

# **CORPORATE PLAN**

**2005-2008**

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**DERBY CITY COUNCIL**

**[www.derby.gov.uk](http://www.derby.gov.uk)**

**March 2005**

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### Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਪੜ੍ਹਨ ਲਈ ਜਾਂ ਇਸਦੇ ਕਿਸੇ ਭਾਗ ਦੇ ਅਨੁਵਾਦ ਕਰਾਨ ਲਈ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਸਾਨੂੰ ਦੱਸੋ। ਸਾਨੂੰ ਦੱਸੋ ਕਿ ਇਹ 'ਕਾਰਪੋਰੇਟ ਪਲੈਨ' ਬਾਰੇ ਹੈ, ਤੁਸੀਂ ਸਾਡੇ ਨਾਲ ਇਸ ਟੈਲੀਫੋਨ ਨੰਬਰ ਤੇ ਸੰਪਰਕ ਕਰ ਸਕਦੇ ਹੋ। 01332 258422

### Hindi

यदि आपको इस दस्तावेज़ को पढ़ने या इसके अनुवाद कराने के लिए सहायता चाहिए तो हमें बताएं। और कहें कि यह 'कारपोरेट प्लान' के बारे में है, आप हमसे इस टैलीफोन नम्बर पर सम्पर्क कर सकते हैं। 01332 258422

Urdu

اگر آپ کو اس دستاویز کے پڑھنے میں مدد یا کسی حصہ کا ترجمہ کرانے کی ضرورت ہو، تو ہم سے رابطہ کریں،  
اور ہمیں بتائیں، کہ یہ کارپوریٹ پلان کے بارے میں ہے،  
اس کیلئے ہم سے اس نمبر پر رابطہ کریں 01332 258422

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## Introduction

Welcome to the Council's 2005-08 Corporate Plan. It describes the city that we, the Council, want to help Derby become and provides the framework for managing our performance and resources to bring this about. Our corporate planning processes are now well established. This is our fourth corporate plan and it builds on our experience of the process. In particular, the plan highlights five key priorities for improvement in 2005-08 and other actions to improve our performance and places these in the context of our broader objectives. To help realise our Vision for Derby, we must work with many different partners. We will build on our established partnerships, in particular our contribution to Derby City Partnership – DCP - and the 2020 Vision, Derby's Community Strategy, to make it the pride of the East Midlands. Our services have a leading role in delivering that strategy and this plan demonstrates our commitment to this. We will continue to form new partnerships to help us meet the challenges that delivering effective public services present.

This year, 2004-05, was one of continuing achievement for us. The Audit Commission confirmed Derby as an Excellent council following a proportionate corporate assessment under the Comprehensive Performance Assessment, CPA regime. The Council qualified for this assessment after its already strong service scores improved further in 2003-04, with improved scores for cultural and environmental services. Our Ofsted rating for our education services also increased to the upper Two star band. The corporate assessment showed that our capacity to sustain improvement has also improved and in all areas of that assessment strengths now outweigh weaknesses. The progress made by our 'Building for Excellence' programme has helped to bring this about. Three different Best Value type inspections in 2004 found that our services have promising improvement prospects. We also had a positive inspection of our Children's Services by the Commission for Social Care Inspection, CSCI. You can find more information about our CPA assessment in Part 2 of this plan.

As an Excellent council we will continue to improve and change will continue to be a major theme for the Council. We will be introducing integrated children's services in response to the Children's Act. We have renamed our change management programme Building on Excellence, to emphasise that this is an on-going requirement, and will continue to implement our customer services strategy. We will also address those weaknesses identified in the corporate assessment.

Building on the strength of Derby's existing partnerships will be a feature of the next year and beyond. We will work with DCP to update the Community Strategy for 2006-09. We will implement our 2<sup>nd</sup> generation Local Public Service Agreement, working with our partners to achieve significantly improved outcomes in 12 target areas for Derby people by March 2008. We will also be in the first year of our pilot Local Area Agreement, where we will work with our partners to use funding streams and other resources more flexibly to achieve agreed outcomes and develop the concept with Government and other pilot authorities so that it can be adopted in more areas across the country. The Council will support the new urban regeneration company in spearheading the economic, social and environmental development of the city centre. There is more information about our change programme in part 3 of this Plan.

