

Corporate Assessment – Self-Assessment

SUMMARY

- 1.1 As part of the preparations for the CPA Corporate Assessment in October 2007, we are required to submit a Self-Assessment document to the Audit Commission in advance of the assessment.
- 1.2 A copy of the latest version of the Self-Assessment is included at Appendix 2. Where necessary, minor amendments will be made to the document up until it is sent to the Audit Commission on 10 September 2007.
- 1.3 Subject to any issues raised at the meeting, I support the following recommendations.

RECOMMENDATION

- 2.1 To approve the draft Self-Assessment document ready for submission to the Audit Commission on 10 September 2007.
- 2.2 To recommend that Cabinet delegate authority to make and final amendments to the Chief Executive and Director of Resources, and to finalise the Self-Assessment in consultation with the Leader of the Council.

Corporate Assessment – Self-Assessment

SUPPORTING INFORMATION

- 1.1 As part of the preparations for the CPA Corporate Assessment in October 2007, we are required to submit a Self-Assessment document to the Audit Commission in advance of the assessment.
- 1.2 The Self-Assessment document forms the principal reference point for the Corporate Assessment. The information and evidence it provides will be used to help inform judgements made by the Assessment Team and decisions regarding the scope and focus of the Assessment Team's on-site fieldwork.
- 1.3 The self-assessment will be used as evidence of the extent of our self-awareness of our current position in terms of local context and our capacity to deliver improved outcomes for local people. It should therefore demonstrate a clear understanding of the challenges and opportunities the Council faces and a realistic evaluation of our strengths and weakness. In illustrating the current position, we are recommended to highlight how we have addressed weaknesses or delivered improvement. In evaluating what we have done or what has improved we have to demonstrate what has changed in terms of outcomes for the community and the difference the Council is making to local places and local people.
- 1.4 Work started on the Self-Assessment last summer gathering evidence against the Audit Commission's Key Lines of Enquiry. This was followed-up by a range of workshop sessions with stakeholders both internal and external.
- 1.5 The Improvement and Development Agency – IDeA – Peer Review held in June 2007 used the document as a basis for their review and the current draft has been amended to reflect the changes and comments suggested by the Review Team in their final feedback to the Council.
- 1.6 The final Self-Assessment document must be no longer than 25 pages.
- 1.7 A copy of the latest version of the Self-Assessment is included at Appendix 1. Where necessary, minor amendments will be made to the document up until it is sent to the Audit Commission on 10 September 2007.

- 1.8 The Corporate Assessment will take place from 15 – 26 October 2007. The Timetable for the Assessment is as follows...

Thursday 26 July 2007	Joint set-up meeting with Corporate Assessment and JAR Teams.
Monday 10 September 2007	Submit Self-Assessment document
w/c 24 September 2007	Data Analysis week
1 October 2007	Roundtable meeting and tour of the city
w/c 15 & 22 October 2007	On-site assessment weeks
11 December 2007	Draft Report sent to Council for comment
19 February 2008	Final Report Published

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Background papers:

List of appendices:

Appendix 1 – Implications

Appendix 2 – Corporate Assessment – Self-Assessment

IMPLICATIONS

Financial

1. The costs of the Corporate Assessment have been included within the 2007/08 budget.

Legal

2. The Council is required to undergo a Corporate Assessment once every three years as part of the Comprehensive Performance Assessment – CPA – process.

Personnel

3. Progress on delivering the Workforce Development Plan and People Strategy are included within the Self-Assessment document.

Equalities impact

5. The Self-Assessment addresses equalities issues as outlined in the Audit Commission Key Lines of Enquiry document.

Corporate priorities

6. The Self-Assessment refers to the Council's Corporate Plan and corporate priorities as key pieces of evidence for use in the Corporate Assessment.



DERBY CITY COUNCIL

Appendix 2

Corporate Self-Assessment

2007

Derby City Council – Working in Partnership to create a city for all ages

Final Draft

Introduction

Derby City Council is committed to working with our partners to deliver the vision of Derby's Community Strategy to create 'a city for all ages' where people of all ages and from all walks of life will feel they belong to Derby and that Derby offers them everything they need – for work, education, housing, leisure and a safe, healthy lifestyle.

Working in partnership is key to delivering our priorities. The Council plays an important role in the Derby City Partnership which for 12 years has been improving the quality of life for the people of Derby by working towards its Community Strategy '20-20 Vision'.

We recognise the commitment, hard work and dedication that our employees give day in day out to improving our services and the quality of life for the people of Derby and so achieve that vision.

In addition, we are committed to working with partners from the public sector, businesses and voluntary and community groups to enhance what each could provide alone and so continually improve local services and facilities. Over the last few years we have significantly improved but we recognise that there is more to be done.

Our IDeA Peer Review earlier this year and this Corporate Assessment form part of our journey of continuous improvement and provide us with the opportunity to demonstrate the wide range of improvements that we, together with our partners are making to the city.



Chris Williamson
Leader of the Council



Ray Cowlshaw
Chief Executive

Living in Derby

Derby is an attractive, compact and accessible city with an enviable quality of life. Living in and around Derby is affordable with competitive prices and tremendous choice ranging from modern riverside apartments to countryside cottages. Derby has top schools, a top 5 Further Education College and a growing modern University, which is quietly gaining a reputation for the quality of its student experience. Our NHS Hospitals Trust is one of the top ten in the country.

Derby is a famous rail centre with fast daily services to London St Pancras. Both East Midlands and Birmingham International Airports are 15 and 45 minutes from the city respectively, providing extensive air links to most European and worldwide destinations.

Home to 233,200 people and a hinterland of 650,000, Derby's central location means six million people can access the city in less than an hour. Our excellent road links via the M1 and M6 mean that 80% of the population are within a two-hour drive.

The University of Derby and Derby College, give us a significant student population in the city. According to the last Census in 2001, we had nearly 13% minority ethnic people living in Derby, but since then we have had new communities joining us, for example people from Poland, Bosnia, Africa, Kosovo, Iraq, and Turkey. Nearly 19% of the city's population are disabled and 51% of the population are women.

Derby is a safe and healthy place, with crime and mortality rates lower than average for cities.

The indices of deprivation 2004 identify four wards in Derby – Arboretum, Derwent, Normanton and Sinfin – as ranking among the most deprived in England. Allestree and Mickleover are among the most affluent.

Derby was one of the first councils to achieve 'decent homes standard' in the Social Housing sector.

Working in Derby

Our central location, skill base, superb access and the Council's commitment to attracting inward investment make it a magnet for major prestigious companies. Derby is the UK Centre for Rolls-Royce Aerospace, Toyota Motor Car Manufacturing (UK), Egg, Bombardier and The Derbyshire Building Society. The Council together with partners in the private sector has played a key role in successfully transforming the city's manufacturing capability into a high-skilled economy able to compete on a global scale.

The Derby area hosts 16,000 companies providing a diverse range of employment and supplier chain opportunities.

Creativity and technology are in the city's DNA. Derby had the world's first factory and the country's first park – the Arboretum. More recently Derby gave the world icons such as the Rolls Royce Merlin Spitfire engine and even Lara Croft. Today over 2,000 people are employed in creative industries and we are leading the way in incubating new companies.

As diverse as its economy is, Derby's heartbeat remains as a centre for design, technology and innovation in aerospace, rail technology and IT – indeed the city is rated number one in England for visible exports per capita – greater than London.

Derby's unemployment rate is below the national average, based on claimant count, however, there are unacceptable levels of unemployment in two inner-city wards. Unemployment rates for minority ethnic people are twice that for white people. Long-term and youth unemployment are both higher in the city's most-deprived wards.

Enjoying Derby

Originally a Roman settlement, Derby's origins date back some 2,000 years. Indeed, part of our city centre is a UNESCO World Heritage site – one of only five in the UK. The city centre has an attractive Cathedral Quarter hosting many independent niche retailers, bars, restaurants and cosy English pubs.

Derby is a passionate sporting city – home to Premiership Derby County, Derbyshire Cricket Club and next to the Donnington Grand Prix race circuit. A mix of live music venues complements our critically acclaimed Playhouse Theatre, regional Dance Centre and Assembly Rooms.

Derby is a modern city set in a stunning rural environment. The majority of our residential areas are 15 minutes from the bustling centre and close to fantastic parks and open spaces, including the Peak District and the National Forest.

Changing Derby

Derby is investing in a dramatic £2 billion transformation, with new retail, leisure, residential and commercial activities being attracted by an innovative Derby Cityscape Masterplan – with £1 billion investment already secured. The Council is making significant investments into public realm improvements. **[Derby Cityscape Masterplan]**

In October 2007, Westfield, the world's largest retail property group, will open the doors to its £340 million shopping centre, its first in Europe and the largest in the region. Situated in the heart of the city, it will house hundreds of upscale high-street retailers, an 800 seat Café Court and a luxury 2,500 seat, 12 screen cinema.

Case Study

Quad, a £10 million visual arts and film centre, currently under construction, is part of the £100 million Derby Riverlights project. The design phase involved an international competition and public exhibitions and the final design reflected the first preference indicated by the public consultation exercise.

The Council

Derby City Council has been a unitary authority since 1997 and is made up of 51 councillors. The Council appoints a Cabinet, made up of the Leader, Deputy Leader and eight other members, who are responsible for proposing budgets and policies and taking key decisions. Each Cabinet Member is responsible for a portfolio.

The Council has seven Overview and Scrutiny Commissions which are tasked with scrutinising the Council's decisions and contributing to the development of its policies. Although they have no decision making powers, the Commissions are able to 'call-in' and review certain decisions of Council Cabinet. Until the call-in process is completed the decision cannot be implemented.

Following the 2007 local elections, there are 12 Conservative members, 2 Independent members, 24 Labour members and 13 Liberal Democrat members. The Cabinet consists of ten Members – seven from the Labour Group and three from the Conservative Group. Cllr Chris Williamson (Labour) is the Leader of the Council.

Context and Summary

Employing over 12,000 people, we are the largest single employer in the city. In 2005, the organisation was restructured and is now made up of five departments...

- Children and Young People.
- Corporate and Adult Services.
- Environmental Services.
- Regeneration and Community.
- Resources.

Derby Homes is the 'arms-length' housing organisation that manages and maintains the Council's housing stock. The Director of Corporate and Adult Services manages all other housing services.

The Council's structure gives clear accountability for the performance management of services, both within departments and corporately.

'Derby City Council is a well led, well managed organisation, relying on very traditional values which have clearly served the Council well.'

IDeA Peer Review – June 2007



Partnership Working

Derby City Partnership is the Local Strategic Partnership for the city. Chaired by the Leader of the Council, the partnership was restructured in 2006 to reflect current priorities and is divided into five 'cities' or themed areas...

- City for Children and Young People.
- City Growth.
- Cultural City.
- Healthy City.
- City for Stronger and Safer Communities.

'Partnership working, informed by extensive local consultation, continues to be a key strength.' Audit Commission, February 2007

Derby City Partnership manages Derby's Local Area Agreement, LAA, which was set up in 2005 to help deliver a set of shared priorities agreed between Government and key partners in Derby. ***[Local Area Agreement]***

In July 2006, the Government Office for the East Midlands rated Derby's LAA as 'Green', which is the highest rating.

