



Performance Report Quarter 3 2025 to 2026

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Introduction

Welcome to the council's performance report on the Council Plan for Quarter 3 2025-26. The Council Plan sets out the direction of the council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can.

Achievements

The following pages set out key achievements from the beginning of the year across all services areas, in working towards achieving our outcomes as set out in our Council Plan.

Outcome 1 - Empowered communities where people live safe, happy, healthy and independent lives

- As part of the D2N2 Foster for East Midlands partnership, 7 new foster carers were approved during quarter 3 taking the total to 13 approvals since the partnership was established. In addition, there were 22 fostering assessments underway at the end of quarter 3. The maturity of this recruitment pipeline is expected to increase the number of internal foster carers through 2026, reducing reliance on external placements and supporting children to remain close to home.
- Our continued downward trajectory in social worker caseloads is strengthening the conditions for high-quality practice, with more workers now consistently holding allocations below key pressure thresholds. This creates the space for more meaningful direct work, improves the stability of planning for children, and optimises our ability to deliver on our service objectives.
- Significant progress has been made in expanding specialist Special Educational Needs and Disabilities (SEND) placements within mainstream schools, with 20 schools engaged in the first phase of this project, enabling more children with diverse needs to access local provision.
- The Council has launched the SEND Sufficiency Proposal Process, enabling schools to apply for capital funding to extend specialist capacity. This will support a sustainable increase in local provision, improving outcomes for children while strengthening system resilience.
- The new Inclusion Support model is being delivered in every Derbyshire school, with strong early feedback and evidence of culture change that is improving how children's needs are understood and supported, helping more pupils to remain engaged in learning.

- Permanent exclusions fell by 29% last academic year (279 to 197 exclusions), with a further 11% reduction so far this academic year. This reduction has a direct positive impact on children, supporting educational stability, emotional wellbeing, and long-term life chances by minimising disruption and maintaining engagement with learning.
- Smoking during pregnancy has reduced in Derby and Derbyshire. The percentage of pregnant women who were current smokers at the time of giving birth reduced to 5.5% in Quarter 2, which is the first time rates have reached the national target of less than 6%.
- So far this year, 3,778 people have used the home-based enablement service to help them regain independence and remain in their own homes. Of those supported, 53% have fully regained their independence, requiring no ongoing support. This continues to help avoid long-term care and improve quality of life for Derbyshire residents.
- The Emergency Infant Formula Pathway was developed and launched during Quarter 3 to enable families with a child under 1 to access funds for infant formula when they have less than 48 hours supply and insufficient funds.
- We have supported over 7,249 people during the year to date to identify their health and wellbeing needs via the Live Life Better Derbyshire Health and Wellbeing MOTs.

Outcome 2 - Place: Prosperous, green and sustainable places with opportunities for all

- Road maintenance performance has continued to improve, with the percentage of defects remedied within target timescales remaining well ahead of 2024/25 levels.
- The next phase of the Derbyshire Highways Transformation has been completed. This has involved designing and implementing a new 'Commissioning and Delivery' model that will help deliver a stronger Derbyshire Highways service enabling us to work smarter, respond faster, and ensuring our service is ready for the future. The new leadership team structure is in place, which will bring sharper focus and increased capacity to support delivery.
- The council responded effectively to emergency issues caused by Storm Claudia and subsequently have undertaken preventative work to ensure trees are not a danger to highway users.
- The council has been awarded a Level 2 Active Travel Capability Rating by Active Travel England, recognising progress in improving walking, wheeling and cycling infrastructure. Key achievements include new sections of the White Peak Loop, completion of the Chesterfield East–West cycle route, and continued development of the Little Eaton Greenway, a 5km multi-user route due to open in Summer 2026. This higher rating unlocks £6.5 million of funding between 2026/27 and 2029/30—around three times more than at Level 1—along with enhanced technical support from Active Travel England.

- The Council secured the future of Buxton Crescent, a nationally important and unique Grade 1 listed building, by completing the sale of the hotel business, protecting local jobs and continuing to attract visitors to the area. The sale also ensures that the original loan provided by the Council to restore the historic building will be repaid.
- Over £1 million in resilience grants has been awarded to 303 homes and businesses affected by internal flooding. Each property received up to £5,000 for measures such as flood doors, barriers, non-return valves, flood-resistant air bricks, sump pumps and structural improvements. These investments are strengthening long-term flood resilience, reducing future risk and helping communities recover more quickly from severe weather events.
- We have signed a new Memorandum of Understanding with the Institute of Quarrying, renewing our commitment to work together to promote the importance of essential mineral extraction for Derbyshire and the wider UK economy. The agreement will also support closer collaboration with industry to develop the National Stone Centre as a hub for innovation, new techniques, skills development and training, while also enhancing its role as a visitor attraction.
- The Derbyshire Trusted Trader Scheme remains the largest single local authority approved trusted trader scheme in the UK, generating £30 million additional revenue for Derbyshire businesses and providing reassurance and confidence to customers in over £300 million of consumer contracts. It currently has 840 members who provide a good job at a fair price.
- Trading Standards officers have seized over 11,000 counterfeit or unsafe products, including cigarettes, tobacco, vapes, toys, clothing, cosmetics, jewellery and watches - worth more than £200,000. They have also secured the closure of 16 shops selling illegal tobacco preventing an estimated £800,000 of criminal activity.

Outcome 3 - The Council: A resident focused, efficient and effective organisation delivering value for money

- We have made several key improvements to the Family Help model, which is our approach for giving families earlier, more joined-up support. These improvements include increasing safeguarding capacity in our initial contact and referral team, strengthening how we work with other agencies through the Families First Partnership project, and redesigning systems and workflows to create a more seamless experience for families.
- Over 5,500 unpaid carers have been supported through the Derbyshire Carers Association; support includes information and advice, carer assessments, and support planning to make caring easier.
- Work to improve customer experience is progressing well. Call Derbyshire has handled over 264,000 calls so far this year, with average wait times now below five minutes and the abandoned call rate reduced to 5%.
- Council spend on agency staff continues on track to be markedly below the previous 2 years, through reduced demand and robust management.

- Work is continuing to challenge the reason for every asset the council holds. So far this year, 29 assets have been disposed of. This has reduced running costs and maintenance requirements and raised over £25 million in capital receipts. As part of the government's local government reorganisation process, the Council developed a preferred option for a single unitary council for Derby and Derbyshire. Based on extensive public and stakeholder engagement and detailed independent analysis, the 'Uniting Derbyshire' proposal was submitted to Government in November 2025. It sets out the financial, economic and demographic case for a county-wide unitary council, including Derby City, to deliver a modern, efficient and effective system of local government capable of meeting future challenges and supporting growth.

Council Plan – Base Plan 2025-29 – Quarter 3



Each triangle represents the completion date (end date) of each strategic objective

▲ SO-01 Achieve sufficiency of accommodation to ensure children are cared for in the right home at the right time

▲ SO-02 Deliver improved outcomes for those with special educational needs and disabilities through timely analysis of need and support services in collaboration with stakeholders

▲ SO-20 Deliver our four-year budget savings programme to achieve financial sustainability with a focus on delivering £37.5m savings in 2025-26 (year 1- to be refreshed annually)

▲ SO-21 To build a skilled, resilient and flexible workforce that can support the delivery of the Councils strategic objectives and priorities





