



DERBY CITY COUNCIL

# **CORPORATE PLAN 2008-2011**

**a city for all ages**

DRAFT 1

## CONTENTS

<b>Introduction</b>	<b>1</b>	<b>Plans for improvement</b>	<b>24</b>
<b>Background information on Derby</b>	<b>2</b>	<b>Making the best use of our resources</b>	<b>25</b>
Derby city	2	<b>Budget process for 2008-2009</b>	<b>26</b>
The Council	4	<b>Delivering our priorities and managing our performance</b>	<b>27</b>
Organisation	5	<b>Glossary</b>	<b>28</b>
<b>Our partners and how we work with them</b>	<b>6</b>	<b>How to contact us</b>	<b>29</b>
<b>Review</b>	<b>7</b>		
Comprehensive Performance Assessment 2007	7		
Achievements against the Corporate Plan 2007-2010	8		
<b>Our vision</b>	<b>10</b>		
<b>Our values</b>	<b>11</b>		
<b>Our priorities for 2008-2011</b>			
Making us proud of our neighbourhoods	12		
Creating a 21st Century city centre	14		
Leading Derby towards a better environment	16		
Supporting everyone in learning and achievement	18		
Helping us all to be healthy, active and independent	20		
Giving you excellent services and value for money	22		

## Introduction

Welcome to Derby City Council's Corporate Plan 2008-2011. It describes the city that the Council wants to help Derby become and explains how we manage our performance and resources to make sure it happens.

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

For 2008-2011, we have set six key priorities for improvement...

- Making us proud of our neighbourhoods.
- Creating a 21<sup>st</sup> 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.

Working with partners from the public sector, businesses and voluntary and community groups to enhance what we each could provide alone is key to delivering our priorities.

Over the last few years we have significantly improved but we recognise that there is more to be done. This plan shows what we plan to do.

Chris Williamson  
Leader of the Council

Ray Cowlshaw  
Chief Executive

## **Background information on Derby** - figures to be checked and updated

### **Derby City**

Derby is a compact city with a clearly-defined centre and distinct neighbourhoods. It achieved city status in 1977. It has a strong identity, clear boundaries and is surrounded by attractive countryside. Its environment includes over 800 hectares of municipal parks and the river Derwent flows through it.

#### **Population**

- Derby has a population of 233,200, according to the updated 2001 Census returns.
- A third of the city's population is under 25 and 16% are over 65.
- The city has a multi-cultural community - 12.6% of people are from minority ethnic communities. The largest minority ethnic communities are from India and Pakistan.

#### **Employment**

- Derby has a traditional strength in its major engineering industries – aerospace and rail.
- Manufacturing accounts for more than one quarter of the workforce, but the public sector is close behind as the next major employer.
- There are developments in new areas of employment such as tourism, culture industries and information and communications technology.

#### **Quality of Life**

- Derby is a safe and healthy place, with crime and mortality rates lower than average for cities.
- Air and water qualities are both generally good.
- 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