We are committed to improvement. This plan shows how we will do it.

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## **Part 1 – Vision**

### **Vision, objectives and priorities – why they are important**

Our Vision for Derby, our broad objectives for the services we provide and our priorities for improvement this year are central to our planning processes which enable us to provide better services for Derby.

Our Vision describes the kind of city we want Derby to be and 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 must work with many partners to achieve this and we will continue to do so. In particular, we will work closely with the other organisations that make up Derby City Partnership to deliver Derby's Community Strategy, the 2020 Vision. Our Corporate Plan includes many actions which show some of the contributions our services will make to achieving that Vision.

Our Vision is underpinned by six objectives that will guide the services we provide over the medium-term. These objectives describe the contribution our services will make to improving the quality of life in Derby and support the Community Strategy. Our services will work together across departments and with different organisations and local people to make Derby the pride of the East Midlands.

We have five priorities for 2005-06, in addition to our on-going commitment to provide value for money services and to minimise increases in Council Tax required to provide the services local people want. These are the specific services we most want to improve over the next year and where we expect people to see a difference as a result. They are related to the need to provide more modern and effective services, issues of importance to local people and priorities for improving public services more generally. We will continue to improve all our services, but to make significant changes we need to focus on a few key issues. We will review our progress in tackling these priorities and move on to other issues when we have made and sustained the improvements we want to bring about.

We have identified further priorities for the next two years so that we can prepare to deliver these too.

## **Vision**

**To make Derby a modern, attractive city where people live safely, harmoniously and achieve their potential.**

## **Our objectives**

Through our service and in partnership with others, we will provide:

- a stimulating and high quality learning environment
- healthy, safe and independent communities
- a lively and energetic cultural life
- a diverse, attractive and healthy environment
- a prosperous, vibrant and successful economy
- a shared commitment to regenerating our communities.

## **Our values**

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 focussed services.

## **Our priorities**

**Our top priorities for 2005-06 are to work towards:**

- no schools in 'causing concern' category
- more sustainable Derby through recycling more
- raising educational achievement
- modernising social care
- improving customer service, in the city centre and locally.

## Part 2 – Review

### COMPREHENSIVE PERFORMANCE ASSESSMENT 2004

Derby City Council has been judged as an 'excellent' council by the Audit Commission, putting it among the top 41 unitary, metropolitan and county authorities in the country. There are only six other unitary councils like Derby that have earned 'excellent' status.

Comprehensive Performance Assessment or CPA as it is known is an assessment made by the Audit Commission on the way the Council is being managed and how good the services it provides for local people are. Every Council is rated as either poor, weak, fair, good or excellent.

***'Derby City Council has achieved EXCELLENCE in service delivery.'***

*Audit Commission – 16 December 2004*

In December 2004, the Audit Commission published its latest assessment of how well the Council is run. This followed a three-day Inspection in November 2004. The inspectors assessed the Council against nine themes. These themes and the key questions the inspectors were asking about the Council are shown in the table below along with the points awarded to Derby. Compared to the last inspection in 2002, the Council has improved significantly and there are now no areas of weakness. The Commission now say that we are an 'Excellent' Council.

In their report, the Audit Commission states the Council has:

- demonstrated effective management by getting all parties signed up to a consistent vision for the city
- partnership working with other agencies in Derby as a particular strength
- proved effective in securing investment needed in the city, such as the PFI initiative to build five new schools
- mutual respect between councillors and officers as a particular strength
- a sound management of its financial resources
- a culture of continuous improvement.