Progress of the strategic objectives at Quarter 3

21 Good 3 Review 1 Action

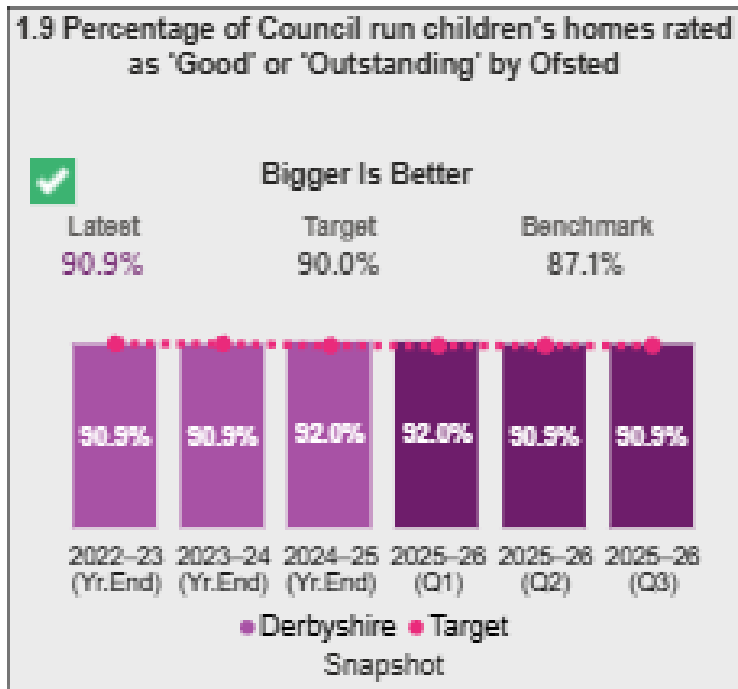
Key to Performance Rating

Rating	Strategic Objective
Complete	Strategic Objective has been completed and outcomes achieved
Good	On schedule and outcomes as expected
Review	Some risk to achieving timetable and/or outcomes
Action	Unlikely to achieve timetable and/or to deliver required outcome
Blank	Awaiting Update

Progress tables in the report show a rating based on an assessment against the planned progress for the quarter. Comments in the report will focus of Strategic Objectives and measures that are review or action and provide information on the underlying issues and resultant actions. Where Strategic Objectives are rated as good or have been completed then there will be summary information on the progress made or outcomes achieved.

Performance against Target	Measures
Strong 	More than 5% better than target (2% better than target if the target is greater than 95%)
Good 	Between 5% better or 2% worse than target
Review 	More than 2% worse than target
Action 	More than 10% worse than target
Grey 	No target

The report includes graphics for key measures in support of the strategic objectives. Read left to right and top to bottom, these show:

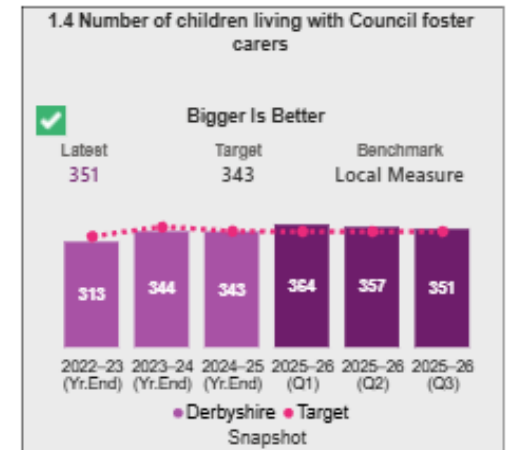
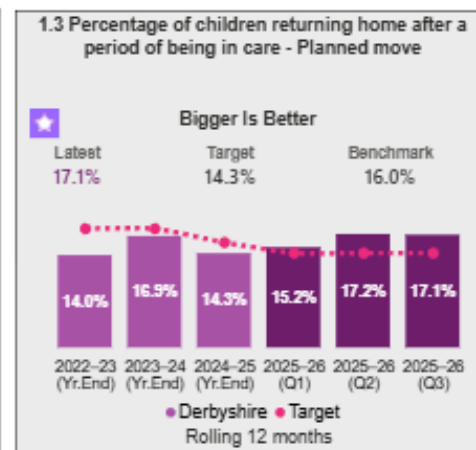
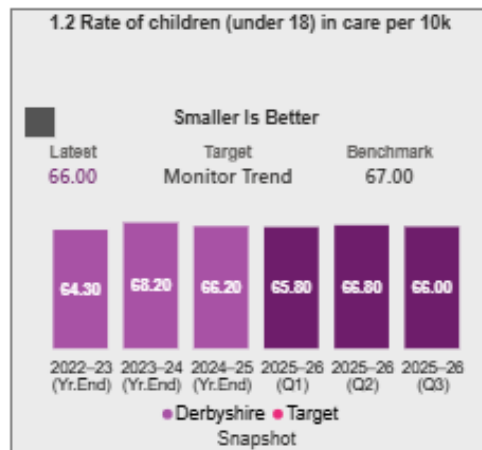
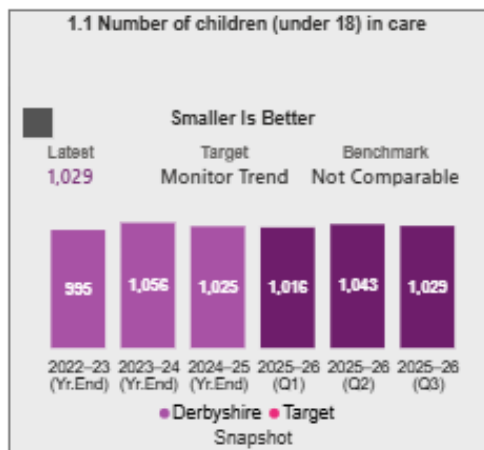


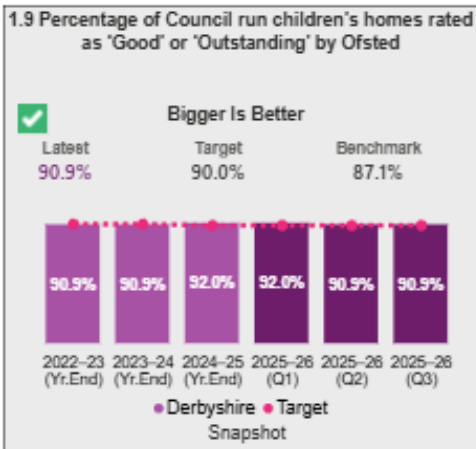
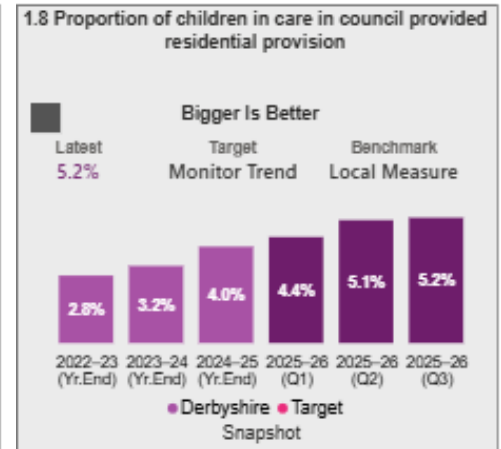
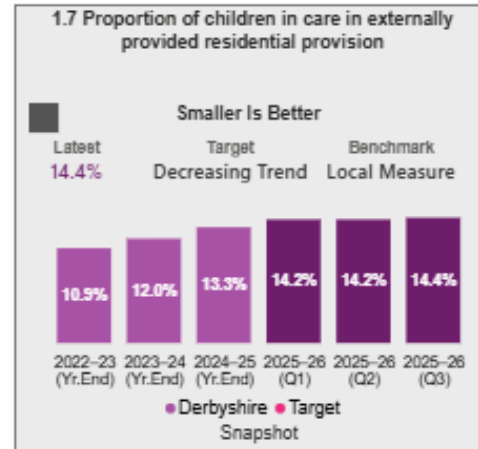
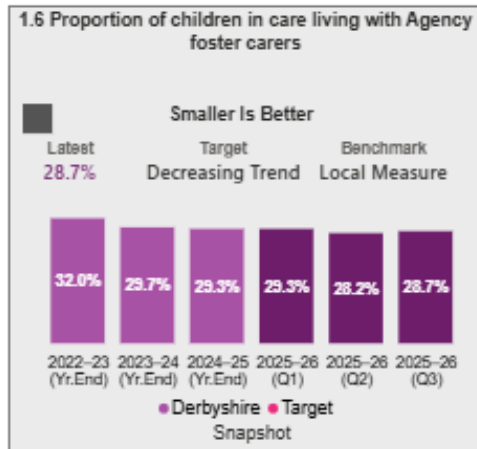
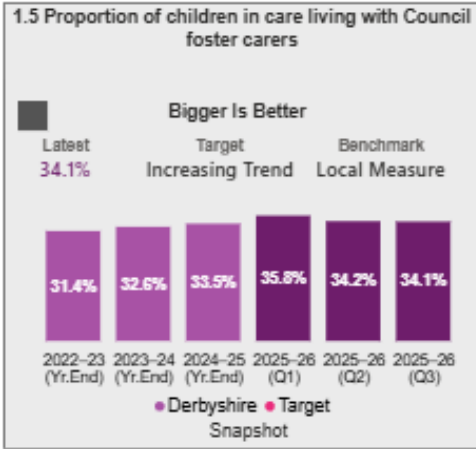
- Measure name prefixed with a reference number as used in the commentary
- Performance icon based on the 'Performance against Target' key above
- An indication of the intended *direction* of good performance — whether an indicator is expected to go up, down, or stay stable, e.g “bigger is better”
- The latest available data
- The latest target figure or an indication of how performance is being monitored
- The latest published benchmark, this may be from a previous year
- A bar chart with the available previous year end data (light purple) and the current year's data for each quarter (dark purple)
- The scale for each graph is set based on the data for the individual measure and therefore different graphs are not visibly comparable
- A line is shown on the graph where a target has been set
- An explanation of how the data is aggregated for the year and for the quarter e.g. “Snapshot”. Where this is cumulative from April 1st the latest quarterly column is the total for the year so far. More specific details are included as a foot note to graphs where required.