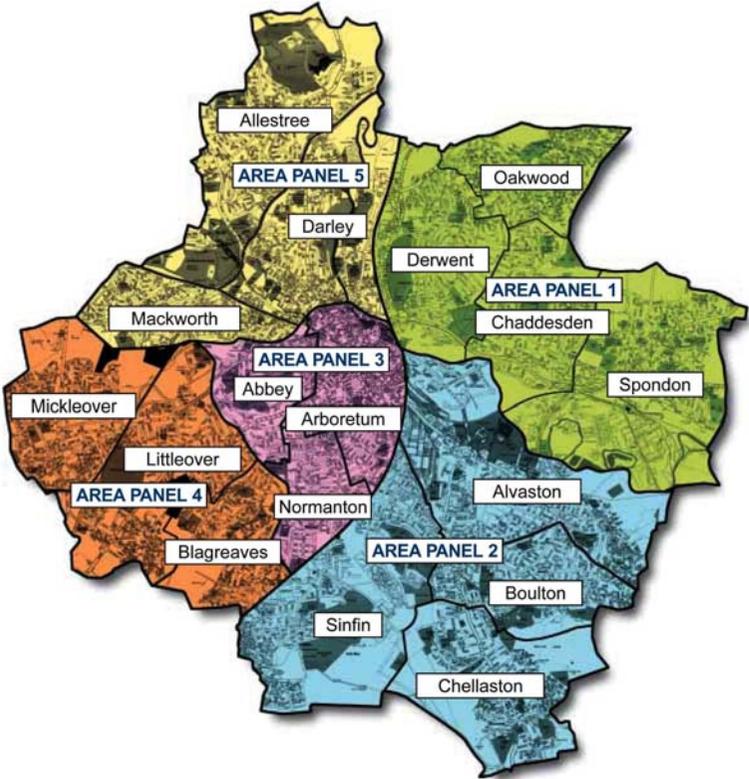
#### **Unemployment**

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

#### **Emerging communities**

Nearly 13% minority ethnic people live in Derby

Area panel labels to be removed



## The Council

### The Council's constitution

We have adopted a constitution, which sets out: how the Council operates, how we make decisions, and the procedures we must follow to make sure that we are efficient, transparent and accountable to local people. Some of these procedures are required by law, while others are for us to choose.

### How the Council operates

The Council is made up of 51 councillors, who are democratically accountable to all residents in their wards. All councillors meet together as a Council. Meetings of the Council are open to the public. 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. If the Cabinet wishes to make a decision that is outside of the budget or policy framework, it must refer the matter to the whole of the Council to decide on. Each Cabinet Member is responsible for a portfolio...

- Personnel, Performance and Economic Development.
- Leisure and Direct Services.
- Children and Young People.
- Neighbourhood, Social Cohesion and Housing Strategy.
- Planning and Transportation.
- Adult Services.
- Community Safety and E-Government.
- Housing Management.
- Enforcement.
- Corporate Policy.

Committees deal with regulatory functions such as planning applications, licensing and appeals.

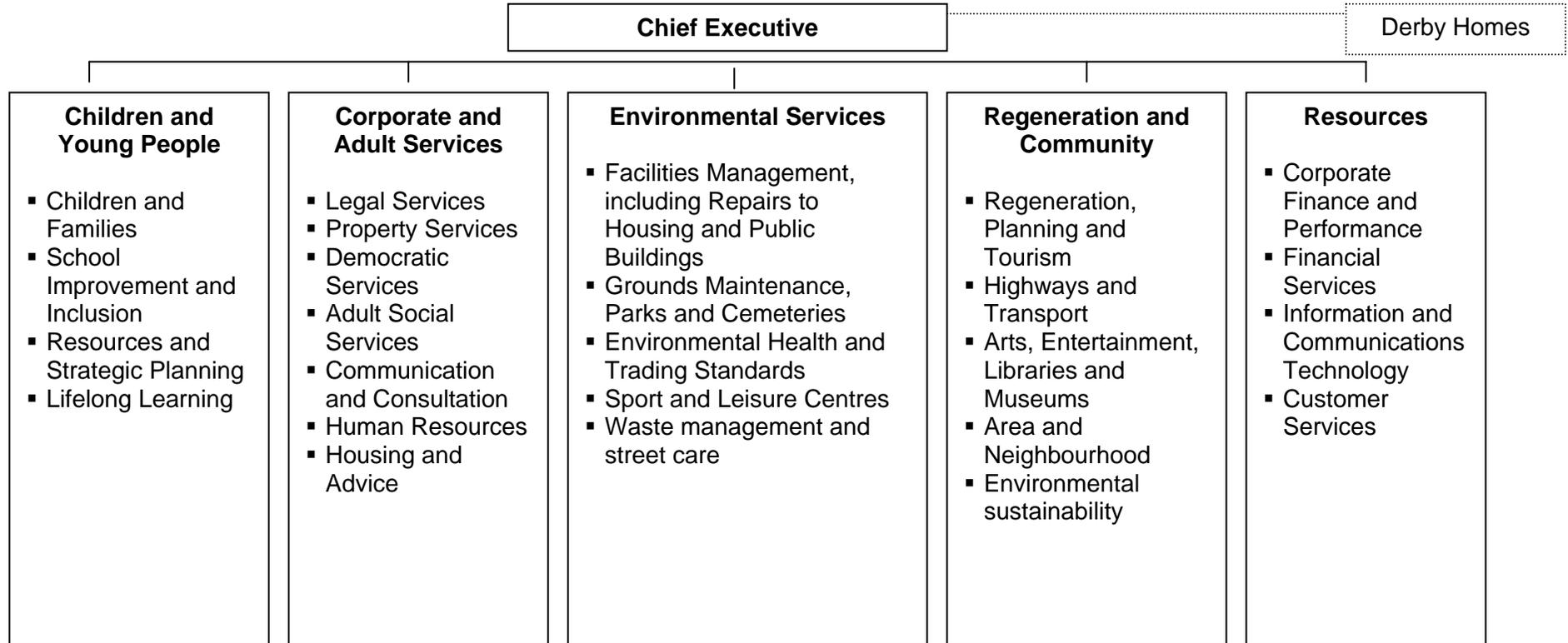
There are five Overview and Scrutiny Commissions, plus a Scrutiny Management Commission that support the work of the Cabinet and the Council as a whole. They do not take decisions themselves, but hold the Cabinet to account, review decisions made or yet to be taken, and contribute to policy development.