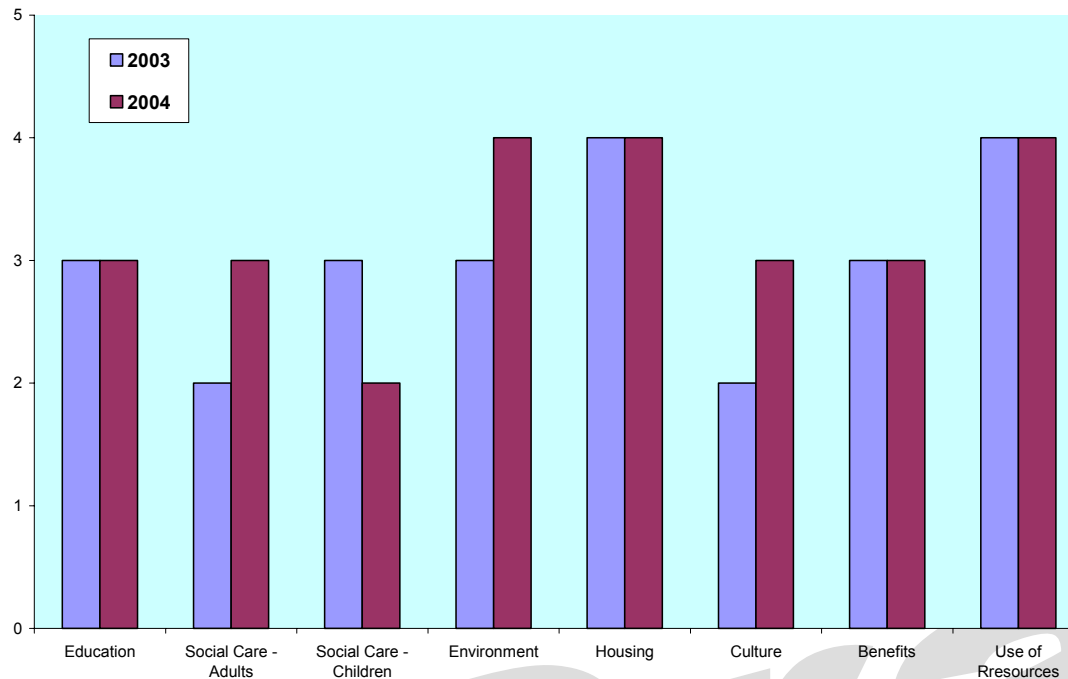
Key Question	Theme	Maximum Score	Derby City Council 2002	Derby City Council 2004
What is the Council trying to achieve?	Ambition	4	3	4
	Prioritisation	4	3	3
	Focus	4	3	3
How has the Council set about delivering its priorities?	Capacity	4	2	3
	Performance Management	4	2	3
What has the Council achieved to date?	Achievement	12	9	9
	Investment	8	6	8
In light of what has been learnt, what does the Council plan to do next?	Learning	4	2	3
	Future plans	4	3	3
<b>Total score</b>			<b>33</b>	<b>39</b>

Each year, the Audit Commission assess the Council's performance in a number of core service areas. Each service is scored on a scale of 1 to 4, with 1 being the lowest and 4 being the highest. In 2004, performance in a number of service areas has improved and this enabled the Council to request the Audit Commission complete a new Corporate Assessment which has led to Derby being reclassified as an 'Excellent' Council. Two key areas of improvement have been in Environment and Culture.

Under the Environmental heading, over the last year, the Council has completed planning applications quicker, improved recycling rates in the city and gained an improved Government rating for our Local Transport Plan. A 'Good' two-star inspection rating for Cultural Services earlier this year helped our scores improve under the Culture heading.

It is the combined effort of all departments across the Council that has helped Derby achieve the 'Excellent' rating by improving the quality and performance of the services they provide day-in, day-out throughout the year.

The following shows the Council's CPA scorecard for 2004 with a breakdown of the individual service scores.



### What does being an excellent Council mean for Derby?

As an Excellent Council, we will benefit from new freedoms on how we spend our budgets. We will not be expected to provide central Government with as many plans about what we are going to be doing and we will not be inspected again for at least three years.

