larger projects require more dedicated project and programme management expertise to control the 'triple constraint' of time-cost-quality. Project teams may require pre-delivery feasibility, cost consultants and during the construction phase clerk of works and access to some technical expertise. However, the presumption was that construction delivery and detailed design will be undertaken through a supply chain of appropriately selected contractors, where possible from pre-approved frameworks to increase speed of delivery.

- **Business Support** – Currently business support was dispersed throughout Corporate Property. However, recognising this as a key component of the future

operating model and working with other Council officers such as procurement, finance and legal will ensure Corporate Property operates good corporate governance and quality management practices throughout the division.

The benefits of the proposal were:

- A Corporate Property division that was focused on delivering the changing requirements of the Council, rather than delivering non-core property activities;
- An operating model that recognised the property lifecycle and the functional activities to deliver it and the recommendations from the EY review;
- A strengthened Corporate Property function to better meet the service delivery requirements of the operational departments;
- Greater opportunity to engage with third party public and private sector providers who had developed expertise and learning from tried and trusted models of delivery;
- A basis to secure revenue and capital savings from future realignment of the property portfolio; and
- A Corporate Property division that reflects the Enterprising Council approach.

A high level programme had been prepared to deliver the majority of the transformation of the Corporate Property division by April 2020. This will be achieved in phases.

The transformation of Corporate Property was a significant issue for the Council and to enable it to be completed expeditiously whilst continuing to operate, it was recommended that two Programme Managers were recruited, on a fixed term twelve month basis, to support the delivery of the transformation programme.

RESOLVED to approve the implementation of the recommendations from the EY review and the proposals set out in the Strategic Director's report to transform the Corporate Property division, as follows:

- (1) to develop a long term Service Strategy for Corporate Property;
- (2) the production of an Asset Management Framework;
- (3) the creation of a new operating model for Corporate Property, to be operational by April 2020;
- (4) to approve in principle the externalisation of the Facilities Delivery service and to receive further reports on the detail and its implementation;

(5) to approve in principle the externalisation of the Design & Build service and to receive further reports on the detail and its implementation;

(6) the redesign of the Repairs & Maintenance service and the externalisation of the balance of the service and to receive further reports on the detail and its implementation;

(7) the full roll out of the Corporate Landlord policy;

(8) Corporate Property to undertake a data validation exercise and develop a long term plan to address backlog maintenance;

(9) a budget of £100,000 to support the implementation of the transformation programme of Corporate Property met from the earmarked reserve identified as the Derbyshire Challenge Fund;

(10) the appointment of two temporary Programme Managers to support the transformation programme; and

(11) that Cabinet receive future reports in respect of the implementation of this in principle decision.

43/19 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 meetings of Cabinet held on 31 January 2019.
3. To consider exempt reports as follows:
 - (a) Pay Review – Strategic Director of Commissioning, Communities & Policy (contains information relating to consultations or negotiations in connection with labour relations matters).
 - (b) Public Health Nursing and Achieving Population Health and Wellbeing Outcomes in 0-19 Year Olds across Derbyshire through the Development of a Section 75 Agreement (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).
 - (c) Derbyshire Direct Payment Support Service Award of Contract – Strategic Director for Adult Social care & Health (contains information

relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(d) Provision of Stairlifts and Ceiling Track Hoists Award of Contract – Strategic Director for Adult Social Care & Health (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(e) Provision of Traffic Management Solutions – Strategic Director – Economy, Transport & Environment (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(f) Provision of Surface Dressing – Plant Hire – Strategic Director – Economy, Transport & Environment (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(g) Provision of Surface Dressing – Chippings – Strategic Director – Economy, Transport & Environment (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(h) Long Term Waste Management Contract (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).