### Neighbourhood forums and boards

To give local citizens a greater say in Council affairs, we have transformed our five area panels into neighbourhood forums. Every ward or neighbourhood now has a neighbourhood forum and board. **Neighbourhood forums** are open public meetings that are held at a local venue every two or three months. The forum is an opportunity for residents to find out what's happening in their area and to discuss the big issues and priorities. Residents meet with Councillors, local police, housing and community safety representatives. **Neighbourhood boards** are a leadership group who agree priorities, decide where community grants are to be spent, monitor performance and decide on the vision for the neighbourhood.

## Organisation

We have been a unitary Council since 1997. We employ over 12,000 people and are now the largest single employer in the city. The Council was restructured in 2005 and is now made up of five departments. The main responsibilities of these departments are shown below:



Derby Homes is the 'arms-length' housing organisation that manages and maintains the Council's housing stock. All other housing services are managed by the Director of Corporate and Adult Social Services.

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

## **Our partners and how we work with them**

Working in partnership is key to delivering our priorities. The Council plays an important role in the Derby City Partnership, DCP, which has been working for over ten years to improve the quality of life for the people of Derby by working towards its Community Strategy '2020 Vision' of making Derby 'a city for all ages'.

The Partnership was restructured in 2006 to reflect current priorities and is divided into five 'city' groups...

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

The role of each group is to oversee the delivery of city plans that support the overall Community Strategy.

## **Local Area Agreement**

In 2005 Derby was one of 21 areas to pilot Local Area Agreements, LAAs, which were set up to help deliver a set of shared priorities agreed between Government and key partners in Derby. To date Government Office for the East Midlands has rated Derby's LAA as 'Green' which is the highest rating.

The first LAA which ended in March 2008 has been replaced by a new three year Agreement lasting until 2011. The new LAA, as with the first Agreement, will be managed by DCP. Containing fewer indicators – 52 in total – than the previous LAA, targets and responsibility for achieving them will lie with all partners involved in the Agreement and not just the Council.

## **Local Public Service Agreement**

Local Public Service Agreements, LPSAs, were first introduced in 2002, as a way for the Government and councils to work together to tackle national and local priorities. At the end of Derby first LPSA in March 2005, we achieved 75% of the 12 stretch targets that were set and in return for delivering the improvements we received over £4 million in Performance Reward Grant, PRG. Following the first LPSA Derby entered into a second Agreement which finished at the end of March 2008. The second LPSA also had 12 target areas which broadly included: crime; education; health; housing; and employment. Performance predictions made at quarter two 2007/08 showed that 58% of our LPSA indicators were expected to achieve their stretch targets resulting in approximately £3.4 million PRG. A third round of stretch targets are likely to be negotiated and included in the new LAA.

## Review

### Comprehensive Performance Assessment 2007

Comprehensive Performance Assessment , CPA, is an annual assessment the Audit Commission make on how well the Council is managed and how good the services it provides to local people are.

Corporate Assessment is part of the CPA rating and is an assessment of how well the Council is run. In October 2007 the Audit Commission completed a two-week on-site assessment, the first since 2004. The key findings from the assessment were...

- Value for money is embedded in the way we work.
- The Council has worked with partners to create an ambitious and wide-ranging vision for Derby.
- The Council has the energy, commitment and growing confidence it needs to deliver the vision.
- Good overall performance in service delivery and improving public satisfaction with services.
- Good political and managerial leadership.

In February 2008, the Audit Commission has assessed Derby as < > and demonstrating an overall < > star performance.

Here is a summary of how we performed compared to last year...

