

# DERBY CITY COUNCIL

## ANNUAL REPORT 2016



**The purpose of this document is to highlight some of our achievements over the last 12 months and to explain how we have spent the money that we have received.**

If after reading this document you would like more information there are a number of ways that you can contact us...



**Voices in Action**  
for 11-19 year olds



**Live Consultation**



**Volunteering**

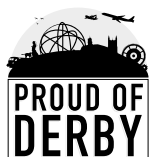


**Forums**



**Meet the Leader**

You can also: visit [www.derby.gov.uk/yourcityyoursay](http://www.derby.gov.uk/yourcityyoursay)  
or email [yourcityyoursay@derby.gov.uk](mailto:yourcityyoursay@derby.gov.uk)



Derby City Council

# INTRODUCTION

Throughout the last year, from April 2015 to March 2016, we have been working with partners and communities from across the city to deliver against our three shared pledges...

- **A safe, pleasant environment for you to live and work.**
- **A strong community where residents feel empowered and businesses are supported to grow.**
- **An ambitious and forward looking city with good prospects for everyone.**

We have also been working as an organisation to be:

- **A resilient council, focusing on how we can deliver our services going forward.**

During 2015/16, we have continued to face many challenges; reducing budgets alongside a continued increase in the demand for many of our services means that we have had to make some difficult decisions about the services that we deliver and what our priorities are.

To help us to make these decisions we consulted with service users, businesses and residents across the city on what services are important to them. Overall, nearly 1,400 individual responses were received in response to 'The Big Conversation 2015/16' and these were fed into our budget for the last year and beyond.

Despite the difficult balance between reducing funds and increasing demand, we have worked to continue to get the most for every pound that we spend. Where possible, we are improving outcomes for our communities in our priority areas. This report aims to highlight some of our achievements, over the past year, alongside how we have spent the funding that we have received.

We remain committed to our communities and will continue to work to support the most vulnerable people by focusing on the things that matter to you.



**CLLR RANJIT BANWAIT**  
LEADER OF THE  
COUNCIL



**CLLR MARTIN RAWSON**  
DEPUTY LEADER

## FACTS ABOUT DERBY CITY...

- The Council serves a local population of 254,251 people (58,852 children and young people, 154,593 people aged 18 to 64 and 40,806 people over the age of 65 years).
- The Council budget was £222 million for 2015/16.
- The city is divided into 17 wards across the city which is represented by 51 councillors and elections are held three out of four years on a rotation basis.
- We are ranked as the 55th most deprived authority in England out of 366.

# SOME OF OUR KEY ACHIEVEMENTS IN 2015/16

## SAFE DERBY

- The number of children in care has fallen to 76 per 10,000 from 81 per 10,000 in the previous year. We continue to work safely and appropriately to exit children and young people from care to permanent solutions.
- There has been a 100% take up of personal budgets for adults maximising individual choice and control.
- The re-development of our residential Children's Homes is on schedule for completion in 2018, with the standard of all homes across the city now being 'good or better'.
- Derby has recently been awarded 'Best Environmental Service' by the Association for Public Service Excellence.

## STRONG DERBY

- We met our target to deliver the Livewell service to over 3,000 residents supporting improved health and well-being across the city.
- Five parks in Derby City have now achieved 'Green Flag' status.
- Over 300 dwellings and shared houses have been improved to acceptable standards, following action by the Council.
- We have provided 212 Disabled Facilities Grants, helping people to remain living independently in their homes.

## AMBITIOUS DERBY

- Following extensive consultation, we have published our City Centre Masterplan 2030 which sets an ambitious framework for delivering jobs, investment and homes.
- We launched the Employment Charter in May 2015 to tackle low pay and promote the establishment of fair employment practices across the city.
- Over the last year, 43 apprenticeships have been provided through city placements and over 500 jobs created through projects where the Council has directly supported.
- 81% of Derby's maintained schools are now judged by Ofsted to be good or outstanding, this is the highest ever! The percentage of early years providers in the city that are judged by Ofsted to be 'good or better' has also improved to 79%.