People: Empowered communities where people live safe, happy, healthy and independent lives

Strategic Objective	Expected Completion	Progress
SO-01 Achieve sufficiency of accommodation to ensure children are cared for in the right home at the right time	Apr 2027	Review

The work programmes in place to achieve placement sufficiency are delivering positive impacts although the impact remains small given national challenges for all Local Authorities relating to sufficiency of placements for children. Given these challenges with provider capacity and demand, we are yet to achieve the impact at the pace required to achieve financial sustainability. Our positive impacts relate to a reduction in the numbers of children in care this quarter (Graph 1.1) and strengthened placement performance, reflected in more accurate forecasting, clearer month-to-month tracking of identified potential placement moves and more aligned decision making across the various strategic placement groups in place. The proportion of children in care living with agency foster carers (28.7%) and in externally provided residential care (14.4%) impact on the overall cost of placements with over 40% of children living in higher cost placement options (Graphs 1.6 & 1.7).





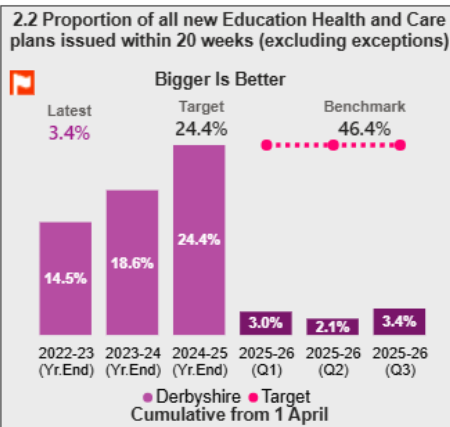
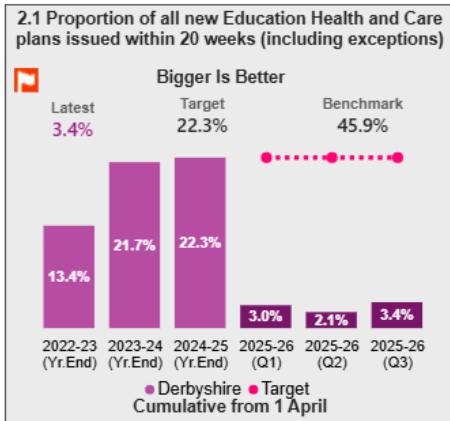
Strategic Objective	Expected Completion	Progress
SO-02 Deliver improved outcomes for those with special educational needs and disabilities through timely analysis of need and support services in collaboration with stakeholders	Mar 2028	Action

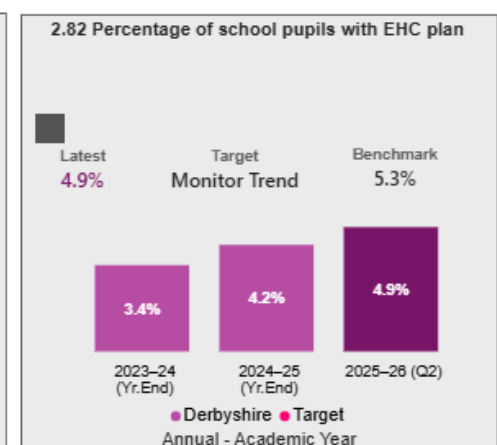
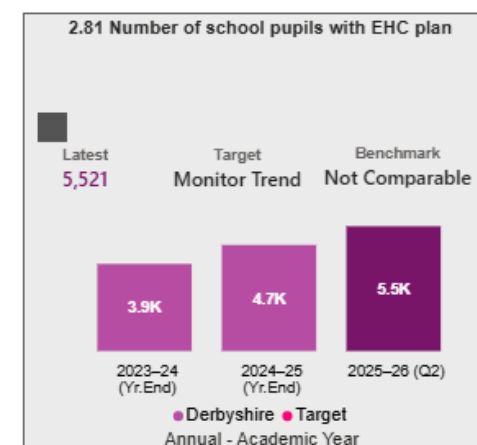
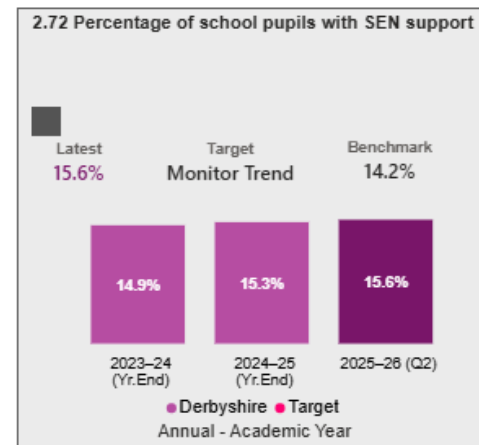
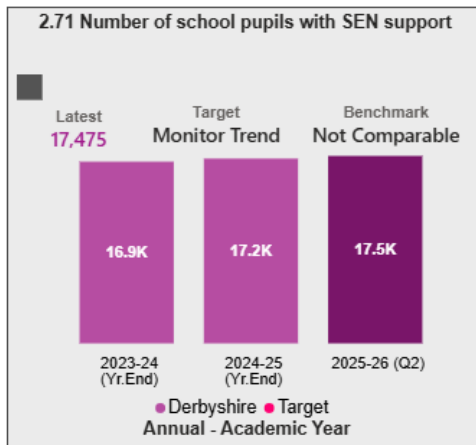
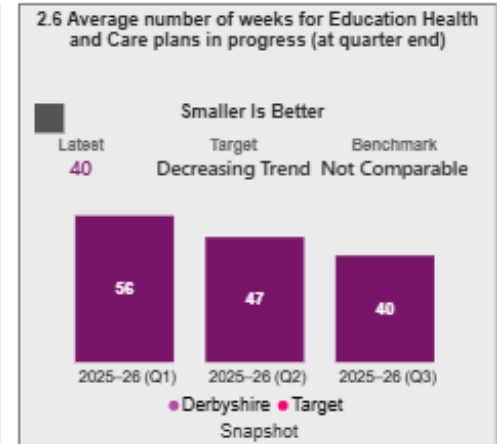
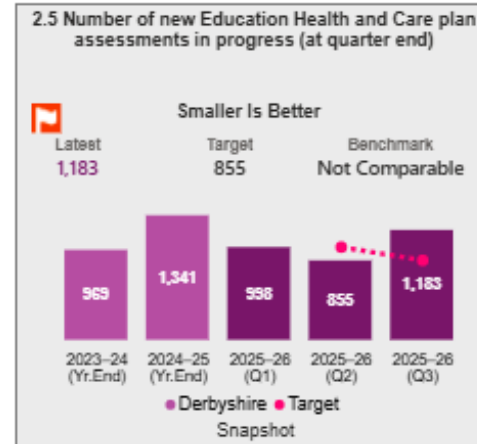
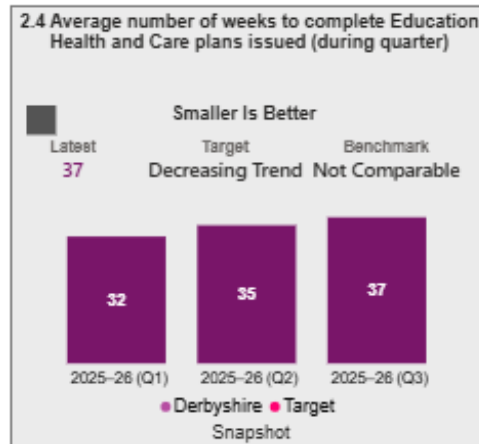
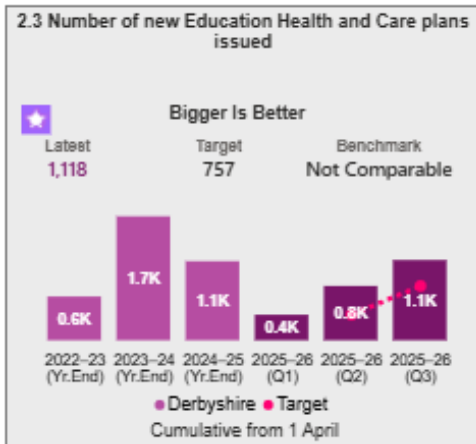
The Special Educational Needs and Disabilities (SEND) Improvement and Assurance Board (SIAB) continues to ensure robust governance. The next 6 month stocktake is due to take place on January 21st. The SEND Recovery Plan is in place with a financial recovery plan incorporated with agreement for £1.3million investment to support timeframes and reduce backlogs. With the additional Educational Psychologist locums in place, it is planned that the backlog of Educational Psychologist advice will be removed by the end of March 2026.