Service	Score 2005	Score 2006	Score 2007
Benefits	3	3	3
Children and Young People	3	3	
Culture	3	3	
Environment	4	3	
Housing	3	4	
Social Care – Adults	3	3	
Use of resources	3	3	
How the Council is run	3	3	
<b>Overall rating</b>	<b>4 Stars</b>	<b>4 Stars</b>	<b>Stars</b>

## **Review of the Corporate Plan 2007–2010**

Last year's Corporate Plan included a range of planned activities to achieve the priorities and key outcomes set out in 2007. Here are some of our achievements...

We said that we would **improve the quality of life in Derby's neighbourhoods**. Last year, we:

- reduced overall crime levels in Derby by over 5%
- opened a new partnership library in Derwent
- took more than 1000 households out of fuel poverty
- constructed the Friar Gate Studios building for creative businesses
- started the construction of QUAD, Derby's Visual Arts and Media Centre, which is expected to be open in 2008
- introduced two more Rethink Rubbish collection rounds, which have helped to increase the amount of household waste that we are recycling and composting to 34%
- rolled out Neighbourhood Environmental Action Teams in priority areas
- supported the setting-up of school councils in 81 schools
- developed a consultation strategy for engaging local people.

We said that we would **encourage lifelong learning and achievement**. Last year, we:

- provided good-quality support to under-performing schools, although three schools remain in special measures
- helped 86% of school inspected achieve an assessment of satisfactory or better
- helped more children to achieve good Key Stage and GCSE results
- exceeded our target for the number of care leavers who attended university
- helped over 1,000 adults gain Skills-for-Life qualifications.

We said that we would **build healthy and independent communities**. Last year, we

- made roads safer and reduced the number of people killed or seriously injured by 14%
- helped over 200 children to receive cycle training.
- improved choices for older people by increasing the number of Direct Payments for homecare
- reduced admissions to residential and nursing care.
- distributed Bookstart packs to eligible infants
- opened seven children's centres to serve local families.

We said that we would **deliver excellent services, performance and value for money**. Last year, we:

- implemented an electronic social care record system for new adults who enter social care
- transferred Streetcare services into Derby Direct.
- set a low Council Tax level in 2006-07
- met Gershon efficiency targets and set out plans to achieve further efficiency savings for the next three years.

## **Our vision**

### **Vision for Derby**

Our vision for Derby, our broad priorities for the services we provide, and our key outcomes for improvement are central to our planning processes that allow us to provide better services for Derby.

We have worked with Derby City Partnership, DCP, to develop a second Community Strategy for 2006-2009, which describes DCP's priorities over the next three years and how delivering these priorities will help achieve the 2020 vision. Our vision is for Derby to be a 'city for all ages'.

#### **Derby – a city for all ages**

**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.**

We will help the city to build on its strengths and take advantage of new opportunities to be a major player in the East Midlands. We already work with lots of partners through the Derby City Partnership to achieve this. Our Corporate Plan includes many actions showing some of the contributions our services will make to achieve that vision.

## **Our values**

Our values provide a framework for the way we want to work as a Council, helping us to deliver our vision and priorities.

We will:

- be open, transparent and honest in everything we do
- value our employees in delivering services
- develop effective partnerships with all stakeholders, especially Derby's residents
- adopt new ways of working wherever these will help us do things better and provide value-for-money, customer-focused services.

## **Priorities for 2008–2011**

Our vision for Derby is underpinned by six Council priorities that will guide the services we provide over the next three years. These priorities describe how our services will help to improve the quality of life in Derby and how they support the Community Strategy. Our services will work together across our five departments, with different organisations and with local people to make Derby a city for all ages.

Over the next three years, we will:

- make us proud of our neighbourhoods
- create a 21st Century city centre
- lead Derby towards a better environment
- support everyone in learning and achieving
- help us all to be healthy, active and independent
- give you excellent services and value for money.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

**Making us proud of our neighbourhoods**

<Image>

We are committed to delivering local services that meet the needs and expectations of our residents. We have five key outcomes that we will focus on to make us proud of our neighbourhoods...