## RESILIENT COUNCIL

- A total of 53% of customers used self-service options when contacting the Council, which has improved from 37% in 2014/15 making processes quicker and more cost efficient.
- The largest majority of Council tax (98.4%) and business rates (99%) were collected within target timescales.
- A three year balanced budget was delivered and approved by Full Council in March 2016.
- We have strengthened our governance arrangements across a broad range of areas.

# SPOTLIGHT ON 'SAFE DERBY'

Services across Derby City have been working to support improvements against **three priority commitments**:

- **Early help and prevention:** where possible we have been working to reduce the likelihood of higher levels of support that cost more money and keep vulnerable children and young people and adults safe and independent within their own homes / communities.
- **Enforcement and compliance:** focusing on making sure that we have met our statutory duties for keeping people of all ages appropriately safe and working with local businesses and the police to reduce crime and anti-social behaviour.
- **Safeguarding children, young people and adults:** making sure that we take action when vulnerable adults and children require higher levels of support including; our looked after children and vulnerable adults with learning disabilities.



## SUMMARY OF OUR PERFORMANCE OUTCOMES

- We have continued to find permanent solutions for our looked after children with 40 children exiting care through adoption in 2015/16 with the timeliness of placements improving.
- Derby Adult Safeguarding Board led on the co-ordination of the Dignity Day in Derby in February 2016, which had an emphasis on loneliness and isolation. The Dignity Day included a very successful Afternoon Tea where the Mayor of Derby hosted a number of people who had been identified as being isolated.
- We have increased the percentage of quality assurance audits that we complete in children's social care, which means we can challenge practice and work to improve experiences and outcomes for all our vulnerable children and young people.
- The standard of materials collected for recycling has improved since reviewing our collection policy. We no longer accept blue bins containing contaminants or non targeted materials.
- 93% of early help cases supported through Children and Young People's Services showed improved outcomes following support, which is over 10% more cases than in 2014/15.
- The Council takes part in the National Lesbian Gay Bisexual Transgender Adoption and Fostering Week, which shines a spotlight on the national shortage of foster carers and adoptive families and encourages LGBT people who feel they could offer a child a loving home to consider adoption and fostering.



## KEY ACHIEVEMENTS

- **Making Corporate Parenting everyone's business** over the last year the Children in Care Council has refreshed the Children in Care pledges and the Corporate Parenting Board has been working to hold all services to account, at least every three months, to make sure actions are being taken to support our looked after children to achieve the best possible outcomes (The Pledge, as shown below).
- **Anti-social behaviour (ASB) for the city has reduced by 6%**, with city centre CCTV helping to diffuse and prevent ASB before it escalates. Repeat referrals are reducing across the city as a result of robust partnership working between neighbourhood teams, the police and housing providers, which has included a renewed focus to support vulnerable victims of ASB.
- **Promoting independence** - 80% of older people discharged from hospital with a short term support package from Home First didn't require any further support, promoting independence and reducing the need for costly on-going support.
- **National Recognition for Food Hygiene** – a report was released in October 2015 as part of a ground-breaking project to better support new “high risk” food businesses to meet their regulatory duties and prevent any harmful effects to public health. Shortlisted for the prestigious MJ Awards 2016 – the Local Government Oscars – the project saw us working in partnership with Nottingham City Council and the Food and Drink Forum and was funded by the Better Regulation Delivery Office. The report was also praised by the Food Standards Agency.

*“The FSA is very interested in this report and we will consider it alongside other relevant information to inform the development of proposals to modernise the food law delivery model. This project represents an innovative way to support newly created food business by making effective and efficient use of increasingly limited regulatory resources.”*

**Nicky Harrison, Head of Local Delivery, Food Standards Agency**



# SPOTLIGHT ON 'STRONG DERBY'

Services across Derby City have been working to support improvements against **three priority commitments**:

- **Empowering neighbourhoods:** working with residents, community and volunteer groups to give them more knowledge and support them to help themselves, developing 'strong communities'.
- **New and diverse communities:** making sure that all residents in the city can access our services and that we are responding to the needs of new communities and supporting them to integrate into the city.
- **Health and well-being:** working with key partners to support better health and well-being for people of all ages to improve their 'quality of life'.