We will be expected to share our good practice with other councils and participate in the Innovations Forum made up of Excellent Councils to help the Government take forward the modernisation agenda for local government by identifying additional freedoms.

## **Improving our capacity**

The Commission's report recognises the progress we have made in establishing the Building for Excellence programme and the additional impetus for change that this has provided. Our capacity to take forward ICT and e-Government has been enhanced by the appointment of an Assistant Director with responsibility for ICT and the strengthened arrangements with our ICT facilities provider, Capita. The Council has committed to the Derbyshire e-Government partnership to access funding which should help us to increase the proportion of services that can be delivered electronically.

As part of Building for Excellence, a Best Value review of service access has been done which will develop our customer care culture and provide easier access to information and services through the improvement plan we will continue to implement. A consultancy report will be used to help us review the options to produce a strategy to deal with the accommodation problems we face. We have completed the implementation an enhanced ICT based performance information system – Performance Eye, that will help managers to manage performance better and increase accountability among councillors and officers. Further work by our external auditors, PwC, has also noted the progress we have made in embedding a performance management culture. We have integrated risk management into our planning processes and have a corporate risk register so that major risks can be effectively managed. We have continued to strengthen our training and development of officers and councillors to support our objectives and develop the competencies we need to take us forward. This has included leadership development for senior managers, continuing implementation of the attendance management strategy and a number of work-life balance initiatives to help get the best from our employees.

**[TO BE UPDATED]**

## **Review of the 2004/2005 Corporate Plan**

**Last year's Corporate Plan contained a range of actions we were taking to achieve the priorities and corporate improvements set in that plan. Below are some of our achievements.**

### **Minimise increases in Council Tax and increase value for money from our services**

To be completed once Q3 performance monitoring is done.

### **Tackle under-achievement in schools, in particular by helping schools come out of special measures or serious weakness and preventing other schools entering these categories**

To be completed once Q3 performance monitoring is done.

### **Promote the city as a major force for industry, culture and tourism throughout the country and as an equal participant within the East Midlands region**

To be completed once Q3 performance monitoring is done.

### **Continue plans to remove traffic from city centre streets, where this helps people make better use of the city centre, and improve transport choice by completing Connecting Derby – the city centre transport plan**

To be completed once Q3 performance monitoring is done.

### **Develop an integrated management system for city and district centres to improve their attractiveness and viability**

To be completed once Q3 performance monitoring is done.

**Continue to expand doorstep recycling and other recycling activity**

To be completed once Q3 performance monitoring is done.

**Develop plans to modernise the fostering service and residential and community care for adults to meet the level of demand and the requirements of the National Care Standards Commission**

To be completed once Q3 performance monitoring is done.

**Enhance our community leadership role both at strategic and neighbourhood level, through partnership working and listening to, and communicating with, the public**

To be completed once Q3 performance monitoring is done.

**Make sure we respond to people's needs appropriately, on time and first time, by developing a customer-focussed culture, using new technology and investing in our buildings to provide modern working environments for service delivery and employees**

To be completed once Q3 performance monitoring is done.

**Decide planning applications more quickly, while maintaining the quality of decision-making within a framework for the sustainable economic, environmental and social development of Derby**

To be completed once Q3 performance monitoring is done.

You can find more information on the progress we have made in achieving all the targets in our 2004/2007 Corporate Plan in our Best Value Performance Plan, BVPP, which will be published by 30 June 2005.

In preparing this Corporate Plan, we have reviewed the progress made in achieving the priorities set in the plan published in 2004. We have revised our Vision for Derby and the priorities set in this plan to make them more focused, as explained in Part 1 of this plan.

## **Part 3 – The change agenda**

### **Building on Excellence**

Derby is an 'Excellent' Council. That was the judgement by the Audit Commission in December 2004. In 2003, we started a three year programme of improvement called 'Building for Excellence'. The programme was established to help the Council achieve 'Excellent' status and to address improvement areas identified by the Audit Commission.