Case Study

Derby City Partnership Board is made up of four representatives from the public sector, four businesses and four voluntary and community groups. They are joined by chairs of all the 'cities' and of the Management Group which acts as Executive to the Board and co-ordinates and resources the work of the cities. Membership of both groups is at Chief Executive or Chair of Board level to ensure effective visioning and decision making.

'Derby City Partnership is the most advanced and established partnership in the region and still making progress.'

GOEM

User focus and diversity

As a Council, we value the diversity of our residents which adds to the overall richness of the city. We are committed to promoting equal opportunities, valuing diversity and tackling social exclusion in everything we do. Our aim is equality for everyone who lives, works and visits Derby and we will shape our services and employment practices accordingly. We recognise that we must have a workforce that is as diverse as the community we live in, so that we can provide the most effective services. ***[Equality and Diversity Policy]***

Value for Money

Value for money is embedded in our culture; it is one of the components of our strategic priorities and has been for many years. Derby's Council Tax remains the lowest at 'band D' in the East Midlands. We are committed to reducing costs in real terms by 10% over three years from 2007/08 as part of the budget strategy. This in turn has released resources for:

- £17million of funding for the Public Realm Improvement Strategy which is helping to deliver the Cityscape Strategy in the city centre including significant improvements to the Council House ***[Public Realm Strategy]***
- funding the increases in waste disposal costs and the implementation of single status.

Our Ambition

The 20-20 vision and our Corporate Plan describe the city that we want to help Derby become and explains how we manage our performance and resources to make sure it happens. The Council's overall vision feeds from and into Derby City Partnership's Community Strategy or 20-20 vision. The Community Strategy is a clear, well articulated and shared long-term vision of Derby. **[Corporate Plan 2007-2010] [Community Strategy '20-20 Vision']**

To support delivery of the vision, we have set six challenging priorities for improvement.

Our Priorities...

- Making us proud of our neighbourhoods.
- Creating a 21st Century city centre.
- Leading Derby towards a better environment.
- Supporting everyone in learning and achieving.
- Helping us all to be healthy, active and independent.
- Giving you excellent services and value for money.

Our ability to remain focussed on a key set of priorities supported by all political groups despite fairly regular changes in leadership demonstrates an underlying stability in the organisation and is a testament to our commitment to delivering what matters to local people.

The Corporate Plan is our overarching plan with all other plans such as the Local Transport Plan and the Children and Young People's Plan feeding into and from it. These also inform the work of the DCP cities. **[Local Transport Plan] [Children and Young People's Plan]**

In drawing together the 20-20 vision, the partnership responded to what residents and organisations in the city said about local concerns and priorities. In 2005, the partnership carried out a survey among residents and partner organisations about the top priorities and outcomes for the new community strategy. Those who responded to the survey were from all age groups and reflected the diversity of Derby's communities with overwhelming support for the proposed priorities and outcomes.

Members of Derby City Partnership – DCP reflect a wide range of interests such as local authority

services, health care, police, university, media, business support, engineering, retail and regeneration, employment, faith, community and race equality.

Priorities reflect the economic, social and environmental needs of the city with a clear emphasis on narrowing the disparities within the city. Priorities are backed by a set of clear outcomes.

Shared understanding of local needs

Reflecting our approach to excellence in partnership working we have a strong track record of sharing information across the city evidenced by our partnership approach to the Local Area Agreement - LAA. A Data Warehouse has been established enabling partners to use citywide data to shape their services to meet local needs. **[Data Warehouse]**

Stakeholder Engagement

Every year, together with our partners, we carry out many consultation exercises, including the community safety audit, Derby Pointer survey of a representative sample of residents, Police budget survey, the NHS patient satisfaction survey and many more. These surveys and events enable the Council and our partners to gauge understanding of our shared vision and priorities for the city. We have adopted a Community Engagement Strategy with DCP to ensure a co-coordinated approach to community engagement across partner organisations. **[Example Pointer Survey]**

Since 2001, we have had five area panels covering the city. Each panel represents a number of electoral wards and was set up to give residents the opportunity to raise local issues with their councillors, and for them to suggest solutions. Following a review of the effectiveness of the panels and as we move to neighbourhood working, a proposal will be put to Council in September 2007 that panels be phased out and replaced with Neighbourhood Forums. We currently have nine forums in our six neighbourhood priority areas. These are local groups involving residents, councillors and local providers of services. Forum meetings are chaired by ward councillors on a rotating basis, and give members of the public the opportunity to meet their councillors face to face and raise issues and concerns. They also get the chance to meet officers from their neighbourhood team and other local providers of services who deal with safer and cleaner issues.

Ambition

A shared understanding of our vision and ambition for the city with all stakeholders is a key element of our Communication Strategy. As well as communicating through the Corporate Plan, articles on the vision and priorities regularly appear in our resident's magazine 'Your Derby'.

[Communication Strategy] [Your Derby]

Reflecting our vision of 'a city for all ages', we aim to engage people of all ages and communities. This is achieved in part through our equalities forums. These involve children and young people, older people, disabled people, those from a minority ethnic community and representatives of gender and sexuality groups in our policy development and service improvement processes.

Employee engagement has been a key element of our strategy and has included annual employee conferences, monthly 'Audiences with Ray' our Chief Executive, a team briefing system, Derbynet – our Intranet system, an employee survey, articles in our in-house magazine 'Council Life' as well as Departmental Newsletters.

[Council Life] [Employee Survey]

Case Study

The annual Employee Conference took place from 18-22 June 2007. The focus of the conference was the Council's six priorities. Bus Tours were used as an opportunity for employees to physically see how the priorities link into the work that people do everyday. We had some extremely positive responses from those who attended, stating that it was the best employee conference they had ever been to. Employees rated the conference as very good and 80% of those who attended said they had a better understanding of the Council's priorities.

Community Leadership

Our commitment to partnership working is demonstrated in our approach to Community Leadership. Following a successful pilot of neighbourhood working, the Council together with our partners is developing a citywide partnership model for neighbourhood management. Day-to-day co-ordination of service delivery has been transferred to a partner organisation – in this case, Derby Community Safety Partnership.

The neighbourhood model has four key objectives...

- Empowering local communities.
- Strengthening local democracy.
- Building more responsive public services.
- Developing integrated frontline public services.

Neighbourhood Teams are made up of a Neighbourhood Co-ordinator, a Neighbourhood Environmental Action Team (NEAT), a Police Community Support Officer, a Community Safety Officer, a Police Neighbourhood Team and a Community Engagement Officer. In addition, there is frequent input from other agencies, such as Derby Homes' Community Watch Patrol, Derbyshire Fire and Rescue Service and Central and Derby City Primary Care Trust – PCT.

Services covered by the teams include street scene - such as graffiti and fly-tipping removal - community safety, crime prevention / reduction, anti-social behaviour and neighbourhood policing. Staff work directly with residents to identify local concerns and develop solutions to these issues.

Cross-Authority Working

We recognise the value of partnership working not only within the city but also with partners across our region on a wide variety of activities and initiatives. We have a track record of working with neighbouring local authorities across Derbyshire on initiatives covering many aspects of service delivery.

Examples of these include...

- Joint Procurement of a countywide waste disposal plant using a mixture of prudential borrowing and private finance to fund capital expenditure of more than £50m.
- The joint procurement of a new libraries computer system with Derbyshire County Council delivering better value for money.

We also have close links with the regions two other major cities – Nottingham and Leicester and respective counties with examples of close co-operation and joint working on regional planning, transport and economic issues particularly related to growth initiatives.

Case Study

We have successfully led a sub-regional partnership of nine Derbyshire and Nottinghamshire authorities to develop and implement a house condition survey process which establishes a clear and robust link between non-decent homes and vulnerable households living in the private sector. The survey, covering 11,000 properties, was the largest private sector stock condition survey ever undertaken (aside from the English House Condition Survey).

Our Priorities

The setting and delivery of priorities has been a key element of our corporate planning process for many years.

As outlined on page 4, the Corporate Plan sets out our six priorities for the coming year. Underpinning each priority is a set of key outcomes. These outcomes form the basic framework for our performance management and improvement framework, our business plans, the budget process and service development more generally.

The Corporate Plan clearly sets out the actions required to achieve each outcome as well as performance measures and funding sources for each action. Corporate Plan actions are monitored on a quarterly basis as part of our overall performance management arrangements.

[Corporate Plan Action Plan]

In addition to setting local priorities, we are always quick to respond to national policy initiatives. An example where we have addressed national policy change is in relation to the Local Government White Paper. We are reshaping our neighbourhood model, moving away from the five Area Panel structure (see page 4) to 17 Neighbourhood Forums encouraging decision-making and addressing issues at a local level.

Let's Talk Budget

Let's Talk Budget is our process for engaging residents and organisations interested in the budget setting process. We have used a budget-modelling tool and encourage participation in the budget setting process through our consultation and engagement framework. In 2007/08 we will directly consult with community focus groups in five of the six priority neighbourhoods where Area and Neighbourhood Teams are in place, seeking their views on community needs and priorities on how the £200,000 capital allocation in each of these neighbourhoods should be spent. From 2008/09, we will pilot a direct consultation programme with communities giving them the opportunity to determine how resources are deployed in their areas.

Budget Priorities

We have set out a strategy that focuses on delivering a budget that allows us to fulfil a number of key priorities in the Corporate Plan...

- Investment of £17 million in making improvements to public spaces and Council assets in the city centre during 2007/08.
- £1 million modernisation fund increase to kick-start investment in programmes, including environmental schemes.
- Continuing to provide funding for core services, particularly in priority neighbourhoods and for older and disabled people and schools.
- Making over £7 million of savings – that's 4.3% of our total budget in 2007/08.

Case Study

Led by the Council, Derby Cityscape Ltd - the Urban Regeneration Company for Derby city centre - was established in April 2003 and is focusing on a comprehensive programme for joint working between public, private and community members to deliver regeneration and on the prioritisation and delivery of public realm projects.

The Derby Cityscape Masterplan provides the framework to guide the rejuvenation of the city centre to meet the aspirations of the city and region in the 21st Century. Building on the development and investment projects already underway, the Masterplan sets out objectives and principles which will guide regeneration and identifies a number of key deliverable projects that will help to transform the city centre.

www.derbycityscape.com

Taking difficult decisions

Having a set of clearly defined priorities means that sometimes we have to make difficult decisions and adopt alternative methods of service delivery providing services which better meet the needs of our citizens or which provide better value for money. Examples of recent difficult decisions taken by the Council include...

- Re-alignment of sports facilities and closure of Lancaster Sports Centre.
- Modernisation of the Learning Disability section and closure of a residential/day centre for people with learning difficulties replaced by alternative service provision.
- Restructure of the Council in 2005 moving from seven departments to five and a corresponding reshaping of service delivery.

Prioritisation

- Modernisation of the Employee Welfare Service and procuring an external service at a lower cost.
- Completion of the inner ring road, balancing the needs of local residents with the city's transport issues.

Our track record of good industrial relations enables us to work these issues through with our colleagues in the Trade Unions.