CASTLEWARD

## SUMMARY OF OUR PERFORMANCE OUTCOMES

- The Woman and Families Project and Upstanding Neighbourhoods are supporting a number of families and communities through the provision of educational programmes and support networks.
- Volunteers with Derby Parks have laid 300m of hedge, restocked fish at Markeaton and Alvaston parks and created new water habitats and improved fishing facilities.
- Derby City Council's Diversity Forums were reviewed in partnership with forum members in July 2015 with a refreshed single forum launched in October 2016 supporting residents across the city to continue to have their say.
- There were nearly 900,000 visitors to our Leisure Centres in 2015/16.
- There was a 52% take up of public health checks for those aged 40 years and older compared to 44% in 2014/15.
- Almost 350,000 people attended Derby Live events and performances in 2015/16.
- We have been working with a variety of organisations under the Community Cohesion Charter to support our communities to work together and build local resilience.
- We have recently been chosen by a representative of the Japanese Government as one of only three council's in the world to visit so that we could provide support and advice to help them implement the Japanese anti-discrimination legislation for disable people.

## KEY ACHIEVEMENTS

- **Parklands View** - is the first Council owned Extra Care development in the city, comprising of 82 self-contained apartments where residents can live independently but have access to various communal facilities in the building. This £10 million scheme is specifically designed for the over 55's, allowing people to remain self-sufficient whilst providing them with the care and support they need within an inclusive and engaging community.
- **The Castleward scheme** has converted five acres of industrial land into 164 homes, complete with open spaces and tree-lined streets.
- **Local Area Coordination** is empowering and enabling more residents to find community based solutions instead of relying on traditional health and social care services. An independent report released in March 2016 showed a return of £4 of value for every £1 invested. Local Area Coordination supports residents in the community to 'get a life, not a service' through a long term "light touch" approach. People questioned in the evaluation reported improved health and wellbeing, reduced social isolation, increasing confidence, independence and control over their lives. Jane, who has benefited from the support of a Local Area Coordinator from Mackworth, said:

*"I was introduced to Sally my Local Area Coordinator at a really low point in my life. I had been struggling to get out of the house and was feeling angry with life and judged by everyone. We met over a cup of coffee. Bit by bit Sally has helped me become more confident and assertive. I've referred myself to a local counselling service and we're looking at housing options together. If I get ill I know that Sally will link my family with the specialist teams so I don't need to worry".*

**Jane from Mackworth, Derby**



# SPOTLIGHT ON 'AMBITIOUS DERBY'

Services across Derby City have been working to support improvements against **two priority commitments**:

- **Employment, housing and regeneration:** working with key partners to make sure Derby is an attractive place for businesses and residents and creating jobs for our communities.
- **Attainment and skills:** supporting children in being ready to start school, raising educational attainment at all levels and creating a city where we have the skills to meet the needs of local employers and promoting the employability of Derby people, including working alongside business to maximise the apprenticeship opportunities for our young people making sure they have access to employment.



## SUMMARY OF OUR PERFORMANCE OUTCOMES

- We achieved our long held ambition to create a hi-tech business park, Infinity Park Derby, in collaboration with our partners.
- Transformational improvements to St Peter's Cross and 'The Spot', creating a new and exciting location where people will meet, be entertained and enjoy new and contemporary facilities. The project was part funded by the D2N2 Local Enterprise Partnership.
- The Derby Enterprise Growth Fund has generated £14m of private sector leverage during 2015/16 and reached a total of 124 projects up to March 2016.
- The Enterprise for Education (E4E) initiative attracted 235 new employer volunteers and delivered 7,654 quality employer interactions for Year 10 pupils.
- 70% of Year 1 pupils in, who took the phonics screen achieved the required standard. That is an 18% improvement from 2012.
- There was a 9% improvement from 51% to 60%, in the percentage of early years pupils achieving a 'good level of development' (GLD) and the percentage of children that are at or above the expected levels in each 'early learning goal'. This is faster than the national rate of improvement of 6%.
- The number of young people not in employment, education or training (NEET) continued to fall through implementation of the NEET Strategy. Only 4.8% of 16-19 year olds NEET at the end of 2015/16, which is below the national average.