The proportion of Education, Health and Care Plans (EHCP) issued within the timescale continues to be low at 3.4% with 38 final plans issued within 20 weeks (Graphs 2.1 & 2.2). From 1st April to the end of December 2025, 1,118 new EHCP assessments were completed with an average of 37 weeks to complete (Graph 2.3 & 2.4). This is an improvement to the position up to the end of quarter 2 when 2.1% of new EHCP assessments completed since 1st April were within timescale.

Demand for EHCP assessments remains challenging with the number of new EHCP assessments in progress increasing from 855 plans at the end of Quarter 2 to 1,183 plans at the end of Quarter 3 (Graph 2.5). For EHCP assessments in progress at the end of quarter 3, the average time ongoing was 40 weeks, a marked improvement on the Quarter 1 average of 56 weeks but double the 20 weeks timescale (Graph 2.5 & 2.6).

The number of pupils with SEN support has increased by over 500 over 3 years whilst EHC plans have increased by over 1,600 (Graphs 2.71, & 2.81).





For graphs 2.71, 2.72, 2.81 & 2.82 the data is for the academic year that ended during the reported financial year i.e. July 2023, July 2024 & July 2025

Strategic Objective

Expected Completion

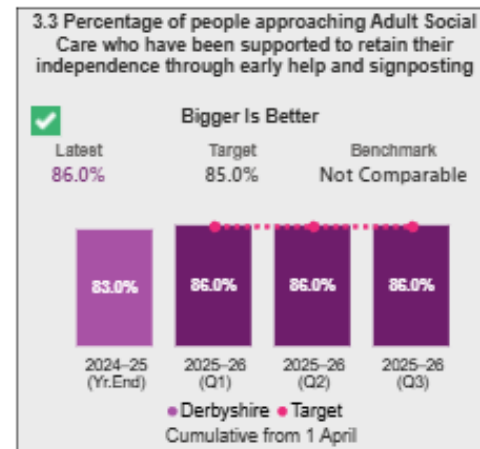
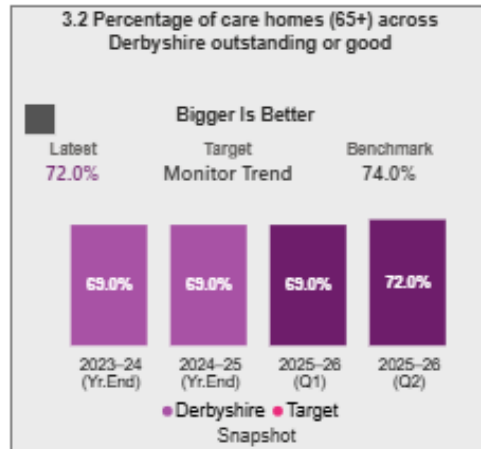
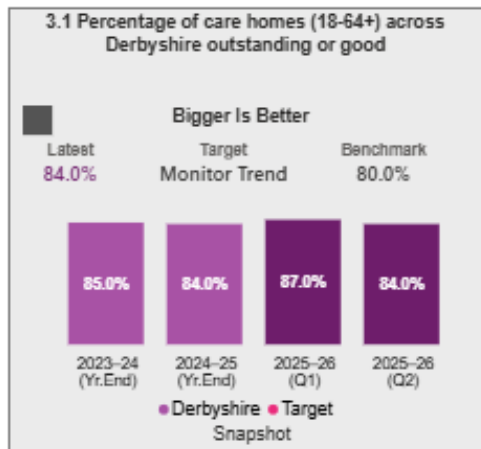
Progress

SO-03 Ensure there is a good choice of affordable Adult Social Care support available across the county with a focus on people's experiences and improving quality

Mar 2027

Good

We continue to ensure there is a good choice of affordable Adult Social Care support across our county. Our Home Based Enablement service continue to support local people to maximise their independence. This quarter we have supported 1,249 people through this service. This year to date we have supported 3,778 people through our Home Based Enablement offer. 50% of people accessing this service this quarter, have regained their independence, meaning they had no ongoing support needs. The percentage of people signposted to the most appropriate service this quarter was 86% against a target of 85% (Graph 3.3). We continue to implement the approved recommendations in relation to our operating model for a number of our directly provided services such as Residential Care Homes, Day Services and Community Care Centres.



Strategic Objective

Expected Completion

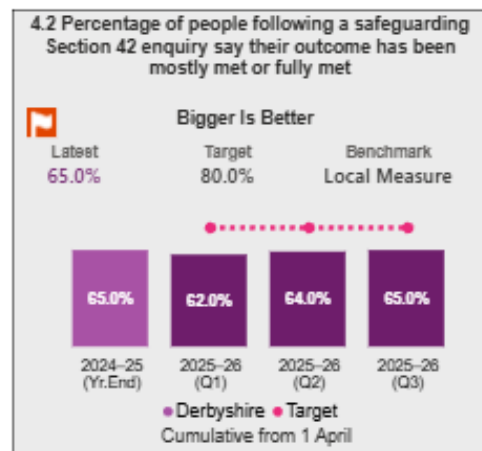
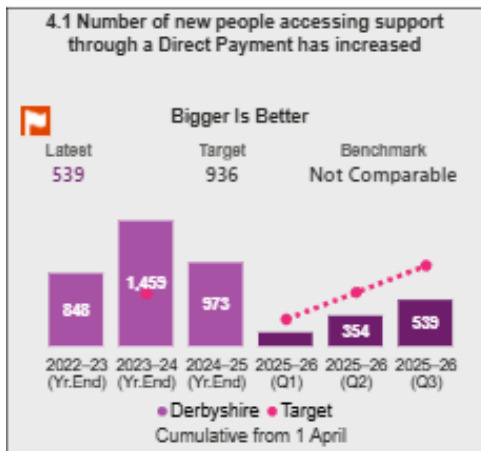
Progress

SO-04 Support people to live their best lives independently at home, connected to the community and local resources, stepping in with more help where needed

Mar 2028

Good

Strengths-based practice is a collaborative way of working that focuses on what a person can do for themselves, with their informal support network rather than their challenges or limitations. Direct Payments allow people to arrange and pay for their own support instead of having the council arrange it for them, allowing for greater choice and control of their care and support. This quarter 185 people accessed a Direct Payment for the first time, this is in line with the previous quarter and brings the total for the year to 539 (Graph 4.1). However, this is below target and we continue to see a declining trend in Direct Payments due to both changes to our Charging Policy and a national decline. The percentage of people who felt that following a Section 42 enquiry their outcomes had been mostly or fully met increased with the figure for the year being 65% however it remains below the target of 80% (Graph 4.2).