Building on Excellence

Following our first Corporate Assessment in 2002, we introduced an improvement programme prioritising areas for improvement identified by the Assessment Team.

Building on Excellence has been the driver for change across the Council and is based around five themes...

- Improving organisational and service performance.
- Delivering efficiency and value for money.
- Improving communication and engagement.
- Developing a culture of excellence and learning.
- Delivering excellent customer service.

The Building on Excellence Board is chaired by the Leader of the Council and has cross-party representation. The programme has been a catalyst for change and improvement across the five theme areas. Projects are managed using a Prince2 tailored approach that ensures the programme stays focussed on areas previously identified as priorities.

Building on Excellence projects must demonstrate links to the Corporate Plan and are supported by robust Business Cases. Regular reviews of the overall programme enable changes to be made to priorities and structures when and where necessary.

Case Study

Customer Service was identified in the 2002 Corporate Assessment as an area for improvement. Part of the Building on Excellence programme, a Best Value review of service access was completed in 2004 resulting in 28 recommendations for improvement.

Since 2004, the Council has created a Customer Service Division, introduced customer service standards and trained over 2,000 employees in Customer Service. Across the Council we have more than 100 employees who are either working towards or have been awarded an Institute of Customer Service award of which we have two assessors and 27 coaches.

Derby Direct is now a 60 seat contact centre providing quality service to 2000 customers per day. The positive impact of Derby Direct on the quality of service is recognised in the Best Value Satisfaction Survey 2006/07.

[Customer Service Strategy] [Derby Direct Strategy]

Equality in Action

Equality groups across the city were involved in developing our three-year Equality and Diversity Plan including our Diversity Forums for Disabled People, Gender groups and Minority Communities, the Black Employees Support Network, and Disabled Employees Network, as well as trade unions. We have also had extremely valuable input from Derby Millennium Network, Derbyshire Friend and arc, which are organisations representing the lesbian, gay, bi-sexual and transgender community.

[Equality and Diversity Action Plan]

Equality Impact Assessments are being carried out for all Council policies and strategies. **[Equality Impact Assessments]**

As an organisation we are committed to meeting the service needs of a very diverse community and in September 2007, we will be assessed for Level 3 of the 'Equality Standard for Local Government'.

Community Cohesion

Together with our partners, we have been reviewing our approach to community cohesion. Interviews and consultation events have culminated in the development of the Derby Community Cohesion Strategy. **[Derby Community Cohesion Strategy]**

Creating Capacity

Excellent working relationships and a consistent focus on improvement have always been maintained between officers and members. Roles and responsibilities are clearly articulated in the Constitution. Cabinet members have regular briefings with the relevant service departments. **[Constitution]**

Chief Officer Group (COG) meets on a weekly basis, as does Leadership – a meeting between political leadership and corporate directors. An Assistant Directors – AD Group supports the work of COG focussing on HR and performance management issues. A number of Officer Working Groups meet to deal with a range of specific service as well as cross-cutting issues. **[AD Group Terms of Reference]**

A Cabinet Forward Plan for key decisions or budget and policy framework items is published every month. The Plan gives details of issues the Council Cabinet intends to consider over the next four months. **[Forward Plan]**

The Council's Overview and Scrutiny structure currently comprises:

- Scrutiny Management Commission
- Adult Services and Health Commission
- Community Commission
- Children and Young People Commission
- Planning and Transportation Commission
- Climate Change Commission
- Corporate Parenting Sub Commission.

The Commissions can scrutinise and make recommendations on anything that affects Derby and its residents, and they report each year to full Council on the work they have carried out. **[Scrutiny Annual Report 2006/07]**

In 2006/07 the Overview and Scrutiny Commissions held a total of 38 scheduled business meetings. They scrutinised and made recommendations on issues as diverse as:

- ways of encouraging electoral registration
- Homecare services and charges
- supplementary Planning Guidance on Affordable Housing
- the provision of Public Art in Derby
- Fostering and Adoption Services
- the Council's Revenue and Capital budgets.

In addition the Commissions:

- called in the decision to close a Leisure Centre
- hosted fact-finding delegations from Sweden, Pakistan and Herefordshire
- organised a very successful Staff Energy Awareness conference.

The Council's Standards Committee is independently chaired and provides rigorous and independent review of the conduct of our members. Our website provides public access to the Committee Information Website - CMIS. This provides information about the various committees including papers as well as councillors. **[CMIS]**

Risk Management

We provide a wide range of services to the local community, all of which give rise to some level of risk. We are fully committed to regularly identifying and assessing these risks and taking appropriate action to prevent, or minimise their impact on service delivery. A Corporate Risk Register has been established and is regularly reviewed by COG and the Audit and Accounts Committee. Risk management is also built into our project management methodology as well as the Business Planning Process. Earlier this year, 150 managers attended risk management training. **[Risk Management Strategy] [Business Planning Guidance]**

Value for Money

With the lowest band D Council Tax in the East Midlands, delivering value for money is embedded within the organisation and has been a Corporate Plan priority for the last three years. Our 'Use of Resources' score is a '3' showing we are performing consistently above minimum requirements. Efficiency targets are built into budgets during the service planning process. Efficiency gains have been delivered and are on course to meet or exceed Government targets. We have developed an Efficiency / Value for Money Strategy and Action Plan setting out our approach. VFM objectives must be included for all senior managers. **[Efficiency/Value for Money Strategy and Action Plan]**

Project Management

Project Management is a key element of the Building on Excellence programme. In 2003, we developed a project management methodology based on the key principles of Prince2. In addition to offering training on our own methodology, employees can also opt for the Prince2 Foundation and Practitioner qualifications. 140 Council employees have completed the Project Management Manual course, 150 employees have successfully sat the Prince2 Foundation course and 10 have completed the Prince2 Practitioner exam. Mentoring support is available to project managers and the sharing of good practice is encouraged. **[Project Management Methodology]**

Workforce Development

Our Workforce Development Plan 2007/10 is a three-year delivery plan for our People Strategy. Implementing the Plan is a key objective in our Corporate Plan. Many components of the Plan are Building on Excellence projects and represent an important contribution to our change agenda. The Plan sets out an exciting and challenging agenda for change that we believe will maintain and develop a workforce fit for the challenges on the years ahead.

We recognise that we cannot meet the needs of the local community without working effectively together across different agencies and professions. The Plan includes proposals for joint workforce development planning and the importance they have to play in making our increasingly complex web of partnerships more effective. **[Workforce Development Plan 2007/10]**

Case Study

The health of our employees continues to get better. Last financial year, on average, every full time employee was sick for 8.78 days, putting us firmly in the BVPI upper quartile for our unitary comparator group. The figure in 2001/02 was 12.55 and we have achieved significant reductions in each year since then to achieve a 30% improvement, against a background of an increasing trend nationally for local authorities. Steps taken to reduce absence have included attendance workshops, attendance audits with action plans and a focus on short and intermittent absence. In addition to control measures, an innovative range of work/life balance measures facilitate high attendance levels.

Over 100 managers have been through our Leading Manager Programme, designed and delivered in partnership with the University of Derby. The programme is delivering leadership capacity to a critical mass of our Leaders and generating a real and measurable return on investment. The programme has been featured nationally and internationally as a best practice example and is currently shortlisted for a Training Journal 'Best Public Service Initiative Award'. The Council has Investors in People accreditation across all Departments.

Procurement

Our approach to procurement is outlined in our Procurement Strategy and Procurement Code. Partnership working is a key element of our approach both with neighbouring authorities such as on waste and with the private sector on areas such as transport infrastructure. We have a successful track record of partnership working including...

- The construction of five new PFI schools – completed in 2006.
- The implementation of shared systems for benefits and Libraries.
- A 25 year Street lighting contract which will see the majority of streetlights replaced and maintained in the city.
- Collaborative procurement of energy, office supplies and food.
- Creation of a children's centre providing integrated education, health services, childcare and family support.

We are continuing to develop the procurement skills of officers to ensure the ongoing delivery of future efficiencies in all service areas whilst working with our supply chains to develop sustainable procurement solutions. In the last 18 months, we have introduced e-Tendering and are currently rolling-out an e-Procurement system across all departments. **[Procurement Strategy]**

Electronic Service Delivery

We have implemented an internationally acclaimed Strategic IT Framework that provides a range of integrated e-services, delivering a flexible, sustainable enablement of our business transformation agenda. Not only has this allowed us to integrate to back office systems from our multi-channel Derby Direct Contact Centre, but we also continue to use our Strategic IT Framework to enable efficiencies in community-focused, multi-agency service delivery. **[IT Strategy]**

The Strategic IT Framework now provides a range of generic services that can be shared with other organisations. Examples include: our website content management system that is shared across four authorities; and our Information Sharing and Assessment tool that enables joined-up, multi-agency delivery of Children's Services. This technological enablement continues to provide the environment for local agreements around shared processes. We are also working closely with the East Midlands Regional Centre of Excellence to roll out the Strategic Framework across all East Midlands authorities to build an interoperability framework in support of shared services.

Technology is also being used to support the achievement of local outcomes for Derby through monitoring of priority targets at all levels, including wards/neighbourhoods across the Partnership.

Our Performance Framework

'A wide-ranging and robust performance management framework is underpinned by the 'Performance Eye' system.'

Audit Commission, February 2007

Managing our performance is central to ensuring we deliver our priorities. We recognise the vital role played by performance management in delivering service improvement and we have made impressive progress over the past few years in focusing our efforts on weaker areas, as demonstrated by our improving BVPI position.

We have a mature performance framework, supported by rigorous monitoring and management of performance. Our framework sets out clear roles for Members, Chief Officers and staff in performance management, promoting both understanding of responsibilities and clear individual accountabilities.

Our Performance Management Strategy outlines our approach to achieving effective performance management. Linked to the Workforce Development Plan, our Strategy includes goals for developing our people, tools and systems in support of our overarching aim to 'embed a performance culture'.

[Performance Management Strategy]

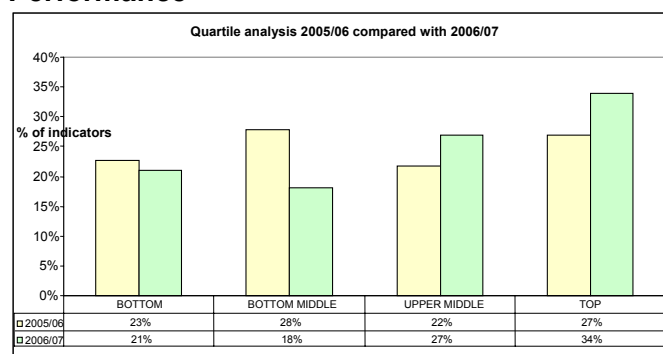
Business plans at department and divisional level drive improvement and promote ownership through identification of local objectives, set against corporate priorities, assessed risk and resources. The plans form the cornerstone of our framework, linking priorities to team and individual plans.

We recognise there is still more to do, but performance management is an inherent part of our day-to-day work. Clear objectives and measures, timely evaluation and robust action planning all contribute towards our outcome based approach.

Case Study

Targeted work and investment through our LPSA has contributed towards quicker removal of abandoned vehicles. We were among the first councils to establish a direct internet link to the DVLA to check vehicle owners. 99% of vehicles reported are reviewed within target and we remove 89% of vehicles within 24 hours of investigation.