## KEY ACHIEVEMENTS

- **New Homes:** Private Finance Initiative (PFI) funded housing has provided 104 new build properties and 66 acquired and refurbished properties across the city, helping to regenerate vacant sites and provide affordable socially inclusive housing for residents. The new homes have achieved a high quality of design and good environmental standards with six of the homes designed specifically for wheelchair users.
- **Empty Homes and compulsory purchase:** a total of 108 empty homes have been returned to use with direct intervention. The team also undertakes intense casework tackling some of the city's very worst and most problematic private sector properties, particularly focusing on long term empty homes and properties presenting particular nuisance and blight.
- **Marble Hall refurbishment:** The iconic former Rolls-Royce Grade II listed building on Nightingale Road, Osmaston has undergone a £4 million refurbishment, creating 42 managed office units, a café, large kitchen and nursery facility.
- **Special Educational Needs and Disabilities (SEND) Reforms:** In September 2014, the government launched the SEND reforms to improve support for children and young people with special needs and disabilities from the ages of 0 – 25 years of age. Since then the Council has been working with partners across the city to continue to implement these changes.

*"Two thirds of parents from Derby said the support their child had received was good or very good in helping them in enjoying relationships with family and taking part in school and learning".*

**(Source POET survey that collected information nationally from parents and carers of children with Education, Health and Care plans (EHCP)).**



# SPOTLIGHT ON 'RESILIENT COUNCIL'

Services across Derby City Council have been working to support improvements against **three priority commitments**:

- **Self-service:** providing our services in a more cost effective way by allowing residents, visitors and businesses to access more services online and reduce the need for face to face contacts.
- **Governance:** making sure we have robust decision making processes that are legally compliant, risk based and informed by evidence about our communities and our internal business processes, as well as the internal support structures to deliver our 'must do's'. Making sure services we can no longer deliver at the same level or at all are transferred or stopped in a safe, legal and appropriate way.
- **Commercial:** thinking differently about what services we provide and how we provide them, including delivering in partnership with other organisations through more 'shared service' arrangements. Generating income to make sure we continue to deliver services and making the most of the assets that we own.



## SUMMARY OF OUR PERFORMANCE OUTCOMES

- The vast majority of Housing Benefit and Council Tax support claims are now made online using self-service. This means that information about the evidence required to support the claim is now provided to the customer at the same time, which has improved the processes and made things much quicker and more cost effective.
- The Council has improved capacity to support information governance in particular information security. As part of this work specialist training has been delivered on the roles of Senior Information Risk Owner and the Caldicott Guardian.
- A total of eight and a half working days were lost due to sickness per full time equivalent (FTE's) members of staff.
- 90% of Priority One Information Technology incidents were fixed within 24 hours meaning limited working time has been lost in 2015/16 due to system failures.
- A total of 88% of complaints across all Council services were responded to within target timescales, including those relating to statutory services for children and young people and vulnerable adults.
- 93% of Information Technology and governance e-learning policies have now been accepted by employees across the Council making sure staff at all levels are appropriately knowledgeable on how to handle information appropriately.

## KEY ACHIEVEMENTS

- **Channel Shift** - the 'Derby Direct to You' customer portal (<https://directtoyou.derby.gov.uk/>) was implemented in March 2015 and brought the Council's online options together into one place. The growth of the Council's online business in 2016/17 continues to be impressive. Overall, the volume of online transactions is the equivalent of eight FTEs at a salary cost of £199k meaning that we can make better use of this money in our other priority areas.
- **Universal Support Delivered Locally and the Welfare Strategy for Derby** - the Universal Support Delivered Locally Trial (USDL) was successfully drawn to a close in November 2015 with key learning in the areas of triage, partnership working, data sharing and co-location. The learning from the USDL trial was taken forward in the drafting of the Welfare Strategy for Derby and has formed the basis of the Single Discretionary Award Scheme policy due for implementation in August 2016.
- Work has commenced on updating our **Equality Plan** in partnership with key stakeholders and as part of this over the last year we have supported 25 individual Equality Impact Assessments making sure that our services are fair and accessible to all and meet the needs of all residents and visitors to Derby City.
- The **Corporate Safeguarding Group** has also been very active in 2015/16 with a refreshed Corporate Safeguarding Policy launched in summer 2015 that will support to raise awareness on safeguarding and make sure it is 'everyone's business'.
- We continue to celebrate and mark **national and international days**, such as International Women's Day, World AIDS Day, International Day Against Homophobia and Transphobia, LGBT History Month, LGBT fostering and Adoption Month, Black History Season and National Interfaith Week. We also took part in 'Show Racism the Red Card: Wear it Red' day where businesses and employers showed their solidarity in encouraging their employees to wear red for a day as a stance against racism.