- Reducing crime and anti-social behaviour by:
  - undertaking area improvements in burglary reduction
  - delivering the Hartington Street renewal area delivery plan
  - developing a homelessness assessment centre at Green Lane.
- Making Derby cleaner and greener by:
  - maintaining Neighbourhood Environmental Action Teams, NEATs and developing supporting services to make sure that enquiries are delivered to the Area and Neighbourhood teams as quickly as possible.
- Providing greater opportunities for people to participate in decisions about the area they live in by:
  - start work on Rosehill master planning
  - supporting the effective involvement of young people in the city's Youth Opportunity Fund and encouraging young people to improve services in their local community
- Reducing inequalities between neighbourhoods by supporting the creation of job opportunities by:
  - delivering the Workstation and Workstation Normanton projects to maximise employment opportunities that result from the Eagle Centre expansion
  - rolling out the 'Workstation' model to future developments in the city.
- Improving the standard and range of affordable housing by:
  - delivering the housing PFI scheme
  - increasing the number of decent homes in the private sector.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

## Creating a 21<sup>st</sup> Century city centre

<Image>

It is important that Derby offers a range of services and facilities for residents, businesses and people visiting the area. Our city centre has been the focus of a large amount of change over the past few years. During 2007-2010, we plan to continue to create a 21st Century city centre by focusing resources on delivering three key outcomes...

- Increasing economic growth and sustainable investment by:
  - working with Derby Cityscape Limited to deliver projects in the city centre
  - producing an action plan for the development of the eastern fringes area – the Castle Ward and the DRI area of Derby
  - building on the work of the City Growth Board to help develop and deliver projects to support the five identified growth clusters - manufacturing/engineering, retail, tourism, creative industries and Normanton business community.
  
- Improving accessibility to the city centre by:
  - preparing for and constructing Connecting Derby, our major integrated transport project
  - improving public transport facilities, which will include creating a new state of the art bus station.
  
- Increasing the quality of open spaces and the range of cultural facilities in the city centre by:
  - continuing work on QUAD, Derby's Visual Arts and Media Centre, which is scheduled to be complete in 2008
  - submitting a Stage One bid to Heritage Lottery for the refurbishment of the Silk Mill Museum
  - working with Cityscape to deliver projects in the Public Realm Strategy.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

**Leading Derby towards a better environment**

<Image>

It is essential that we take steps to care for the environment. We need to work together as a city to: reduce and recycle waste; utilise renewable sources of energy sources; and reduce reliance on fossil fuels. We should also be committed to protecting and developing the natural and built parts of our local environment. We have three key outcomes for 2007-2010...

- Reducing the level of carbon emissions by:
  - completing the Derby's 7 C's project with six major Derby organisations to change employee attitudes towards climate change
  - developing a strategy and implementation plan under the Local Authority Carbon Management Programme
  - implementing the NO<sub>2</sub> action plan that includes measures to tackle congestion
  - taking forward the framework provided by Derby Declaration to tackle climate change.
  
- Raising awareness on climate change and local environmental issues by:
  - continuing to extend the Rethink Rubbish recycling scheme
  - procuring, jointly with Derbyshire County Council, an alternative way of waste disposal
  - maximising residents' access to the Warm Front Scheme, which aims to make homes more energy efficient.
  
- Caring for Derby's heritage by:
  - determining and taking forward a programme of Conservation Area appraisals and management proposals covering all of the city's conservation areas
  - reviewing the Local List of Buildings of architectural or historical interest
  - developing and delivering a programme of environmental services with a focus on regeneration and community involvement, through 'Groundwork Derby and Derbyshire'.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

**Supporting everyone in learning and achieving**

<Image>

We recognise the strength of the city is linked to the education and skills of all individuals, the motivation of people to learn throughout life, and the commitment of employers and learning providers. We are working with partners to encourage lifelong learning and achievement by focusing on two key outcomes...

- Improving educational achievement and narrowing gaps in attainment by:
  - implementing primary and secondary improvement strategies
  - providing differentiated support, training and challenge to all schools
  - providing targeted support to identified schools and underachieving groups
  - building schools for the future.
  
- Providing learning opportunities to raise skills levels for all by:
  - increasing the number of adults achieving a Skills for Life qualification
  - improving the post-16 provision, including the development of youth support
  - producing and delivering, with partners, the NEET reduction strategy 2006-2010
  - improving people's access to libraries in Derby.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

**Helping us all to be healthy, active and independent**

<Image>

We are committed to making sure that everyone in Derby has the opportunity of living a healthy, active and independent life in their own community. We are working to deliver three key outcomes, which focus on the services for children, young people and vulnerable adults, while promoting equality of opportunity, good health, support, safety and guidance...