Performance



Our performance framework is underpinned by 'Performance Eye', which enables integrated monitoring of performance across a balanced range of corporate and partnership outcomes, including value for money.

The system has helped us to embed ownership of performance across the Council. Every performance measure in Performance Eye is 'owned' by a Compiling and Accountable Officer, with overall responsibility assigned to relevant Assistant Directors. The system is web based and accessible to staff through Derbynet, making performance management more transparent and ultimately more meaningful.

We have a good track record of performance review and challenge by both the Cabinet and Scrutiny through regular quarterly reporting and the use of Performance Eye. The introduction of Performance Surgeries for high risk indicators has also strengthened our challenge arrangements.

[Quarterly performance reports and performance review evidence]

Case Study

Looked after children was the first major review by our Children and Young People Commission. The evidence gathering was conducted in one intensive week and led to 34 recommendations covering social work, fostering and residential placements, adoption, health, leaving and aftercare and education. The report included many examples of things going right. Intended by the Commission to be a long life document, 32 of the recommendations were accepted by the Cabinet and an Action Plan was produced to take the proposals forward.

¹ Based on 2005/06 Quartile Data

Partnership working

We are working closely with Derby City Partnership - DCP to develop integrated performance management arrangements for the Community Strategy and the Local Area Agreement which incorporates our Neighbourhood Renewal Strategy. **[Local Area Agreement 2007/08]**

The arrangements include a dedicated post to strengthen the performance management team. Funded as part of the LPSA2 pump-priming package, the post holder supports the delivery of LAA/LPSA targets across both the Council and Partnership.

Performance Eye and the innovative Data Warehouse have been instrumental in supporting LAA performance management. DCP and the Community Safety Partnership have access to Performance Eye and we are looking to extend this to other partners over the next year. In March 2007, we received a commendation from the Local Government Chronicle (LSP category) for our work around partnership performance management. **[GOEM report] [LGC submission]**

It is clear we are well placed to deliver against the agreed priorities within the LAA. Rated 'Green' by Government Office for the East Midlands in every six-month review, we have established clear governance and performance frameworks, including a new approach to managing LAA funding through portfolios. Consequently partners have been able to build upon existing working arrangements, focus on shared priorities and make the LAA more than simply a paper agreement. **[LAA Annual and Six Monthly Reports]**

Case Study

Reducing young people not in employment, education and training (NEET) is a key outcome included within our LAA, led by the lead partner Connexions Derbyshire Ltd. Targets for NEET 16-18 year olds have been met consistently with a fall of 18% since 2004/05, but the numbers involved still cause concern. This year there has been an analysis of the factors that affect individual young people who are NEET. This has been reported through the DCP structure to Board level, which has led to wider understanding and ownership of the issue and consideration of partnership actions to support the most difficult cases.

Focussing on Improvement

We are committed to continuous improvement both in terms of the services we deliver to our customers as well as in the internal systems and processes which support our frontline service delivery. The Building on Excellence programme – see page 7 – targets areas for improvement both within and outside the Council. Our Change Management Team work with services to improve processes and outcomes, based on our Business Process Re-engineering methodology. **[Change Management Strategy, BPR Methodology]**

Case Study

The Streetcare Service was seen as an area for improvement in relation to handling customer enquiries. Using our approach to change management, the customer enquiries for this service were transferred into Derby Direct in October 2006. Since then with the same number of people, the number of calls we successfully manage has doubled to 500 calls per day and the levels of complaint have significantly reduced. The training programme in Derby Direct means these people can also manage calls for other services, giving us more flexibility and improved efficiency.

We have recognised the need to review our Achievement & Development scheme for managing individual performance. We are currently piloting a new system, which it is hoped will better meet the needs of employees as well as promoting effective performance management.

Local indicators are used extensively, with good arrangements in place to actively monitor, manage and compare performance in achieving improvement in priority areas. We also have robust arrangements for responding to inspections and audits, with regular and targeted challenge from Scrutiny and Audit and Accounts Committees.

When things go wrong

Our Customer Service Standards set out the service levels our customers can expect to receive from us. These standards are monitored on a quarterly basis as part of our corporate performance management arrangements. We recognise however that we don't always get things right. When this happens, we aim to resolve any complaints informally and to the satisfaction of the complainant at the time that the complaint is first raised. However, if the customer is not satisfied, the complaint is fully investigated using our Complaints Procedure. **[Customer Service Standards] [Corporate Complaints Procedure]**

Sustainable Communities and Transport

Sustainable Economy

Our economic “jewel in the crown” is Pride Park, our 110-hectare mixed Business Park, whose occupiers include Derby County Football Club, Rolls Royce and Egg.

This reclaimed site required £40m of Government funding, but has attracted over £200m of private sector investment and the creation of over 6,000 new jobs. Development will be completed with the prestigious UK National Rail Centre.

We are now working with private sector partners on the feasibility study for “Pride Park 2”: Chellaston Business Park. Our consortium includes the Regional Development Agency, two developers and four other landowners including Rolls Royce.

External funding is essential to our economic interventions. In 2006/07, we secured over £8.3m of EU and Government funding for projects in the city centre and in our target neighbourhoods. The city centre in particular has seen massive investment including the Westfield Centre and Riverlights Projects. **[City Growth Strategy]**

We are co-ordinating city centre development through our Urban Regeneration Company, Derby Cityscape Limited, whose Masterplan was approved and adopted last year.

Working with Nottingham, Leicester, East Midlands Development Agency - EMDA and East Midlands Airport, we secured New Growth Point status. This brought £3.6m of pilot funds, a pilot project and in the long-term will see us deliver 28% more houses than our current baseline in the Derby Housing Market Area.

We have made great strides in promoting the city, by supporting the Peak District and Derbyshire Destination Management Partnership to deliver and operate, attracting more tourists and visitors to the region.

Recognising the importance of post 16 education and training to the future of the city's economy, we have worked closely with Derby College to secure the redevelopment of the Roundhouse as a centre of vocational excellence for students in a range of subjects.

Securing jobs for our most deprived citizens is a priority and we are working closely with Westfield, to secure new jobs in the Westfield Centre through the Workstation Project. The Workstation team is in place, and moved into its city centre premises in February. Links have been made to community groups, training deliverers, and the Westfield employers. The model will then be developed and used for other developments where new jobs can be created.



Derbyloans was set up to provide affordable credit to low income and financially excluded households. The average loan size is £550 and because of the administrative costs and risk involved, mainstream banks and building societies do not engage with this market.

It has been operating for 4 years and during this time has made nearly 1100 personal loans and 80 business loans. This year, Derbyloans achieved the milestone of £1million for the total value of its lending.

Derbyloans was the first Community Development Finance Institution to be set up in the East Midlands.

Case Study

Making a difference to people's lives...

Mr A was an unemployed single man, dependent on benefit of £82 a week. His weekly payments to a sub-prime lender were £49 a week (£212 a month). By taking out a loan with Derbyloans over 24 months he was able to reduce his repayments to £84 a month increasing his disposable income by £29 a week (£128 a month). He should also be free of debt after the 2 year period of the loan. In addition, he has opened a basic bank account to pay by direct debit and is able to pay his utility bills by this method.

Housing Decent Homes

We have led a cross-authority regional project to establish a robust baseline in relation to the number of vulnerable households in non-decent homes and we have established targets to achieve PSA 7 targets by 2010. We have secured the largest allocation of all authorities in the East Midlands to address this issue.

Derby Homes our Arms Length Management Organisation – ALMO - completed its Decent Homes programme ahead of schedule in March 2006 and we were the first larger authority nationally to complete the programme.

Affordable Housing Supply

We have a successful track record in relation to the delivery of new affordable homes securing innovative solutions where possible. We are the only council to have successfully implemented a non-HRA housing PFI scheme and to be embarking on a second scheme. Our National Affordable Housing allocation for 2006/08 was the largest in the East Midlands outside the growth area. We also continue to maximise new provision through Planning Gain. We were selected as the East Midlands pilot authority to develop a Sustainable Communities Pilot protocol in partnership with the Housing Corporation and the LGA. We were the first authority nationally to jointly develop and sign up to the protocol.

Quality Housing Management Services

Derby Homes our ALMO, manages some 14,000 Council homes. It has consistently been rated as providing 3 star services and together with the Council is the only Housing organisation to have been awarded Chartermark on five consecutive occasions. It has a number of other quality assurance awards. Derby Homes fully embraces a partnership approach towards community engagement and the development of sustainable communities.

Case Study

Derby is leading on an East Midlands project funded by the Regional Housing Board. The Government has set a target for local authorities to reduce the number of vulnerable households living in non-decent homes in the private sector. Housing Intelligence for the East Midlands – Hi4em uses a web based solution to map housing conditions across the region, and in particular the extent of vulnerable households living in non-decent homes. This then gives local authorities a base line for their strategies. Hi4em has been recommended to be adopted nationwide by CLG. Derby was chosen to develop this project because we are considered by GOEM as leaders in the field.

Environment

Improvements to the City Centre Conservation Area have been enabled through the Derby Townscape Heritage Initiative. Another, inner city, Conservation Area – Arboretum – has seen major improvements following a period of vandalism and abuse. Work began on the Arboretum Restoration project in 2002, and now with help from the Heritage Lottery Fund and others, England's first public park has been refurbished with the involvement of the local community within this priority neighbourhood.

Promoting natural history to the benefit of wildlife and our residents is the theme for our WildDerby Project. Our success has brought us two gold and one silver National Green Apple Awards for Environmental Best Practice in the last three years. Environmental awards have also been received too for 'The Sanctuary' bird and wildlife reserve at the city's Pride Park reclamation and regeneration area. A programme of Local Nature Reserve – LNR designations has ensured a steady and sustained increase in the number of LNRs within the city. The 'Let's go wild in Derby' programme of free walks and activities includes events within the LNRs. Co-ordinated by the Council, the programme is delivered through a broad range of local groups, organisations and individuals. For 2007, there are almost 50 varied events spread across the city.

Climate Change

With the signing of the Derby Declaration on Climate Change in March 2006 we have confirmed our commitment to taking the lead locally in tackling this key challenge. We have established a high profile, cross-party Climate Change Board to oversee an action programme. At the heart of the programme is ensuring that we can deliver on our pledge to reduce the Council's carbon emissions by 25% over the next 5 years. In March, a major Staff Energy Awareness Conference was held to help launch this process, drawing on our input to the Local Authority Carbon Management Programme including initial work on our baseline position. Our biennial environmental festival, Eco-Fest, in September this year will focus on the theme of climate change. It was the theme for this year's EnviroLearn event, an annual series of workshops offering local people the chance to learn more about the environment and to become 'environmental champions'. In June 2007, all employees were given the opportunity to watch the Al Gore movie to raise their awareness of climate change issues.