# 'YOU SAID, WE DID'

There are lots of ways that we can improve our services from the many types of feedback that we receive including...

- Public consultations.
- Our Youth Forum, Derby Diversity Forum, the Children in Care Council and the Youth Mayor.
- Targeted service consultations to deliver improved outcomes.
- Complaints, compliments and comments on particular service areas.
- Staff surveys in key roles.
- Comments from external inspections and assessments.

Here are some key highlights of 'you said' that we have responded to over the last year...

## OUR YOUTH FORUM - VOICES IN ACTION

The forum told us that leisure centres, parks and libraries were most important to them and discussed ideas such as charging for certain activities, using volunteers, ways to generate additional income and the events programme. This crucial feedback has directed our review of leisure services.

## OUR COMMUNITIES FORUM – DERBY DIVERSITY FORUM

The forum told us that Derby Adult Learning Service needed improved promotion to minority communities and older people and information needed to be more accessible. A focus group was set up with forum members that resulted in a presentation being delivered at a local community centre and promotion at additional community venues to help increase take-up from these communities.

## 'GOOD RATING FOR ADULT LEARNING SERVICES' BY OFSTED

The quality of our Adult Learning Service has been praised after Ofsted rated learners' achievement of qualification as good overall but excellent in certain areas. The findings (January 2016) detailed that students working with Derby's Adult Learning Service have an excellent chance of finding full-time work, adding that most learners significantly improved their chances of securing jobs as a result of the service. Inspectors also praised the development of new apprenticeship provision and the successful targeting of services to those learners without qualifications from areas of the city with high deprivation.

## TARGETED SERVICE IMPROVEMENT - SUPPORTING CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES

Derby's Local Offer has been available since September 2014 and was visited over 20,000 times in its first year with an average of around 1,600 visits per month. We have had a feedback form on all the pages of our website from the day it was launched. As a result of this targeted feedback we have added symbols to the page, added a google translator, simplified the content and improved the search facilities.

## PUBLIC CONSULTATIONS

We have delivered many consultations over the last year with the public, from transport improvements to the Wyvern Way section of the A52, to school admission arrangements and pharmacy provision within the city. For more information on these and the outcomes please visit our website [www.derby.gov.uk/council-and-democracy/consultations/](http://www.derby.gov.uk/council-and-democracy/consultations/)