Strategic Objective	Expected Completion	Progress
SO-05 Support people to recover and regain stability, independence and control following a personal crisis or illness	Mar 2028	Good

We continue to improve our home-based enablement service, focusing on increased capacity and effectiveness. We continue drawing on specialist support as part of the community transformation programme. Numbers of people supported through short-term homecare and those that have then fully regained independence are on track to exceed 2024-25 figures (Graphs 5.1 & 5.2).



Strategic Objective	Expected Completion	Progress
SO-06 Work across the Health and Social Care system with partners, carers and residents to provide support in a safe, supportive homelike setting	Mar 2028	Good

Following public consultation, we agreed to investigate closer working with Derbyshire Community Health Services through a Section 75 agreement and work continues on this in advance of creating the formal partnership expected summer 2026. Throughout 2025-26, we have put a focus on progressing opportunities around our bedded enablement offer (Community Support Beds). Community Support Beds bring together clinical and social care to support people to return to independence following illness or accident. Additionally, we have commenced work with system partners regarding community transformation, supporting people to access the right support at the right time.

Strategic Objective

SO-07 Support financial wellbeing by maximising income, supporting good work and addressing poverty, reducing demand across council services

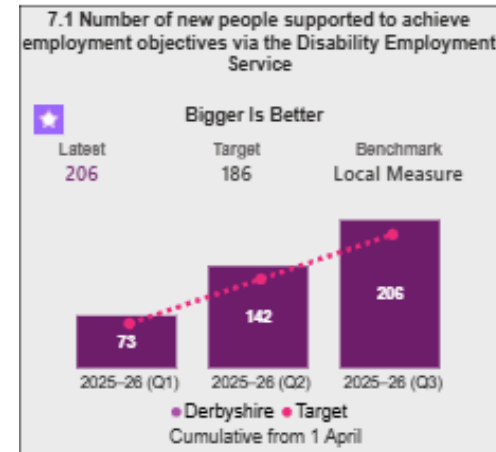
Expected Completion

Mar 2027

Progress

Good

In Quarter 3, the Derbyshire Discretionary Fund (DDF) made 3,449 awards for crisis payments, releasing £478,023. The Feeding Derbyshire funding programme awarded another affordable food project grant for a new pantry, and 3 new submissions were currently being reviewed across the County. The Disability Employment Service supported 64 people toward employment objectives, with 13 entering paid work (Graphs 7.1 & 7.2). The Affordable Credit Project trained 65 professionals and helped 24 residents to open savings accounts with Credit Unions. The Household Support Fund delivered 23,543 vouchers to support eligible people with the cost of living.



Strategic Objective

Expected Completion

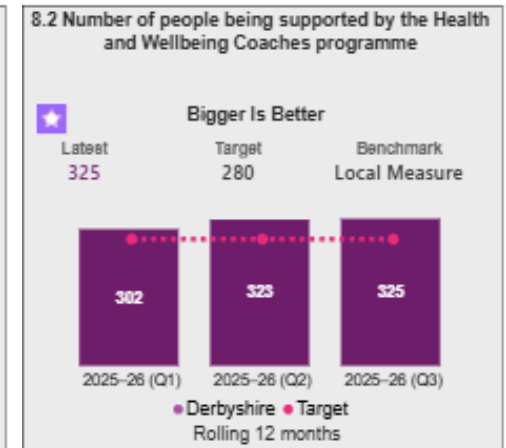
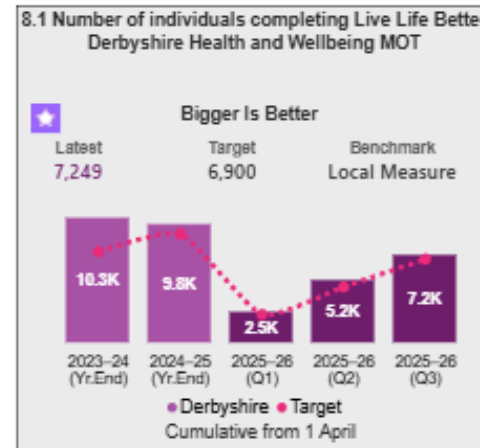
Progress

SO-08 Promote good mental health, prevent early deaths, and improve healthy life expectancy by tackling health inequalities and addressing the key risk factors of health through preventative activity

Mar 2029

Good

Derby and Derbyshire’s Smoking Status for pregnant mothers at Time of Delivery rate decreased to 5.5% in Quarter 2 which is the first-time rates within the Integrated Care Board footprint have reached the national target of less than 6%. During Quarter 1 and 2, 345 individuals have undertaken a Fibroscan liver test at Chesterfield Royal Hospital, 237 of these were identified as potentially alcohol dependant and 100 accepted a referral to specialist alcohol services. The Self Harm and Suicide Prevention Strategic Framework was finalised and is on track for launch in January 2026. Year to date over 4,000 people have attended Community Safety training. The Joint Strategic Needs Assessment (JSNA) saw a 152% increase in new users compared with Quarter 2, with a new topic summary on Vaccine Preventable Diseases added. People completing Health and Wellbeing MOTs and supported by Health and Wellbeing coaches are both above target (Graphs 8.1 & 8.2).



Strategic Objective	Expected Completion	Progress
SO-09 Enable the best start in life by working across the Council and with partners to enable families to thrive	Mar 2027	Good

During Quarter 3, the Emergency Infant Formula Pathway was developed and launched to enable families with a child under 1 to access funds for infant formula when they have less than 48 hours supply and insufficient funds. Progress continued on the 0-19 Public Health Nursing Service transformation project and monthly mobilisation meetings with Derbyshire Community Health Services continued to provide oversight and assurance that changes to the service were on track for implementation. Work has begun between the Public Health Start Well Lead, Children's Services and Education Improvement colleagues to develop the Derbyshire Best Start in Life Plan and Family Hub mobilisation.

Place: Prosperous, green and sustainable places with opportunities for all

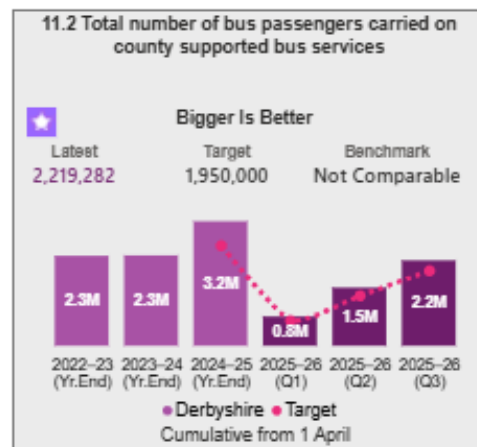
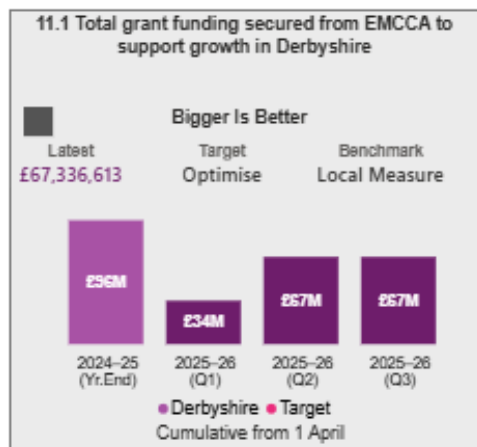
	Strategic Objective	Expected Completion	Progress
SO-10	Support the development of energy security, energy efficiency and clean energy through the activities of the Council	Dec 2032	Good

The Council continues to be committed to delivering and supporting projects that improve energy efficiency and deliver associated cost savings for the Council and Derbyshire's residents, communities and economic sectors. This includes delivering projects to improve the energy efficiency of Council buildings, supporting the generation and use of clean energy across the county, and working with partners to deliver projects that make homes more energy efficient and promote and facilitate the use of public transport and active travel (walking and cycling) to reduce energy use and pollution and provide health and wellbeing benefits. The Council is also exploring opportunities to support local partnerships that are involved in developing new sources of clean energy, such as clean sources of hydrogen and nuclear energy, emphasising energy sources which minimise pollution of land, air and water. Whilst the Council is not responsible for energy generation, transmission or distribution, it will work in partnership with providers to ensure that the aims of energy security are met.