Achievement

We are making excellent progress with two externally funded partnership projects. Energy Business Advice Normanton (ErBAN) focuses on giving energy efficiency advice and support to small businesses in a priority neighbourhood. It is supported financially through ERDF and EMDA. Derby's 7Cs brings together seven of the city's largest organisations to raise climate change issues amongst their 33,000 employees. It is supported through Defra's 'Tomorrow's Climate: Today's Challenge' initiative. To retain a member focus on taking forward our 7Cs commitment and the actions arising, we have introduced a Climate Change Overview and Scrutiny Commission.

Waste Management

Key achievements in dealing with waste include the recycling of 50,000 tonnes of paper over the last 10 years. Success with the recycling and composting of household waste in the city make us one of the best performing cities in England in this respect. Composting now covers food waste, with collections throughout the year. 'Rethink Rubbish', the door-to-door recycling collection scheme, applies to well over half of the city. Neighbourhood Environmental Action Teams have been established within the priority neighbourhoods. They deal with local environmental crime including fly tipping and the removal of graffiti. At the strategic level, a Joint Waste Management Strategy prepared with Derbyshire County Council and the Derbyshire Districts informs our actions.

Parks and Open Spaces

The appointment of Funding and Consultation Officers has enabled the development of a capital programme in excess of £1million per year. Major schemes drawn up after consultation with local residents, partner organisations and friends groups include the acclaimed £6.2 m restoration of the Arboretum completed in 2007, the £1.6m Osmaston Park scheme completed except for a new pavilion, and the £2.2m Racecourse scheme, the first phase of which – a third generation artificial turf pitch was completed in summer 2007.

Other significant capital projects completed include two community centres and new play facilities for teenagers – three wheeled sports areas, a ball court, and two sportswalls. In addition, the rolling programme of equipped play area refurbishments has continued to deliver four or five play areas improved to the nationally recognised LEAP standard, each year.

The key to our success is working closely with residents to establish friends groups for major parks. The groups work with parks management and other

partners to develop improvement schemes and activities for their parks. During this time parks have gained ISO 9001 and 14001 accreditation. To guide the management and development of Derby's parks over the next five years, a new Parks Strategy is currently being prepared.

Transport

Local Transport Plan

The new Derby Joint Local Transport Plan, LTP2, has been a true partnership approach with the public and many stakeholders involved in its development. This has delivered an LTP that is based on people's views and aspirations and carries a great deal of local support. The LTP1 and LTP2 have both been assessed by central government as 'excellent'.

Partnership working has been key to the delivery of our transport strategy. The LTP Steering Group has been established since 1997 to provide a direct mechanism for input and influence on developing and implementing transport strategies. Annual consultation ensures public involvement and awareness of the programme.

In February 2007, we were invited to become a Centre of Excellence, to perform various best practice dissemination activities to other local authorities, highlighting our specialist expertise.

The Accessibility Planning process which is essentially improving access to key services has been successful in ensuring transport objectives influence plans in other Council services and develop into corporate priorities.

Case Study

The successful delivery of enhanced bus services to East Midlands Airport from the three cities and other towns and villages, with the support of DfT and emda, demonstrates partnership working delivering easier and more sustainable access to the airport, both for visitors and the many employees there. Passenger growth on the Derby service has more than doubled since the bus partnership was formed, and the service will be rebranded with new buses and will operate 24/7 from March 2008.

The gradual expansion of the Urban Traffic Management Control system in Derby, the sub-regional expansion of the Bus Real Time Information System and our increased control and management of car parking across the city are all

key achievements and fundamental elements to the delivery of our overall transport strategy.

Inner Ring Road Integrated Maintenance Scheme

Procuring a partnership contract has proved invaluable in the completion of the inner ring road integrated maintenance scheme, IRRIMS, which addressed serious safety and maintenance issues with key assets on the highway. Working in a co-ordinated and integrated way, we have minimised delays to the transport network and reduced any consequential impacts on local people and businesses in the city centre. In April 2007, the industry body Considerate Constructors, presented our contractors with a gold award for IRRIMS which recognised improving standards for road users, sustainable construction and more care for neighbours.

Cycle Derby

In October 2005, Cycle England made Derby one of six Cycle Demonstration Towns in the country. Funding of £1.5million over three years will help us make Derby more cycle friendly. Match funded from other sources, we aim to provide more cycle routes and infrastructure, offer quality cycle safety training to every Year 6 child and encourage take up through extensive promotion. Working closely with schools, parents, sports and health professionals, we are well on target to quadruple the number of young people cycling by 2009.

Sustainable Communities

We are making significant progress in updating and extending our network of neighbourhood libraries. In March 2007 a new library was opened in the Revive Healthy Living Centre in Derwent, following extensive consultation with local residents. In July 2007 Mickleover Library opened in a new purpose-built premise several times larger than the current inadequate accommodation. In 2008 the network will be further extended when a library is opened at the Springwood Leisure Centre in Oakwood. The Libraries Service is also actively exploring opportunities for co-location with other services. In 2006 Derby Homes moved its Sinfin office to the library, and this initiative was replicated at Alvaston Library in July 2007. Derbyshire Police are proposing to take up office accommodation at the new Mickleover Library, while members of the Local Community Services Team have recently moved into Pear Tree Library.

Safer and Stronger Communities

Derby is a safe place to live and work. Over recent years, we have seen significant reductions in crime and we are performing above average against our comparators. As a result of this performance, we have recently been used as the regional case study for Home Office research to identify good practice.

Since 2002/03, burglary in the city has reduced by 58.1% and vehicle crime has reduced by 43.7% over the same period.

Reductions have also been seen in the proportion of residents worrying about crime. In 2005, there was a 22.2% reduction in people worrying about burglary and a further 12% reduction in 2006.

The Crime Prevention Team provides crime prevention advice and free security upgrades to victims of priority crimes. The team also provides services to the victims of domestic violence and robbery. The Team is supported by the Council and work closely with the Crime Prevention Design Advisor in the planning process to 'design out' crime in developments.

Community Safety Partnership

The Community Safety Partnership (CSP) of which the Council is a key partner, takes the lead in Derby to deliver safer and stronger communities. The Chief Executive of the Council chairs the partnership board.

The CSP contribute to the LPSA with three stretching crime targets for violent crime in the city centre, domestic violence and criminal damage. This has allowed an increased focus on these areas of work. Derby has seen significant reductions in violent crime since 2003/04, falling by 22.5%. This success in Derby is against trends elsewhere.

Community Safety Survey

As well as reducing crime, we are equally concerned about making sure that residents feel that the city is safe. We do this through a robustly designed and externally commissioned Community Safety Survey delivered at citywide and priority neighbourhood level. This enables us to identify and monitor changes in the fear of crime across the city. As we move forward we will look to broaden the scope of the survey and further join up the consultation processes between ourselves, the CSP and other partners. **[Community Safety Survey]**

Community Engagement

A key development over the last year has been the introduction of a partnership approach to community engagement. We believe it is important to have a joined up approach to community engagement, developing appropriate ways of engaging local communities and reducing some of the duplication currently in place. A framework has been developed and endorsed by all key partners. We are now mapping current activity across the city and have developed community-specific plans for each of the priority neighbourhoods. **[Example of Community Safety Survey]**

Neighbourhood Working

Neighbourhood forums have initially been established in five priority neighbourhoods and this has recently been extended to six to incorporate the Derwent Ward – those areas most likely to suffer crime and anti-social behaviour, deprivation and poor educational and health outcomes. The multi-agency neighbourhood teams in these areas deliver enhanced safer and cleaner services. The Forums will be extended to all 17 wards by the end of the year.

A tasking and co-ordination framework has been established for the operational delivery of neighbourhood working. This includes the involvement of local people in identifying problems in their area and a framework for delivering work to tackle the problems identified. Elected members play a significant role in this framework. To support this and determine its success, a partnership approach to neighbourhood governance has been developed incorporating a performance management framework reporting to the multi-agency Area and Neighbourhood Board. This Board is chaired by the lead Member and attended by the Leader of the Council, Chief Executive and Directors as well as senior officers from partner agencies.

Community Cohesion

In the past, the city saw a couple of incidents resulting from a lack of cohesion amongst some communities. Whilst these incidents were relatively small and quickly resolved, press coverage was high and negative for Derby. To improve community cohesion within the city, a Cohesion Strategy has been developed and a Community Cohesion Team is currently being established. A Community Cohesion Leadership Group has also been formed and includes membership of key individuals, agencies and communities including both the Leader of the Council and Chief Executive. Derby has been successful in seeking regional funding to support this work.

Case Study

Established in April 2006, the Normanton Area and Neighbourhood Team has...

Cleaner Neighbourhood

- Removed 26 Tonnes of waste.
- Removed 1630 items of fly tipping.
- Removed 107 incidents of graffiti.
- Carried out 122 litter picks.
- Collected 57 needles.

Safer Neighbourhood

- Handled over 80 calls in relation to antisocial behaviour – ASB.
- Installed 15 gates to resolve ASB issues.
- Held residents meetings to target ASB issues and crime hotspots.

Stronger Neighbourhood

- Developed four neighbourhood forums.
- Engaged 20 street champions.
- Developing a drug user Forum.
- Delivered three partnership events over the summer to raise awareness.
- Completed the neighbourhood profile.

www.saferderby.org.uk

Drug Treatment Services

In the last year, there has been a 13% increase in the number of problematic drug users in treatment and substantial reductions in the waiting times to receive treatment, particularly for specialist prescribing, which is now on average only one day. The ground breaking Bradshaw Primary Care Clinic has been established following a reconfiguration of drug treatment services.

Delivery of services to young people experiencing substance misuse is very strong in the city with particular strengths in partnership engagement, integrated delivery of service provision and a shared commitment across all partner agencies to achieve common goals. A key strength has been the input by Children and Young People's Services particularly through schools and the Health Promoting Schools agenda achieving Beacon status.

A Drug Intervention Programme targets problematic drug users who commit crime. Those who are identified as prolific through the Prolific and Other Priority Offender - PPO Scheme are given a higher level of support and fast-track intervention. The scheme is complemented by the Plus Panel, a programme run in Derby to deter young people from offending. This, along with our prevention work in our Youth Inclusion Projects and work with

Achievement

young offenders in the Youth Offending Service - YOS has resulted in Derby seeing reductions in the number of young people entering the criminal justice system for the first time and continued good performance nationally in the rate of young people re-offending.

Case Study

Since September 2004, our Adult Learning Service has been working in a successful LSC funded partnership with Derbyshire Probation Service providing English and Maths classes at Level 1 and 2 for offenders on Community Punishment Orders. Two full time tutor managers deliver the classes on Probation Service premises and to date, 310 learners have gained qualifications which will enhance their employability or enable them to progress into further learning.

There have been some notable successes in that some ex-learners are now working for companies such as Toyota and Marks and Spencer and one person has become employed for the first time in his 43 years. Currently, there are 6 ex-learners at university and 3 more are joining Access to Higher Education programmes in September 2007.

quick action being taken – for example, in quick clean up of graffiti by our graffiti teams. A further success in the city has been in the reductions in street begging – down 49.1% in the last year. Again this has been a real partnership approach, including contributions from the Police and our City Centre Management Group.

These, and many other crimes and anti-social behaviours being tackled in the city are alcohol-related. To reduce the harm caused by alcohol – both to individuals and to the city as a whole, partners from across the city have come together and developed an Alcohol Reduction Strategy. Derby has an award winning assessment centre. The success of this has attracted further funding for the development of a new assessment centre working with alcohol and the homeless.