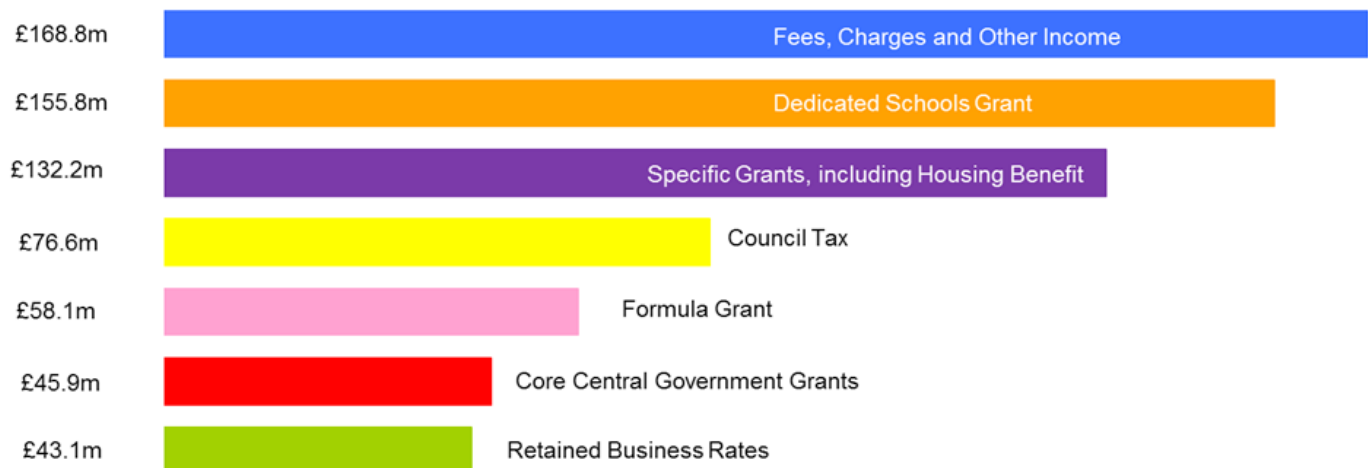
More information on our annual accounts can be found online at:

[www.derby.gov.uk/council-and-democracy/council-budgets-and-spending/annual-accounts/](http://www.derby.gov.uk/council-and-democracy/council-budgets-and-spending/annual-accounts/)



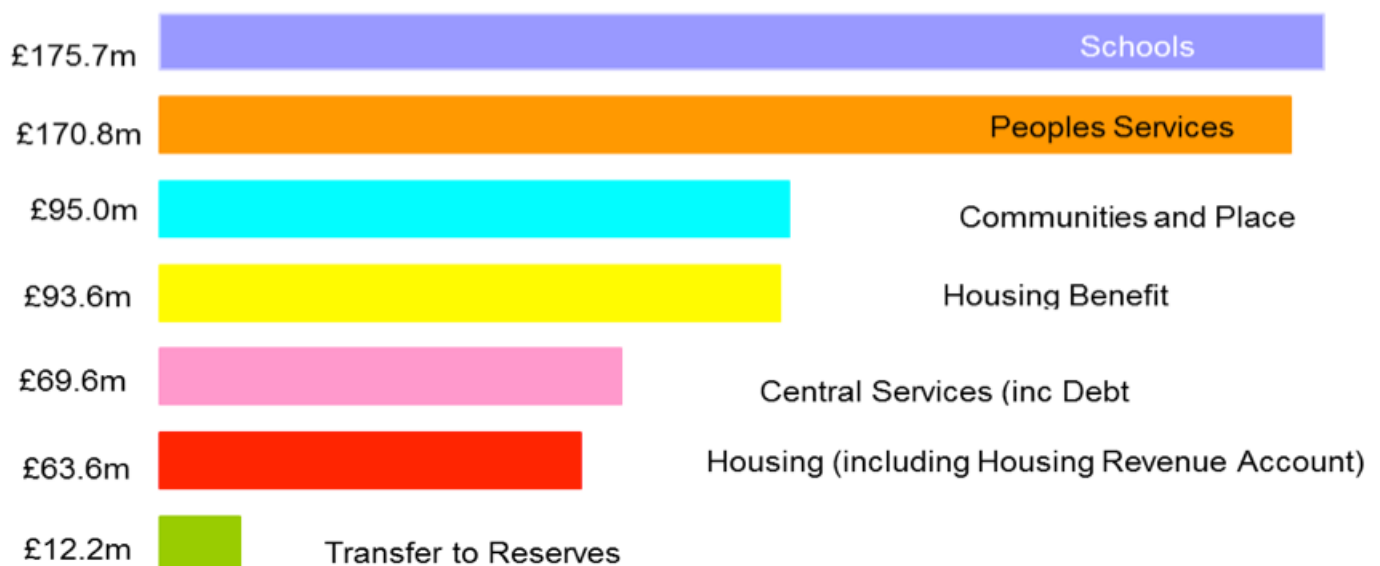
# FUNDING OUR SERVICES DURING 2015/16

We review our performance regularly alongside how much is being spent on services provided for you. It is very important that we look at both costs and outputs to work out if we are providing good value for money and getting the most for every tax payer's pound that we spend. **Total gross income for 2015/16 was £680.5 million**, and this money comes from a variety of different sources...