Building for Excellence was identified by the inspectors as a key part of the Council's commitment to improve. The programme is a series of inter-related strategies by which we intend to deliver real improvements and change the way we deal with our customers and how we work.

We may have achieved 'Excellent' status, but it is important that we continue to deliver on the five strategy areas we have already started on the programme. 'Building on Excellence' will help us deliver excellent services to the citizens of Derby. Continuous improvement should be a feature of Excellent councils.

Building on Excellence has three main aims. These are:

- creating a modern, high quality customer interface
- implementing business change, harnessing new technology and modern approaches to work
- continuing with the modernisation of the organisational structure to improve service quality and performance and enhanced accountability.

Building on Excellence comprises five strategies. Each strategy has a series of projects under the overall Building on Excellence banner. Progress on each of the strategy areas is outlined below.

#### **Customer Service**

- Corporate Customer Service Manager appointed.
- Customer Service Strategy developed.
- Customer Service Standards launched.
- Hotlines reduced from 90 to 45.
- Programme of improvements to city centre reception areas.

## **Procurement**

- Procurement Guide developed.
- E-Tendering solution implemented.
- Post of Head of Procurement established.

## **Accommodation**

- Development of a detailed feasibility study for new office accommodation on one site within the city centre including preliminary site layouts, construction and acquisition.

## **e-Derby and Business Improvement**

- Intranet payments.
- Development and implementation of e-Forms.
- A-Z and Frequently Asked Questions.
- Multi-lingual touch-tone telephony payments to enable citizens to make payments from home 24/7.
- Electronic management of school admissions enabling all school admissions to be centrally managed and controlled.
- Tourism destination management system providing information on facilities and what is happening in Derby and how to make bookings through a kiosk or the internet.
- Decision management system to enable the public to access meetings, agendas and minutes electronically.

## **People and Performance**

- Development and implementation of a performance management system – ‘Performance Eye’.
- Occupational Health Unit established.
- Continued reductions in sickness absence.

## **LPSA2 – Local Public Service Agreement – second generation**

To be completed.

Derby City Council has agreed to a second Local Public Service Agreement – LPSA2, with the

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## **LAA – Local Area Agreement**

**To be completed.**

This section will outline the targets within the LAA, which is due to be finalised in February / March 2005.

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## DerbyCityscape

The Council has helped to establish DerbyCityscape, the new urban regeneration company charged with spearheading the economic, social and environmental development of Derby city centre. The Council's Deputy Leader and its Chief Executive are members of the Board

This is a very exciting time for Derby. A number of major development and transport projects are being moved forward including residential developments, an expansion of the Eagle Centre, a new sixth form Further Education College, a mixed commercial and leisure scheme at Riverlights and the implementation of the Connecting Derby transport proposals. These will improve the range of city centre activities and facilities and reinforce the central area, building on the historical and cultural assets around Sadler Gate and Iron Gate.

To remain successful, Derby city centre must adapt and change – and complement its neighbours, Nottingham and Leicester, which are also bringing forward significant regeneration proposals. Cityscape has developed a Masterplan that should act as a catalyst for significant investment. Most of this will be privately funded but there is a need for targeted action to initiate further change.

The Masterplan provides a vision and proposals that will lead to an improved range of facilities for residents and visitors to Derby, with increased residential opportunities including for families to live close to the centre, enhanced commercial opportunities for retailing, employment and leisure and better connectivity and transport services. Development of the highest quality will be fundamental to the plan. This will respect its surroundings and involve significant investment in the public environment, including new city squares and the opening up of the River Derwent, so that it becomes the heart of the central area. Overall, the Masterplan will make the central area more inclusive and attractive for all sections of the community for the greater part of the day.

The Cityscape Masterplan is based around a 15 year period for delivery, so the city centre can adapt to meet the needs of a 21<sup>st</sup> century Derby. Derby Cityscape has engaged in dialogue with local stakeholders and interested parties, whose views are reflected in the Masterplan. Given the scale of development, a significant level of commitment and co-operation will be needed between the Company, the Council, the community, local businesses and prospective development partners. It should provide potential investors with greater confidence about the future vision for the city.