Case Study

In 2004 Derby had 14 rough sleepers. The development of the 'assessment centre' in partnership with English Churches provided housing for six rough sleepers with a drink addiction. This centre allows the residents to drink in a controlled environment. In 2006 the number of rough sleepers had fallen to seven. The scheme won a National Community Care Award.

Youth Offending Services

The work of the YOS is supported by the Council through the funding of a number of posts but also in the close working of YOS and Children and Young People's Services and in delivering particular aspects of the Children and Young People's Plan. The YOS is closely linked with neighbourhood teams to deliver community based projects, including those based upon restorative justice principles.

The CSP through the YOS, commission a number of Youth Inclusion Projects in the city. The Youth Offending Service has received two national awards for its excellent prevention services and Enthusiasm has been nationally recognised as an example of good practice.

Anti-Social Behaviour

Issues of anti-social behaviour are being successfully tackled across the city. Derby has recently been designated as a Respect Action Area – one of only forty in the country. An example of real success has been the 42% reduction in complaints about graffiti to the Council over the last year. This success has been the result of high profile campaigns, hotlines such as 'It's Your Call' and Derby Direct alongside

Accident Reduction

We have performed well on our core road safety targets, meeting our yearly milestones for reducing the numbers of people and specifically children killed and seriously injured. We have been able to influence traffic volume and speed reduction and encourage more sustainable and safer travel habits through various measures including safety cameras, travel awareness campaigns and local engineering safety schemes.

We have conducted a number of practical training programmes to combat accidents. Kerbcraft has enabled 12 schools within the Normanton area to receive training for children between 5 and 7 to develop key pedestrian skills and help recreate a safer roadside environment for children. The Derby and Derbyshire Motorcycle Forum also works proactively to improve safety, access and facilities for this vulnerable user group. Allowing motorcyclists in bus lanes, as part of a year long trial in Derby, reported no casualties or incidents and a sustained increase in bikers and cyclists using the bus lane.

Achievement

We are currently developing a new Casualty Reduction Partnership which will involve closer working with neighbouring authorities, emergency services and other agencies, allowing better coordination of existing activities and the introduction of new initiatives to promote road safety. The Partnership has the endorsement from both Derby and Derbyshire Local Strategic Partnerships and, in time, we will extend the remit to encourage more partner agencies to contribute financially.

Emergency Planning

The Council, together with our partners, has an excellent record in preparing for and responding to emergencies that affect the city.

Emergency Planning is a joint service with Derbyshire County Council and works very closely with the emergency services, health trusts and other agencies. This joint service ensures that there is both an in office hours and out of hours response by on call duty officers.

A risk assessment of the city has been completed and a Community Risk Register has been prepared and published. Emergency Plans have been prepared for identified risks, training of key staff has been undertaken and validation exercises have been carried out. **[Community Risk Register]**
[Emergency Plan]

A Business Continuity Strategy and Operational Plan is in place to ensure that, in the event of an emergency or disruption to our infrastructure, we are prepared to continue to provide critical services that the public rely upon for example social care, refuse collection, benefits payments. This Plan was tested in February 2007 as part of a regional and national exercise. **[Business Continuity Strategy]**

Working with event organisers in the city, we provide advice and assistance to ensure that health and safety measures are in place and to prepare multi agency response plans for large events.

All Emergency Plans are subject to regular revision and development.

We are also involved in joint work at a regional and local level (police force area) as required by legislation.

Healthier Communities

Partnership Working

The Council and our partners have a successful track record in working together to reduce health inequalities across the city. We enjoy a positive partnership culture between the key agencies that has ensured health improvement has a high profile within the Derby City Partnership, the new Corporate Plan, Local Area Agreement, and in other key plans and documents such as - The Children and Young People's Plan and the Community Strategy.

The Public Health Strategy is led jointly by the Council and Primary Care Trust and is implemented and monitored by the Public Health Forum and reports to the DCP Healthy City Executive. Following a recent review of the LSP we have created a specific health focus within the Partnership. The Healthy City Executive will provide increased leadership and focus on health improvement and will provide further partnership impetus for Derby to meet the future challenges in shaping our services and narrowing the health gap.
[Public Health Strategy]

We recognise the progress made with our partners in improving health within the city; however we also realise that there is a lot more that we need to do to reduce and narrow the gap.

The robust partnership approach to both planning and service delivery is reflected in other key plans for physical activity, smoking cessation, teenage pregnancy and alcohol reduction. Strong partnership strategies and plans together with effective networks are in place to deliver and improve lifestyle intervention and behaviour change amongst hard to reach and vulnerable groups.

National Recognition

We have been recognised nationally with the award of Beacon Council Status for Healthy Schools and our approach to measuring and increasing exercise amongst children and young people has been recognised as being of national significance by the regional cultural agencies. Derby is only one of six towns and cities nationally to have obtained national cycling demonstration town status.

[Beacon Council Award]
[www.cyclederby.co.uk]

Physical Activity

In October 2005 Derby launched a multi-agency Physical Activity Strategy. Although led by Sport and Leisure and Derby City Primary Care Trust, the strategy has been adopted by the City Partnership and links with the City of Opportunity Executive as a key part of the Public Health Strategy.

In June 2006 up to 9000 children and young people completed a specially designed physical activity diary. The diaries form part of our commitment to measuring and increasing exercise levels across the city. Together with the Primary Care Trust, we have worked together in developing the 'first of its kind' citywide baseline of Children and Young People's exercise levels.

Supported by a research partnership with Leeds Metropolitan University's Physical Activity Research Institute, we now have in place a citywide multi-agency 'b-active' partnership that aims to increase exercise levels by 13.5% by 2009. The 'b-active' partners have used an evidence based approach to addressing the real problems of inactivity amongst children and young people and have developed a range of new interventions and programmes supported by social marketing campaigns that is attracting national attention.

Physical activity has become embedded within the Local Area Agreement and within the Children and Young People's Plan for the city and the baseline will form the basis for the establishment of a physical activity entitlement for Children and Young People in Derby. This entitlement will provide the necessary foothold to expand the existing and future partnerships to develop new interventions and marketing and communication messages aimed at increasing children and young people's involvement in exercise, play, physical activity and sport for future generations.

Smoking Cessation

We are working closely with the PCT Public Health Team on Tobacco Control working with local businesses and a smoking cessation service that offers support to quitters through GPs, support groups in different settings including groups for Council employees.

Healthy Living

Housing makes a significant contribution to the health agenda. We have an effective Affordable Warmth Strategy in place that is supported by a wide range of internal and external partners, including Adult Social Services, the Primary Care Trust and community

groups. We continue to work very closely with the Warm Front Team. Over 10,000 households have had the Warm Front grant since June 2000, with over £5.5 million of Warm Front funds spent in Derby. **[Affordable Warmth Strategy]**

Our partnership working with Walbrook Care and Repair, the local Home Improvement Agency, helps around 200 older, low-income homeowners stay in their own homes in comfort and safety through minor repair grants. The same partnership has led to the development of a private sector decent homes programme which targets grant aid at vulnerable homeowners living in non-decent homes across the city.

We are bringing together a range of partners to facilitate a major renewal project in the Rosehill area of the city. Through a master-planning process, the project aims to tackle a failing housing market in the area and multiple deprivation issues affecting it. Master Planning exercises currently being undertaken in the Osmaston and Derwent NDC areas similarly involve a range of partners including significant resident representation. Both exercises aim to develop plans that will significantly regenerate both areas that are also experiencing high levels of multiple deprivation.

Information Sharing

We recognise the importance of improving the quality and distribution of baseline data. We are increasingly improving data protocols between partners and have information sharing policies in place to support this. The Data Warehouse will help to improve how we can measure improvements and target areas of greatest health need. We have effective consultative processes in place to ensure the views of young people and older people inform service planning and direction. We are committed to engaging the voluntary and community sector in the development and delivery of services. Examples of this include...

- The Revive Healthy Living project.
- The Space.
- Consultation Framework.
- Perth House.
- Children's Centre Developments.
- Integrated Disabled Children's Service.
- ContactPoint.

Case Study

We are currently building a new 30-bed assessment centre for single homeless, in the centre of Derby. This is a £2.2m scheme funded £1m from Government, £500k from European funds and £700k from the Council.

Once complete, in April 2008, the centre will provide a one-stop service for single homeless people in the city. A partnership is being developed between Housing, Social Care, Health, and the Community Safety Partnership to ensure a holistic assessment of each individual's needs is completed and that relevant services are provided to them. These services could include; temporary or permanent housing, drug and/or alcohol treatment, care plans, support plans, health checks etc. The objective of the centre is to break the "revolving door" syndrome of some of our most chaotic citizens, and give them every opportunity of integrating back into mainstream society.

Teenage Pregnancy

Latest data in 2005 the under 18 conception rate in Derby was 54.8/1000 15-17 female population. This is a 14.1% fall since the 1998 baseline similar to 2004. Although we are behind in meeting national targets we are in the upper quartile when compared to our equivalent benchmarking authorities. In 2006 the percentage of teenage mothers in education, employment or training was fell slightly to 30% (range 30-33% 2004/06).

Evidence of progress is reflected in the annual self-assessment and review of Teenage Pregnancy Strategy Action Plan for 2006/07.

The Teenage Pregnancy Partnership Board recognises the challenges and with the support of the CYP executive has commissioned a strategic review of the partnership structure and priorities in order to maximise the impact. This has been completed and recommendations are outlined in the Strategic Review Executive Summary. There will be a focus on 9 strategic objectives that include moving to a strategic commissioning structure for the former Teenage Pregnancy Partnership Board.

Supporting Vulnerable Groups

In both the Children and Young People Service and Adults Service we are leading the shaping of services in order to target excluded and vulnerable groups. We

have successfully piloted the integration of front line services within Area Panel One and the implementation of the Common Assessment Framework.

Together with our partners we have been able to implement joint action plans to address a range of health issues relating to alcohol reduction, accident prevention and falls reduction. The size and geography of Derby alongside the partnership culture that exists across the city, maximises the potential to join up plans and services at both a strategic and operational level.

Case Study

The Derby Preventative Technology Project aims to increase the volume and range of Telecare services provided within the city to a wider range of client groups, between 2006 and 2008. It is jointly funded by the two-year social services Preventative Technology Grant and the pre-existing Housing based, CareLink service. A multi-agency Project Board also includes representation from Acute and Community Health. A social services Telecare champion was appointed in 2006 to raise Telecare awareness and advise on assessment and the year two grant is being used to embed Telecare services within priority user / carer groups such as Learning Disabilities, Falls and Long Term Conditions. Year two links are also being made with the third sector and the locality Community Safety Partnership. The Derby Assistive Technology Evaluation Centre and Nottingham University also contribute evaluation advice to the partnership.

The Children and Young People Service has in place a participation strategy to ensure that the views and aspirations of Children and Young People become part of Council practice. A shadow Children and Young People Executive has been established as part of the future management structure. Youth Projects such as the Runaways have become mainstreamed because of their value and contribution to targeting vulnerable young people. **[CYP Participation Strategy]**

We are working towards a physical activity entitlement for children and young people based on the baseline data we now have on exercise levels of young people and we continue to develop both capital and revenue projects to positively engage children and young people in sport, play, outdoor adventure and physical activity.