*\*The Formula Grant consists of the main revenue support grant provided by Central Government and redistributed business rates. This funding is not ring fenced to any specific areas.*

**In 2015/16, £668.3 million was spent on delivering our services** and £12.2 million was held in reserve for future expenditure. The money spent on services was focused in line with our priority commitments...



# OUR GOVERNANCE FRAMEWORK

This Annual Report is a fundamental part of the Council's governance framework. Corporate governance is about doing the right things in the right way. It's about demonstrating valid reasons for our actions and decisions. The Council is responsible for ensuring that our business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and is used economically, efficiently and effectively.

Good corporate governance requires the Council to have robust systems and processes, effective leadership and high standards of behaviour. There must be a culture that is based on openness and honesty and an external focus on the needs of service users and the public. Derby City takes the robustness of its governance framework very seriously.

In March 2015 the Governance Working Group was re-launched to improve our governance arrangements and monitor statutory compliance. As part of the improvement plan, the Group has:

- developed nine building blocks which form the underlying principles of the Council's governance approach.
- used these building blocks to create a Project Plan which maps progress of identified priorities and outcomes set within each building block theme.
- allocated responsibilities for progressing work within each building block theme to a relevant service lead, making sure there is clear ownership.
- reported issues and outcomes in relation to the Project Plan to Governance Working Board on a regular basis.

The findings and recommendations of the Public Interest Report (PIR) in June 2016 have been reviewed and added to the Governance Working Group's improvement plan. The specific requirements of each of these recommendations and the broader implications will be taken forward across the Council's relevant services and departments.

The Governance Working Group will continue to monitor, evaluate and learn from the impact and improvements of the PIR recommendations. Through regular reporting to Chief Officer Group and Audit and Accounts Committee, the Group will also ensure that any positive outcomes from this work will inform organisational governance; develop good practice and knowledge and serve to underpin the Council's strategic governance agenda.

In addition to this Annual Report, you can find other documents that help you, as local residents and Council Tax payers, to see how the Council has managed its affairs and resources, including the Annual Governance Statement, Annual Accounts and Performance results. For further details, refer to **[www.derby.gov.uk/council-and-democracy/vision-values-priorities/annual-report/](http://www.derby.gov.uk/council-and-democracy/vision-values-priorities/annual-report/)**

# LOOKING AHEAD TO 2016/17 AND BEYOND

In line with both our statutory duties and the commitments that we have made with our partners through our 15-year vision, **‘Derby 2030: A safe, strong, and ambitious city’**, our vision for Derby continues to be:

- **Safe** - a place where people are safe and the vulnerable are put first and supported.
- **Strong** - a place where people work together, can enjoy good health and wellbeing throughout their life and feel that they belong to a thriving community.
- **Ambitious** - a place where we support our children and young people to achieve their full potential, skills are valued, jobs and businesses are growing and we have the infrastructure to create a city for the future.

To help us to meet increasing demands that we continue to face with reducing budgets, we are developing a Delivering Differently approach. This will focus our services in making the changes that we need to make to become a resilient, flexible and emotionally intelligent organisation. The diagram below summarises the key elements of our approach as described in the Council Plan.

For more information about our Council Plan 2016-2019 and our priorities over the year ahead please visit our website [www.derby.gov.uk](http://www.derby.gov.uk)



We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 643466  
Minicom: 01332 640666

### Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku.

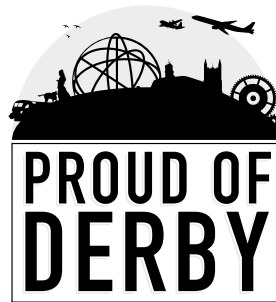
Prosimy o kontakt: 01332 643466 Tel. tekstowy: 01332 640666

### Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01332 643466 ਮਿਨੀਕਮ 01332 640666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

### Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم 01332 643466 پر ہم سے رابطہ کریں۔



Derby City Council

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