	Strategic Objective	Expected Completion	Progress
SO-11	Work with East Midlands Combined County Authority (EMCCA) to drive a higher quality of life through investing in the Derbyshire economy, including the creation of a new regional transport organisation	Mar 2029	Good

Significant funding has been secured from the East Midlands Combined County Authority up to the end of Quarter 3 to support the council's regeneration ambitions (Graph 11.1). In Quarter 4, further grant allocations will be confirmed for the year 2026-27. The range of projects being funded include transport and sustainable travel capital projects plus a number of revenue projects providing support to local businesses and sustaining Visit Peak District and Derbyshire.

Work on the transfer of the public transport function is continuing at pace as the 31 January 2026 deadline approaches. This date has been confirmed for transfer. Whilst only an indication of overall impact on public transport the numbers of bus passengers on county council supported bus services is above target (Graph 11.2)



	Strategic Objective	Expected Completion	Progress
SO-12	Deliver a safe, effective, efficient and innovative highways service including the completion of the full transformation of the Highways Service itself	Mar 2026	Good

The County Council is investing more capital than ever in maintaining and improving the highways network. Funding from the East Midlands Combined County Authority (EMCCA) has enabled additional investment in carriageway maintenance, retaining walls, and landslip repairs, as well as feasibility work to develop future programmes. This has created a £70m capital programme for 2025/26. Our professional services partner is supporting the service with specialist skills and additional capacity.

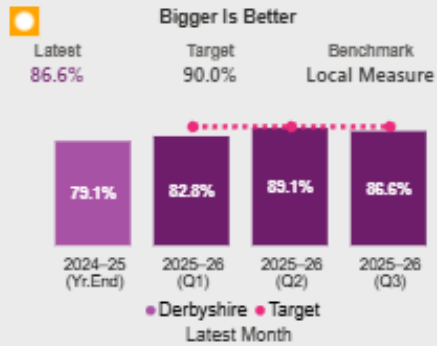
This increased investment has allowed a full review of preventative workstreams and the introduction of a clearer, three-tier approach to carriageway defect response. This has strengthened our ability to address high-priority defects by ensuring we apply the right fix first time. Throughout 2025/26, performance has continued to improve: despite higher levels of reported defects in Q3, response times for remedies remain ahead of 2024/25 levels (Graphs 12.1, 12.2 & 12.3). New methodology and categorisation have been introduced for the annual road surveys, therefore comparisons to previous years and benchmarks are being developed, however all 3 are above the nationally agreed targets (Graphs 12.5, 12.6 & 12.7). The number of potholes will be reported at Quarter 4 following completion of additional data cleansing and validation.

Road safety delivery remains an area of focus. Work with the Derbyshire Road Safety Partnership will include a review of the 2030 casualty reduction target during 2026.

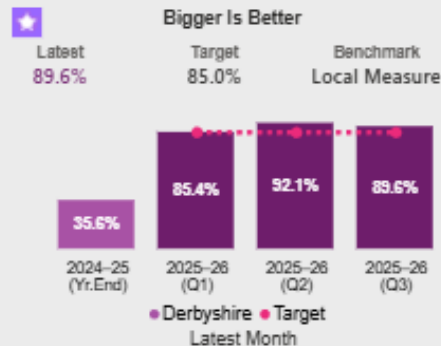
Highways transformation work is progressing well, with new processes and ways of working becoming embedded and supporting overall service efficiency.

These improvements build on the wider service transformation journey. The external peer review in October 2024 rated the service 'satisfactory' across all areas - an improvement from 'requires improvement' in 2021 - with a projected trajectory to 'good' by 2026/27.

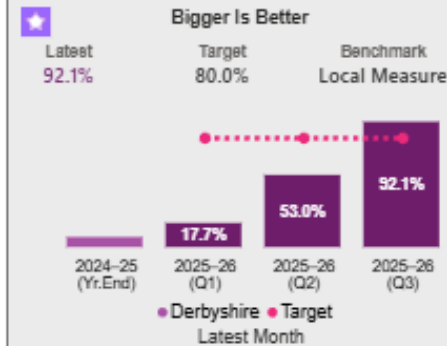
12.1 Percentage of Highway Inspector (HIN) defects with a 32 hour response target remedied within target



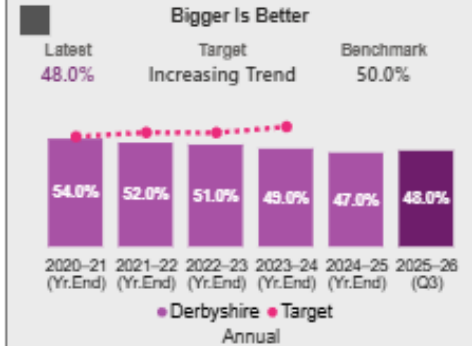
12.2 Percentage of Highway Inspector (HIN) defects with a 9 day response target remedied within target



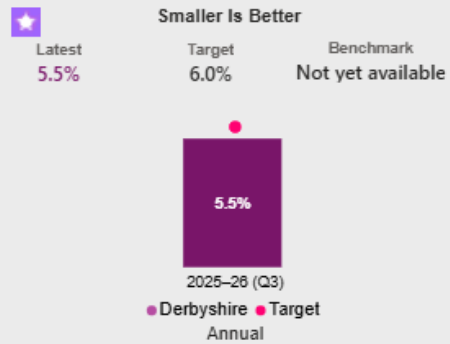
12.3 Percentage of Highway Inspector (HIN) defects with the a 28 day response target remedied within target



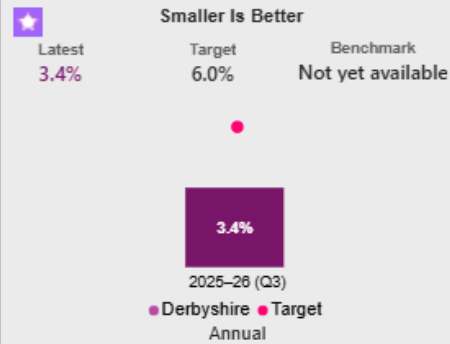
12.4 Percentage of residents satisfied overall with Highways and Transportation services



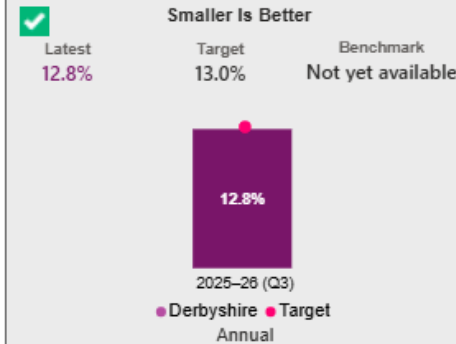
12.5 Percentage of Principal roads where maintenance should be considered based on AEI survey (new methodology)



12.6 Percentage of Non-principal classified roads where maintenance should be considered based on AEI survey (new methodology)



12.7 Percentage of Unclassified road network where maintenance should be considered – AEI survey (new methodology)



	Strategic Objective	Expected Completion	Progress
SO-13	Leading the stewardship of the natural and built environment and delivering national policy and regulatory requirements relating to waste, nature recovery and heritage	Dec 2029	Good

Local Nature Recovery Strategy

Planning for delivery of the Local Nature Recovery Strategy (LNRS) is progressing. The broader partnership of organisations that are concerned with nature recovery in Derbyshire are up-to-date with the Strategy's development and the resources being secured following confirmation of grant support from the Department for Environment, Food and Rural Affairs (DEFRA).