Older People

Strategic Planning and Leadership

Our vision, as expressed in the Corporate Plan 2007/10, is to create a “city for all ages”. This explicit focus upon age and inclusion purposefully enables a clear focus upon older people’s present and future needs. Using the “city for all ages” as the key slogan for service development in partnership has enabled some of the successes outlined below.

A robust approach for modelling services to meet future demand is also an essential foundation. This has been provided through older peoples strategies developed in partnership: for Adult Social Services, for Housing and for Supported Accommodation. These strategies have identified significant growth in people aged 85 and over, necessitating a refocusing of services for those in the highest need. However, there is also marked growth projected in people aged from 50 to 65: combined with the growth in Derby’s emerging communities this has also reinforced initiatives that focus on earlier prevention and community engagement.

Robust and Inclusive Partnership

Derby’s Older People Strategic Planning Partnership is chaired by the Council’s Deputy Chief Executive and draws upon key partners delivering in all of the seven outcome areas identified by *Your Health, Your Care, Your Say*. The partnership is accountable to the LSP via the Healthy City Executive. It is also accountable to older people themselves: representatives sit on the group which also feeds into the Older Peoples Cluster and the Derby Seniors’ Forum.

As one of the first Local Area Agreements our Healthier Communities and Older People block is now in its third year. The co-leadership of the Director of Public Health has enabled a broad inclusive focus on older people’s well-being that is reflected in the LAA itself: targets and indicators around keeping older people out of residential care and hospital unless necessary, increasing volunteering around older people, “narrowing the gap” in health conditions between deprived and affluent wards. The Local Area Agreement has become a key driver of the Older Peoples Strategic Planning Partnership, especially in delivering a focus on prevention.

The Older Peoples Champion – a key role

There is strong political leadership through the Council’s Older People’s Champion, who consults widely with the city’s older people and then uses networks both at Member and partnership levels to mainstream the older peoples agenda. *[Report on*

Adult Learning to Adult Social Care and Health Overview and Scrutiny Commission.]

Engagement

Corporately we work to support the development of two primary mechanisms at the citywide level for engaging and consulting older people. For individual citizens aged 50 plus we support the well-established Derby Seniors’ Forum, and for older people’s community and voluntary organisations it works with key partners, in particular Derby CVS, to support the development of the more recently established Older People’s Cluster of Derby Community Network.

The Forum and the Cluster co-ordinate their work through involvement in Derby Older People’s Strategic Planning Partnership. They have a key voice in this Partnership, as do Derby’s three elected older people’s representatives to East Midlands Older People’s Advisory Group – EMOPAG, who help to input information and perspectives from outside the city to the older people’s strategic planning process.

Council support for the development of the Forum and Cluster takes place as part of its Consultation Strategy, alongside and integrated with the other elements of the delivery of this strategy, which is known as *Your City Your Say*. Both the Forum and the Cluster are concerned with the full range of issues that affect older people, and do not limit themselves to considering only care services. For example the Forum have organised their own survey on the condition of pavements in the city, which has been used to inform discussion with Council Streetcare officers at a Forum meeting.

As another example, the Forum is very interested in the Derby City Partnership’s Community Strategy priority of “a city centre for all ages” and inputs its concerns about the need for facilities in the city centre for older people at every opportunity, for instance during the recent “Let’s Talk Budget” meeting for older people about the Council’s 2007/08 Budget.

Case Study

Senior Visiting officers from the Council and the Local Pensions Service have been cross-trained to deliver all services in a single home visit to customers over 60 years old. Visits are undertaken in the privacy of their own home and during the visit, all relevant forms are completed, checked and then sent off for processing.

Achievement

In relation to consultation with service users of care services, the Perth House Project to consider the change of use of an existing residential home has involved residents from the local community, service users in the residential service, staff and representatives of other agencies. Through an ongoing series of meetings they have been involved in identifying local needs, designing the project plan and will be part of overseeing the implementation of the proposed changes.

Despite budgetary pressures, we remain committed to supporting engagement with older people through Derby Seniors' Forum in a sustainable way. As well as staff support from the Older People's Consultation Officer, funding is used to cover all venue and mail out costs of the Forum, and a significant contribution is made to funding the Liberation Day event for older people. The Council provides financial support to meet the expenses of the three elected EMOPAG representatives, and funds the annual subscription to Better Government for Older People - BGOP on behalf of all Derby partners.

Case Study

Liberation Day is an annual event for people over 50. Supported by the Council and our partners it provides an opportunity to share information and to receive feedback on services and local issues. Representatives of local older peoples' organisations are members of the planning committee and annually feedback is sought from the Derby Senior's Forum and Derby Community Network Older People's Cluster following the event.

Significant funding and staff support has been provided in the development stage and early life of the Older People's Cluster through Partnership-controlled Neighbourhood Renewal funding, and staffing support by Derby CVS – Community Voluntary Sector, and by Derby City PCT during the development phase.

Responding to Diversity

The Seniors' Forum is mainstreamed as part of our equalities agenda as one of the Council's network of Diversity Forums, through which we consult diversity priority groups. As well as the Seniors' Forum there are Forums on gender, for minority ethnic communities, disabled people and young people. Diversity is a key factor in commissioning strategies for older people. For example, Black and Minority Ethnic - BME demography has guided initiatives around day services and sheltered housing in the city. Diversity is also reflected in service delivery, notably the Council's top regional performance for Direct

Payments in lieu of care services. Service users from BME backgrounds have particularly benefited from Direct Payments which have enabled them to purchase their own care in ways that are convenient and appropriate for them.

Intergenerational initiatives

A work experience scheme is in place for local school age children within residential homes for older people. School age young people are involved with Liberation Day and play a key role in welcoming attendees and assisting in its smooth running.

Case Study

New Deal for Communities in Derwent are working in partnership with the Council to deliver a range of inter-generational activities including:- **Timebank** - a facility for local residents to share skills and knowledge via the exchange of time. The project is accessed by people of all ages and enables inter-generational activity to take place at a one-to-one level or at social events and organised activities.

Green Gym - This project is designed to improve health via gardening and other outdoor activity. The project attracts a wide range of ages and has a specific group to support younger gardeners.

'What did you do in the war nanna?' - Project involved older people visiting local schools to support learning within history lessons.

Tough targets and high performance

"Delivering Accessibility" is one of five key areas within the Derby Joint Local Transport Plan 2006/11. Targets have been set around improving access to GP surgeries and local shops, as well as improving the number of buses with low floor access for older and disabled people. These are on track. Consultations with local older people about access issues have led to three new bus routes in the past two years, explicitly to meet their needs.

Work with the voluntary and community sector to increase the profile of volunteering with older people has led to the development of a performance target in the Local Area Agreement which has been exceeded in each of the past two years.

Focused activities that promote exercise and healthy living for over 55's have been set up in each of our sports and leisure centres, with concessionary rates as part of the city-wide plan for Getting Derby Active.

Achievement

We have set up a Falls Prevention service, based in the PCT, which is working to targets set out in the LAA to reduce falls in older people, especially serious falls that lead to hospital admission.

Number of Delayed Transfers of Care from Acute hospitals per 100,000 population aged 65 or over; performance on this joint indicator has been top band 'significantly above average' for 2004/05 and 2005/06. The figure has been low (18-19) and Derby is a very good performer comparatively.

Our citywide approach to exercise referral and cardiac rehabilitation is reflected in LPSA, Corporate Plan and Public Health Strategy targets to support adults and older people undertaking 30 minutes of exercise five times per week. These are on track.

The amount of intensive homecare provided has been increasing year on year as we refocus resources to stop people needing unnecessary hospital or institutional care. This has also been reflected by a fall in Care Home admissions year on year. The LPSA2 partnership target area 5 is acting as a catalyst to reduce bed-days for over 75s in Derby Acute and Community Hospitals.

We are working with partners to develop Extra Care Housing for Older People, with two schemes expected to come on-line in 2007/08 and further funding attracted from the Department of Health following a competitive bidding process for a scheme in 2009/10.

We are the regional leader for making Direct Payments and maintain this performance with adults, providing them with more choice and control in meeting their care needs.

In 2006 the joint Derby Integrated Community Equipment Board - DICES developed a Preventative Strategy which prioritises vulnerable adults who are Fair Access to Care Services - FACS eligible. Carers, people with early dementia, those with learning disabilities and people with long term conditions are particular target groups. Grant funded secondments are marketing the service to professionals involved with those groups. A six-week free service is provided from the point of referral and equipment is paid for using the Preventative Technology Grant. Installations have risen over 10 months. The percentage of items of equipment and adaptations delivered within 7 working days; Derby achieved 80 per cent in 2005/06 which is good band 4 performance.

Children and Young People

Progress on Children's Trust arrangements

The overall effectiveness of the Council's children's services and its service delivery to children and young people across the five outcome areas is good and continues to improve. There is strong and effective leadership at all levels.

Derby has a fully participative and engaged Children and Young People's Partnership known as the City for Children and Young People Executive. The meetings are well attended and the level of the discussion and debate reflects the engagement and commitment of members. The participation of young people in the partnership group is also actively encouraged and representatives from the Young People's Shadow Board attend and contribute to every meeting.

Further restructuring of our Children's Trust arrangements has seen the establishment of wide-ranging partners' stakeholder forums, and the formalisation of commissioning arrangements.

Innovative Practice

The Children and Young People's Department build on its strengths and innovative practice in delivering services to meet the needs of children and young people, some examples of which are:

- 'Your future, Your Choice', an event targeted at all Year 6 children in the city, using innovative practices to demonstrate some of the careers available in the city, with the key message being the need to work hard to achieve the right sort of job.
- A single Excellence Partnership involving all city schools in the planning and delivering of innovative approaches to teaching and learning. In addition, an Education Improvement Partnership has been established involving all 13 secondary schools, four special schools and the PRU.
- Derby has made great strides implementing the national common assessment framework (CAF) across the partnership, supporting significant improvements in the quality of multi-agency working to secure early identification and support for vulnerable children.

Achievement

Children and Young People's Plan

The Children and Young People's Plan continues to be implemented and monitored through the work of the five outcome groups. These groups have been expanded to include a sixth outcome group with a focus on ensuring equalities objectives are met. Priorities of the plan are reflected more widely in the Council's Corporate Plan, the Children and Young People's Department Business Plan, the Community Strategy and Local Area Agreement. The recent review of the plan provided an opportunity to capture the gains made during the past 12 months.

Be Healthy

Strong partnership working and the move in Derby to integrated working and delivery underpin the re-configuration and development of services to meet the health needs of children and young people. Area 1 integrated working empowers health professionals to focus with other childcare workers on early identification through Common Assessment Framework (CAF), intervention and prevention to vulnerable families. This contributes to child protection core standard compliance. The strength of the Partnership in Derby has secured funding for a demonstration site for a 'Health Led Parenting project'. This supports the targeting of our 100 most vulnerable parents and will operate across the five wards with highest deprivation factors. This work will also directly support teenage pregnancy strategic work to reduce conceptions. This will inform future partnership commissioning of child health services.