- Raising the quality of social care for vulnerable and older people by:
  - developing Extra Care, residential accommodation for older people that offers a range of support packages
  - developing telecare services
  - modernising sheltered housing services within the city.
  
- Improving the health and well-being of our communities by:
  - extending the gym at Springwood leisure centre
  - refurbishing 12 play areas in the city
  - implementing Cycle Derby, which provides extensive promotion and cycle training for primary and secondary target groups
  - reducing the number of teenage pregnancies and increasing the support available to teenage parents.
  
- Responding quickly and effectively to local needs of children, young people and their parents/ carers by:
  - integrating the Council's School Meals service with our Housing Benefit service to encourage low-income families, with school-age children, to take up their entitlement to free school meals
  - delivering integrated services for children and families through children's centres and extended schools.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

**Giving you excellent services and value for money**

<Image>

As a four-star Council, we are committed to continuing our drive to improve services and deliver value for money. We have a programme of improvement called 'Building on Excellence', which helps us to focus our resources on specific areas for improvement. The programme aims to deliver real benefits and to change the way that we deal with our customers and how we work. We have two key outcomes to focus our actions on, giving you excellent services and value for money...

- Improving Council services by:
  - improving customer service by delivering the Derby Direct Strategy
  - developing plans to improve central office accommodation, including seeking to address working inefficiencies
  - completing the installation of the new information and communications technology system in our libraries
  - implementing a Workforce Development Plan
  - delivering our equality and diversity action plan.
  
- Increasing value for money by:
  - implementing the efficiency and value for money strategy action plan
  - approving and implementing the revised Information Communications Technology strategy
  - delivering a resolution of the LGS pay review that is affordable within the budget process.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

## **Plans for Improvement**

As a four star organisation we are proud of our track record of excellent service delivery and strong performance but we realise that standing still is not an option. To continue to be a top performing Council, we must continually review our organisation and seek new ways of working.

Over the next few years, we face a challenging agenda as we deliver our ambitious vision for the city with limited resources. Transforming Derby is the name of the programme we are introducing to manage a fundamental and wide-ranging transformation of the way we deliver services to our customers. The programme will have a significant impact on everybody who works for the organisation.

Transforming Derby will focus on four key areas...

- Customers and stakeholders.
- Effective Service Delivery.
- Organisational Excellence.
- Efficient Services.

These are fundamental to the way we work in the future and will ultimately help us deliver our vision of Derby – a city for all ages.

### **Customers and Stakeholders**

- Providing services at times to suit our customers.
- Building choice into the services that we offer.

### **Effective Service Delivery**

- Re-engineering processes to deliver outcomes that meet the needs of our customers.
- Delivering services in more flexible ways.

### **Organisational Excellence**

- Building an organisation upon the skills, talent and knowledge that our staff and colleagues already have.
- Working together as 'one organisation'.

### **Efficient Services**

- Delivering value for money across all services.
- Gaining greater efficiency from our assets, staff, money, infrastructure and knowledge.

## **Making the best use of our resources**

### **Key principles**

The revenue and capital budgets express the Council's forward plans in a financial form. To achieve this, the Council's financial planning framework is closely integrated with its plans for local services and the future development of the city.

The key principles that underpin our financial management are...

- Delivering a sustainable medium-term budget, using cash limits as incentives for continuous improvement of services and innovation within a culture of prudent management of departmental resources.
- Balancing the medium-term need to improve and develop services as shown in the Corporate Plan with the key policy objective of limiting the increase in Council Tax and keeping it low relative to other authorities.
- Providing services with basic increases in cash limits that reflect relevant inflation and targeting extra allocations to reflect unavoidable pressures and to deliver prioritised growth.
- Encouraging services to identify cashable efficiency savings to help achieve savings targets and contain other pressures through a programme of targeted base budget reviews and/or wider service reviews. Specifically, all services have been tasked with identifying 10% savings over the three year period of this Corporate Plan.
- Managing key budget risks, with higher risk areas attracting a more intensive level of budget monitoring, with the flexibility to change financial targets to address any unplanned problems.
- A transparent approach to budget consultation, as evidenced by the publication of highly-detailed consultation proposals, and a willingness to change proposals in response to public reaction.
- Creative use of prudential borrowing and asset disposals to achieve major transformation in the city centre, office accommodation and improving our assets generally.
- The integrated approach includes addressing the implications of capital spending in revenue budgets, and making sure that decisions on budgets and funding allocations managed in partnership are consistent with the Council's own financial planning.