Library Strategy

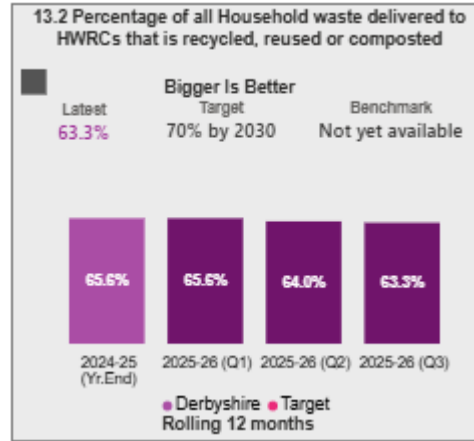
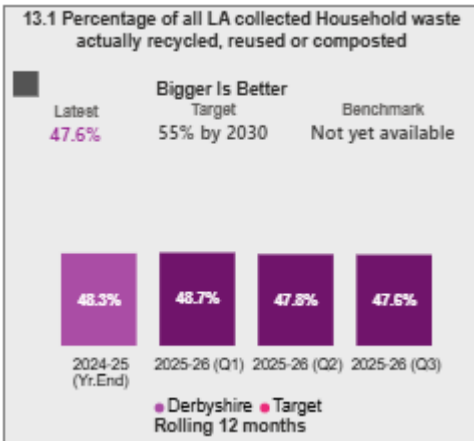
Progress in delivering the Library Strategy continues at pace. A total of £10,000 has been saved in 2025-26 by decommissioning the two reserve mobile library vehicles. Savings of £0.535m are therefore on track to be achieved over the period 2024 to 2026. Procurement of new mobile vehicles is underway.

Underused space has been re-purposed at Alfreton, Ilkeston and Swadlincote libraries to secure increased income from external lets, alongside continued exploration of colocation/ relocation opportunities. The opening of the new Staveley Library is on track for Spring 2026 but it should be noted that the future relocation of Clay Cross library is subject to further review. Funding of circa £75,000 was secured from the Arts Council to support Buxton Museum move from the library into an expanded space at Kents Bank which is due to be complete in Quarter 4.

Waste Management

Disposal arrangements for separate collections of food and garden waste are on track to be in place for services commencement on 30 March 2026. Preliminary Market Engagement on longer term recycling and disposal contracts has concluded and the service is developing the procurement plan and resource requirements to support the project. Procurement for the Derby and Derbyshire Waste Treatment Centre is progressing on budget and on schedule for a Cabinet decision in May 2026.

Targets for waste have been set for 2030 therefore current performance is being monitored with a view to incremental targets being set for future reporting. (Graphs 13.1, 13.2 & 13.3)



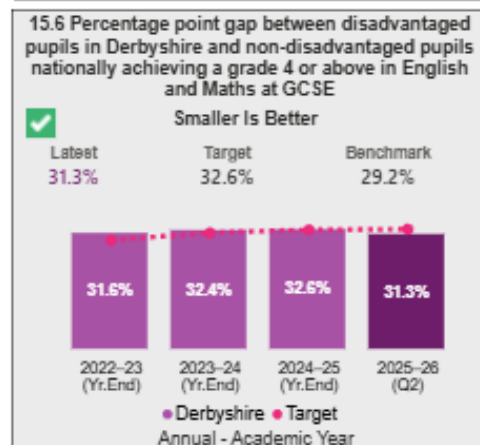
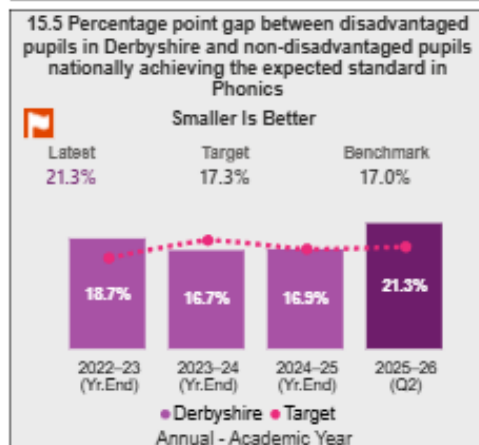
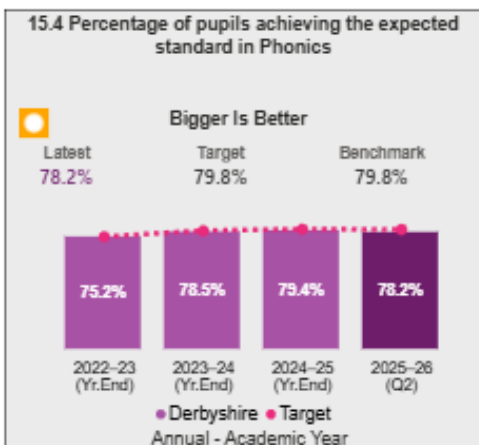
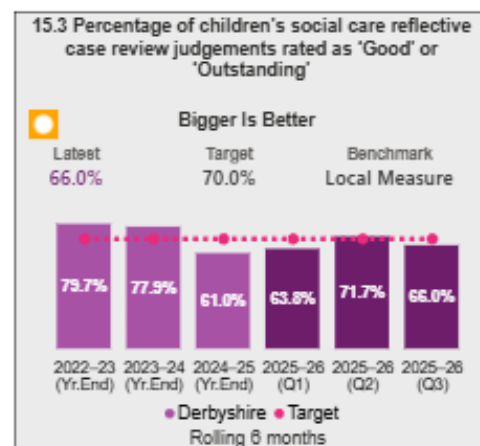
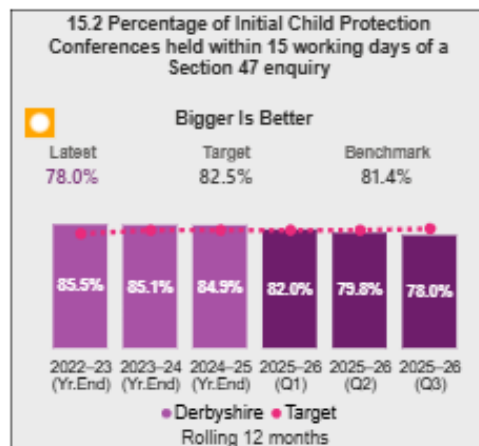
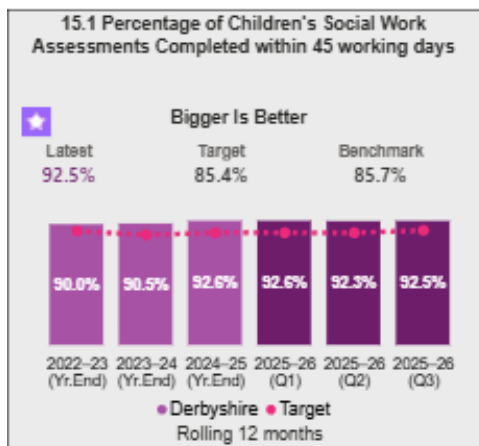
The Council: A resident focused, efficient and effective organisation delivering value for money

	Strategic Objective	Expected Completion	Progress
SO-14	Develop new operating models to provide enhanced services to children and families, strengthen workforce development and explore commercial opportunities	Apr 2027	Good

Strong progress continues to be made in the delivery of the families first partnership programme. Delivery plan and data reports have been returned as required to the Department for Education, the content demonstrating the robust partnership arrangements in place, the timeline for implementation and the financial implications. Cabinet reporting has endorsed the approach being taken. The Inclusion Framework has been reviewed, and coproduction approaches have led to a stronger framework which is representative of support to schools from across Education and Inclusion. Consultation is currently taking place on a revised home to school travel policy and development of traded services including the Council's catering service, adult education and sports and outdoor learning continues as planned.