• Teenage Pregnancy

Early indications show a downward trend in under 18s conception rates in Derwent ward, one of the highest hotspot wards in Derby, as a result of an enhanced teenage pregnancy programme supported by New Deal for Communities.

• Healthy Schools

The city has exceeded the December 2006 target, and 100% of primary and 85% of secondary schools are now engaged. The city's Healthy Schools Team shortlisted by the national Healthy Schools Team on the basis of good practice has achieved Beacon Status. All schools now have a School Council with a pilot area/cluster council now being established.

• Substance Misuse

Young People accessing the Youth Offending Service are closely linked to substance misuse services, with 100% accessing initial screening and assessment. The co-located service development by Young Addaction/CAMHS provides a one-stop shop for young people to access substance misuse treatment and mental health services. The young persons' treatment services continue to exceed both national and local targets for numbers in treatment.

Stay Safe

Key developments in 2006/07 have been to finalise local governance arrangements; revise and implement new safeguarding procedures jointly with Derbyshire; enable access to procedures electronically; implement revised guidance for responding to allegations against staff; establish a framework for completing child death reviews; deliver a multi-agency training plan; strengthen existing links with Multi-Agency Public Protection arrangements and the Domestic Violence Partnership; develop the work of the stay safe outcome group to promote well-being; provide awareness-raising training for faith groups; establish a performance monitoring framework.

• Domestic Violence

Significant improvements and progress has been made in training and practice of professionals working with victims of DV. The Community Safety Partnership has an excellent DV unit, with a special Domestic Violence Court, Independent Domestic Violence Advisors and a voluntary perpetrator programme. There are well-established jointly managed interventions. There had been an increase in the reporting of DV and a decrease in the numbers of re-victimisation cases.

• Training for Parents

A training course for parents on safeguarding and the common assessment framework has been developed and delivered, producing positive outcomes for parents, children and young people, including teenage parents.

• Integrated Disabled Children's Services

Our integrated service to disabled children with complex needs continues to be an area of particular strength. Children and families report high levels of satisfaction with the service. Inspections of the residential and outreach components have been judged good.

• Children in Care

The quality of reviews for children looked after continues to be high and more children participate in their reviews than ever before (89.6%). All reviews are independently chaired, taking place in the child's home with carers and significant others present. Placement stability continues to be very good, a high proportion of children looked after are in family placements and the number of children adopted continues to be high. Recent inspections of the Fostering and Adoption Service were very positive and the partnership's private fostering arrangements are good.

Achievement

Enjoy and Achieve

The Council's strategic planning and funding arrangements continue to prioritise improvements in Key Stages 1 and 2. A number of new intensified actions have been introduced including a focus on language and literacy skills from the foundation stage through to Key Stage 2.

Participation by young people in activities provided by the Council's youth service is good and a Youth Panel has been established. There is a wide range of provision from the statutory and voluntary organisations and there has been significant improvement in a variety of activities for young people with positive outcomes for disadvantaged groups. The Youth Service activity programme for young people with learning difficulties and/or disabilities is a particular strength of our provision.

• Exclusions

Exclusions have reduced substantially over the last three years, at the same time days lost to fixed-term exclusions have also fallen. This very positive pattern of reduction has been driven by a number of improvements in partnership working including Managed Moves, Hard to Place and Exclusion Advisory Panels. The Hard to Place Panel helps meet the needs of vulnerable pupils who are at risk of exclusion. The Behaviour Improvement Programme was extended in September and the Behaviour Support Team and BIP Team are currently piloting an enhanced transition support programme for all Year 6 pupils who have been or are at risk of exclusion.

• Participation

Participation by young people in activities provided by the Council's Youth Service is good. A Youth Panel has been established for the Youth Opportunities Fund, with a city-wide group of young people making decisions on funding applications.

• Attainment

Rates of improvement in secondary schools have been very positive again in 2006 when compared with both national averages and statistical neighbours. Derby has the most improved KS3 results in the midlands. The consistently improving trend in the KS4 results saw the best GCSE and equivalent results in Derby in 2006 and there remain steadily improving scores at A Level.

Make a Positive Contribution

Consultation with children and young people is well established with a shadow board linking directly in to the Children and Young People's Executive. Young people are involved in consultation in their local communities about new developments. There are well-established links through neighbourhood

working and with partner agencies in delivering effective responses to anti-social behaviour including preventative work through youth inclusion projects and youth services. Many young people improve their self-esteem as a result of their involvement in youth provision.

• Respect

Derby City Youth Offending is fully integrated into Derby Community Safety Partnership, enabling joined up service delivery in, for example, prolific and other priority offending, substance misuse services and neighbourhood working. There is a continued high performance on re-offending rates and significant reductions in the number of young people as first time entrants into the Youth Justice system. A higher number of young offenders are involved in education, employment and training compared to other authorities. The introduction in April 2007 of the 'Plus Programme' provides a 'gold standard' level of service and scrutiny for high-risk young people who have offended.

Achieve Economic Well-Being

Strategic planning by the Council, Connexions and the LSC has resulted in consensus on priorities. The 14 – 19 Partnerships in the city has established collaborative working relationships between all the 14-19 providers giving young people access to a wider range of opportunities, including applied and vocational courses. Sinfon Community School has been successful in gaining Derby's first 14-19 Diploma in Engineering, which will be delivered, in partnership with Rolls-Royce, from September 2008.

• Homelessness

Homelessness successes include Housing Options Mediation Service for young people and sustainable tenancy and accredited learning through the YMCA. A Personal Adviser funder through Connexions is based at the YMCA targeting support for the most vulnerable young people.

There has been a 100% success rate in sustaining tenancies of 16/17 year old Teenage Parents for supported housing with English Churches Housing Association and the Oasis Project. Working with Derby Homes, we give priority to care leavers at 17 years 3 month, and identify accommodation with floating support at 18 years of age.

Corporate Assessment – Self Assessment Score Sheet

Summary of Theme Scores

Ambition for the community	3
Prioritisation	3
Capacity	3
Performance Management	3
Achievement	3
OVERALL CORPORATE ASSESSMENT SCORE*	3

Scores for Key Questions

- 4 – well above minimum requirements – performing strongly
 3 – consistently above minimum requirements – performing well
 2 – at only minimum requirements – adequate performance
 1 – below minimum requirements – inadequate performance

AMBITION FOR THE COMMUNITY

1.1	Are there clear and challenging ambitions for the area and its communities?	3
1.2	Are ambitions based in a shared understanding amongst the Council and partner organisations of local needs?	3
1.3	Does the Council with its partners provide leadership across the community and ensure effective partnership working?	4
	Aggregate Score	3

PRIORITISATION

2.1	Are there clear and robust priorities within the ambitions?	3
2.2	Is there a robust strategy to deliver the priorities?	3
2.3	Is robust action taken to deliver the strategy?	4
	Aggregate Score	3

CAPACITY

3.1	Is there clear accountability and decision-making to support service delivery and continuous improvement?	4
3.2	Is capacity used effectively and developed to deliver ambitions and priorities?	3
3.3	Does the Council, with its partners have the capacity it needs to achieve change and deliver its priorities?	2
	Aggregate Score	3

PERFORMANCE MANAGEMENT

4.1	Is there a consistent, rigorous and open approach to performance management?	3
4.2	Do the Council and partner organisations know how well they and each other are performing against planned outcomes?	3
4.3	Is knowledge about performance used to drive continuous improvement in outcomes?	2
	Aggregate Score	3

Corporate Assessment – Self Assessment Score Sheet

ACHIEVEMENT

Sustainable Communities and Transport

- 5.1.1 What has the Council, with its partners, achieved in its ambitions for a sustainable economy and labour market?
- 5.1.2 What has the Council, with its partners, achieved in its ambitions and priorities for the local housing market?
- 5.1.3 What has the Council, with its partners, achieved in its ambitions for the local environment?
- 5.1.4 What has the Council, with its partners, achieved in its ambitions for and through transport?

3

4

2

3

Aggregate Score

3

Safer and Stronger Communities

- 5.2.1 What has the Council, with its partners, achieved in its ambitions for reducing and preventing crime and the fear of crime?
- 5.2.2 What has the Council, with its partners, achieved in its ambitions for reducing antisocial behaviour (ASB)?
- 5.2.3 What has the Council, with its partners, achieved in its ambitions for reduction in the harm that drugs and alcohol cause to society?
- 5.2.4 What has the Council, with its partners, achieved in its ambitions for reducing accidents and making people feel safe?
- 5.2.5 Is the Council well prepared for internal and external emergency situations?
- 5.2.6 What has the Council, together with its partners, achieved in its ambitions for building stronger communities?

4

3

3

3

3

3

Aggregate Score

3

HEALTHIER COMMUNITIES

- 5.1.1 What has the Council, with its partners, achieved in its ambitions for the promotion of healthier communities and the narrowing of health inequalities and are these achievements recognised by the local population?

3

Aggregate Score

3

OLDER PEOPLE

- 5.1.1 What has the Council, with its partners and with older people, done to develop a strategic approach to older people as citizens that goes beyond health and social care and covers the areas that older people say are most important?
- 5.1.2 What has the Council, both corporately and with its partners, done to undertake meaningful engagement with older people and their representative groups on all aspects of the strategic approach to older people and service provision?
- 5.1.3 What has the Council, with its partners, achieved in its ambitions to deliver a comprehensive, co-ordinated range of services to older people?

3

3

2

Aggregate Score

3

CHILDREN AND YOUNG PEOPLE

3

AGGREGATE SCORE

3

Glossary

Acronym

ALMO	Arms Length Management Organisation - Derby Homes
AD Group	Assistant Director Group
BME	Black Minority Ethnic
CAF	Common Assessment Framework
CMIS	Council Management Information System
COG	Chief Officer Group
CSP	Community Safety Partnership
CVS	Community Voluntary Sector
DCP	Derby City Partnership
Defra	Department for Environment, Food and Rural Affairs
Derbynet	The Councils internal intranet for employees
DICES	Derby Integrated Community Equipment Board
DOPSPP	Derby Older Peoples Strategic Planning Partnership
EMDA	East Midland Development Agency
EMOPAG	East Midlands Older People Advisory Group
ErBAN	Energy Business Advice Normanton
ERDF	European Regional Development Fund
FACS	Fair Access to Care Services
GOEM	Government Office East Midlands
IRRIMS	Inner Ring Road Integrated Maintenance Scheme
LAA	Local Area Agreement
LEAP	Local Employment Access Project
LGA	Local Government Association
LNR	Local Nature Reserve
LPSA	Local Public Service Agreement
LSP	Local Strategic Partnership
LTP	Local Transport Plan
NDC	New Deal Communities
NEAT	Neighbourhood Environmental Action Team
NEET	Employment, Education and Training
Non-HRA	Housing Revenue Account
PCT	Primary Care Trust
Performance Eye	The Councils Performance System
PFI	Private Finance Initiative
PPO	Prolific and Other Priority Offenders
PRU	Pupil Referral Unit
PSA	Public Service Agreement
RDA	Regional Development Agency
YOS	Youth Offending Service