## **Budget process for 2008-2009**

In March 2007, the Council set out a strategy that focuses on delivering a budget that allows it to fulfil a number of key priorities in the Plan...

- Investment of £20 million in making improvements to public spaces and Council assets in the city centre during 2007-2008.
- £1 million modernisation fund increase to kick-start investment in 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 2007-2008.

The proposed budget for 2007-2008 is £163 million, excluding schools, and results in an increase in Council Taxes of 4.94%. The Council Tax at Band D for Derby City Council services will be £1,014.41. Together with the Council Taxes set by the Police and Fire authorities the total increase is 4.95%. The total Band D for Derby residents is £1,216.84, which remains the lowest in the East Midlands.

## **Medium-Term Outlook for 2008-2009 and 2009-2010**

In March 2007, the Council set working budgets for services in 2008-2009 of £169 million and in 2009-2010 of £175.2 million. In doing this, the Council has:

- built-in plans to achieve 10% savings over the three-year period including a shift towards making increased 'efficiency savings' in the 'back office'
- continued the delivery of the public realm and asset management strategy, although this depends on extra resources being available through the Government's Comprehensive Spending Review or through extra savings being achieved
- continued the roll-out of area and neighbourhood working with our partners
- set out arrangements for managing budget risks, including contingencies for inflation and budget pressures.

## **Delivering our priorities and managing our performance**

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

Making sure that we monitor our progress in delivering key outcomes is vital to achieving our vision of 'a city for all ages'. Performance management is a fundamental part of this corporate planning process. It is made up of the culture and systems that we put in place to help us manage, monitor, and continuously improve our performance and achieve our priorities.

We monitor our performance continuously so we can identify areas of service where we are making good progress and those areas where we are not performing as well as expected. Corporately, we monitor our performance against our priorities and other key targets every three months. We use an information communications technology system, called 'Performance Eye', to help us improve the way that we collect, monitor, analyse and manage our performance. In 2007 we also introduced performance surgeries to help us focus on areas for improvement.

We report our progress in delivering our priorities and other aspects of our performance in our Best Value Performance Plan, which is published annually in June.

The Council's Performance Management Strategy outlines our approach to achieving effective performance management and can be found at [www.derby.gov.uk](http://www.derby.gov.uk).

## Glossary

CPA	Comprehensive Performance Assessment
DCC	Derby City Council
DCP	Derby City Partnership
GCSE	General Certificate of Secondary Education
ICT	Information and Communication Technology
LAA	Local Area Agreement
LGS	Local Government Scheme
LPSA	Local Public Service Agreement
NEAT	Neighbourhood Environmental Action Teams
NEET	Not in Education, Employment or Training
NO <sub>2</sub>	Nitrogen Dioxide
PFI	Private Finance Initiative
PRG	Performance Reward Grant
QUAD	Derby's Visual Art's and Media Centre
7 Cs	Corporate climate change communications can create clever solutions

## How to contact us

We would like you to tell us what you think about our Corporate Plan as this will help us develop our future plans. Please send your comments to:

Change Management and Performance Unit  
PO Box 6291  
The Council House  
Corporation Street  
Derby DE1 2YL  
E-mail: [performance@derby.gov.uk](mailto:performance@derby.gov.uk)

A copy of this plan is on our website at [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 255560,  
Minicom 01332 256666.



### **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 255560 ਮਿਨੀਕਮ 01332 256666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

### **Hindi**

हम आपको यह जानकारी किसी दूसरे तरह और ढंग से या दूसरी भाषा में भी दे सकते हैं जिससे आपको इसे प्राप्त करने में मदद मिल सकेगी. कृपया हमसे इन नंबरों द्वारा संपर्क कीजिए 01332 255560 मिनीकाम 01332 256666

### **Urdu**

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### **Latvian**

Mēs varam pasniegt Jums šo informāciju jebkurā citā veidā, stilā vai valodā, kas atvieglotu Jūsu pieeju tai. Lūdzu, sazinieties ar mums pa tālruni 01332 255560 vai Minikomū (sistēma, ar kuras palīdzību notiek sazināšanās, izmantojot internetu) 01332 256666

### **Polish**

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