	Strategic Objective	Expected Completion	Progress
SO-15	Strengthen the effectiveness of strategic partnerships to drive improved outcomes for children	Apr 2028	Good

Good progress has continued this quarter in strengthening the effectiveness of strategic partnerships across Children's Services. Strong progress continues to be made in the delivery of the Families First Partnership programme. Delivery plan and data reports has been returned as required to the Department for Education, the content demonstrating the robust partnership arrangements in place, the timeline for implementation and the financial implications. The enhanced Corporate Parenting Strategy is in its final design stage and is set to launch with several key improvements throughout the council and its partners to strengthen Corporate Parenting practices. Realignment of education clusters due to be implemented this month will establish a more effective education partnership with much greater coherence across all partners and good progress continues to be made in strengthening Derbyshire's early years strategic partnership.

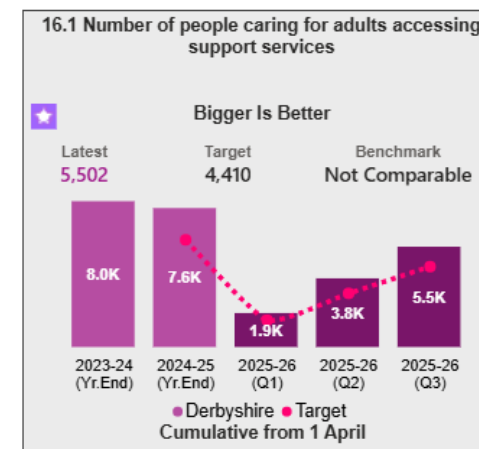


For graphs 15.4, 15.5 & 15.6 the data is for the academic year for which the results were published during the reported financial year i.e. August 2022, August 2023 & August 2025

	Strategic Objective	Expected Completion	Progress
SO-16	Recognise and value carers and our social care workforce and the contribution they make	Mar 2026	Good

Activity continues to reduce the administrative time required to undertake assessment processes. Throughout 2025-26 we will continue to explore opportunities and embed improvements that have a positive impact on practitioner wellbeing.

This quarter, 1,734 carers have accessed support services through the Derbyshire Carers Association, bringing the total number of carers accessing this service to 5,502 in 25/26 (Graph 16.1). This is significantly over our target of 4,410.



	Strategic Objective	Expected Completion	Progress
SO-17	Embed coproduction to strengthen true partnership between people who use Adult Social Care services, carers and professionals to deliver better outcomes	Mar 2027	Good

We have continued work with colleagues from IMPACT (Improving Adult Care Together) in partnership with University of Birmingham. The outcome of this work will inform our approach to improvements to our services and how they are co-designed with local people. Additionally, we continue to review research and evidence from national bodies to identify new opportunities that can address the power imbalance in our interactions with people who have lived experience.

	Strategic Objective	Expected Completion	Progress
SO-18	Improve Derbyshire County Council’s customer experience and journeys through our ways of working and community engagement leading to transformational change and continuous improvement of our services	Mar 2027	Good

Work to improve the customer experience is progressing with updated Customer Commitments and Complaints procedures and processes in place. Improvements within Call Derbyshire have been established with 95% of calls and stable service with performance at 95% during the year for calls answered, compared to 83% in 2024-25.

	Strategic Objective	Expected Completion	Progress
SO-19	Fully explore and implement the opportunity to create a unitary structure for Derbyshire through Local Government Reorganisation as set out in the English Devolution Bill	Apr 2027	Good

On 28 November 2025, following a period of stakeholder engagement and extensive work to develop an evidence based, sustainable preferred option for unitary local government in the Derby and Derbyshire area, the Council submitted its ‘Uniting Derbyshire’ proposal to Government. The proposal uses detailed financial, economic and demographic analysis to build the case for a single county unitary council for the whole county (including Derby City).

	Strategic Objective	Expected Completion	Progress
SO-20	Deliver our four year budget savings programme to achieve financial sustainability with a focus on delivering £37.5m savings in 2025-26 (year 1 to be refreshed annually)	Mar 2026	Review

The 2025-26 Revenue Budget includes savings targets totalling £37.499m. As at the end of Quarter 3 total savings forecast to be delivered are £35.146m (93.7%). There are some 'Red' rated savings which are unlikely to be delivered, but there have been alternative savings identified so that savings yet to be delivered are £2.353m.

	Strategic Objective	Expected Completion	Progress
SO-21	To build a skilled, resilient and flexible workforce that can support the delivery of the Council's strategic objectives and priorities	Mar 2029	Review

The people strategy has been aligned with the Council Plan and development of the strategic workforce plan is progressing. Sickness absence levels have increased to 4.8% for the year to date, slightly above the target of 4.7% (Graph 21.1). The intended pay strategy will not now be implemented as expected due to budget constraints. Mechanisms to maintain levels of recruitment and retention are in place. Whilst good progress is being made in building a skilled and resilient workforce, the rating for this strategic objective reflects some risk as the ambitions regarding the council's transformation programme and the workforce requirements to deliver this are being determined.



	Strategic Objective	Expected Completion	Progress
SO-22	Improve efficiency and integration across the Council through the centralisation and redesign of performance, contracts and procurement and digital and financial transformation	Dec 2027	Good

Good progress continues across the Council's efficiency and transformation agenda.

Work on the One Council Transformation and Efficiency Programme has advanced, with a specification published to the market to procure a Design and Implementation Partner. This partner will support the Council in improving efficiency and effectiveness through a redesigned operating model.

Further progress has been achieved on the first phase of the Finance Transformation Programme, particularly in streamlining financial processes. In addition, strong progress continues on the Digital Transformation Programme, driving improvements in service delivery and operational capability.

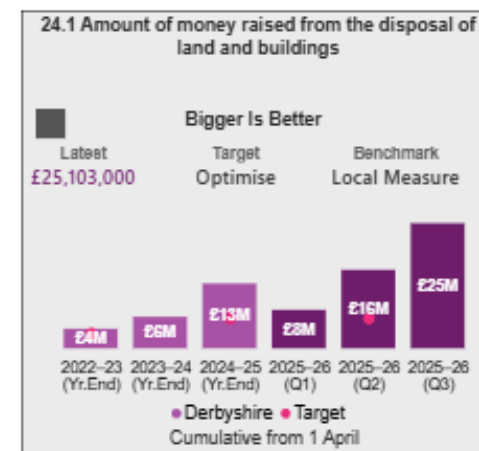
	Strategic Objective	Expected Completion	Progress
SO-23	Support and deliver increased efficiency and effectiveness through best value service reviews of non-statutory charged for services to achieve service improvement, redesign and/or different delivery models including opportunities for digitisation and automation	Mar 2027	Good

Best Value service reviews are scheduled to commence in early 2026, supporting implementation of the One Council Operating Model Transformation Programme and ensuring alignment with wider organisational change.

The review process will begin with a diagnostic exercise, focusing on services currently applying charges as identified through quarterly outturn reports.

	Strategic Objective	Expected Completion	Progress
SO-24	Transform the Council's property portfolio, so that it is affordable, sustainable and consists of only those assets required to deliver council priorities	Dec 2029	Good

Work continues to challenge the reason for holding every asset. The priorities of the new administration have been reviewed and incorporated into new appraisal processes. 29 assets have been disposed of, resulting in capital receipts of over £25M (Graph 24.1). Resulting savings on running costs are in excess of £155k pro rata, with £413k savings forecasted on realisation of full saving next financial year. There has been an agreement to move into a new hub in Heanor, coming out of expensive properties and providing better quality accommodation for staff.



	Strategic Objective	Expected Completion	Progress
SO-25	Redesign and implement a more efficient Business Services model to align with our more effective and efficient 'One Council' operating model and achieving £2.6m savings	April 2027	Good

Work to redesign and implement a more efficient business services model in its first year as a centralised function is progressing well and remains on track. Improvement cycle 1, focusing on data consolidation and vacancy management continues to release efficiencies and will continue until end of March 2026. Improvement cycle 2, looking at consistency of our service offer, structure, spans and layers continues as per plan. Engagement with colleagues across the Council has completed. Design stage continued throughout the Autumn as per plan, with work taking place to define proposals for approval and implementation during Quarter 4.