The Council is committed to helping deliver that vision. It will use Council programmes to help bring this about where appropriate. Most of the proposals are in accordance with the Local Plan. Some are technical departures which if submitted as planning applications will need to be referred to the Office of the Deputy Prime Minister for the necessary approvals. The New Local Development Framework will take account of the Masterplan. The Council sees Cityscape as an important contribution to the regeneration of the city centre.

## Part 4 – Our priorities

### Delivering the priorities for change

Our priorities provide the basic framework for our performance management system, our business plans, the budget process and service development more generally. Over the following pages, we describe each priority in detail and outline what we are going to achieve in the future.

**For each priority, we show...**

**How we will achieve it** – this describes the actions we will take to meet our priority.

**Officer responsible** – this gives the job title of the Officer responsible for the action

**Resources needed and source of finance** – this describes the resources, both financial and human, that we will need to achieve the priority. Against each action, we have categorised the funding required to link these to our budgets.

**Here are the categories used to classify funding:**

- A** expected to be funded without allocation of further funding beyond that in 2005-06 budget or secured external funding.
- B** requires significant additional funding to be sought or confirmed by 2006-07 budget.
- C** requires external funding that has not yet been confirmed.

**Main measure / target** – this shows the main indicator and target we will use to measure our progress towards completing the action and achieving our priority.

**Timescale** – this shows when we expect to achieve the action we will take.

**Other links** – where applicable, this identifies where actions are linked to our Local Public Service Agreement or our other main strategies or plans.

Our top priorities in the 'do' stage for 2005/2006 are...

- No schools in 'causing concern' category
- More sustainable Derby through re-cycling more
- Raising educational achievement
- Modernising social care, including adult home care and the fostering service
- Improving customer service, in the city centre and locally
- Minimise increases in Council Tax and increase value for money.

Our top priorities in the 'plan' stage for 2005/2006 are...

- Working in partnership to reduce crime and the fear of crime
- Integrating and improving children's services
- Better procurement to delivery VFM
- Working in partnership to achieve socially cohesive communities
- Improving business processes and the use of ICT
- Ensuring social cohesion
- Cleaner streets and public facilities
- Improving the Council's built assets for service delivery
- More sustainable transport

[An explanation will be provided here to outline the differences and rationale behind the 'plan' and 'do' stages].

## DO

### Priority 1 – Minimise increases in Council Tax and increase value for money from our services.

Key Outcome	Provision of value for money services to meet local priorities, funded by reasonable levels of Council Tax and underpinned by careful management of resources and efficiency gains					
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
1.1	Prepare council budgets to established guidelines	Assistant Director - Corporate Finance	A	% of Council Tax increase for DCC services	Mar 2006	
1.2	Preparation and delivery of annual efficiency statement in response to 'Gershon' requirement	To be determined	A	Actual net spending compared to budget requirement % of cashable efficiency gains achieved	Apr 2005 Mar 2006	
1.3	Budget scrutiny and on-going efficiency reviews	Assistant Director - Corporate Finance	A		Mar 2006	

## Priority 2 – No schools in ‘causing concern’ category.

Key outcome	No schools in ‘causing concern’ category – as defined in a) an Ofsted category and b) as a priority school which has had a letter from the Education Service stating so.					
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
2.1	Provide timely early intervention/support where schools are facing difficulties	Assistant Director – School Improvement	A	No. of schools in Ofsted special measures category No. of schools in Ofsted serious weakness category	April 2005 – March 2006	LPSA2 ESSP LAA
2.2	Arrange and monitor appropriate intervention in schools causing concern	Assistant Director – School Improvement	A	Frequency of reporting on action plans for schools causing concern % of inspections/visits that were satisfactory or better	April 2005 – March 2006	<i>SIPs:</i> Monitoring & Intervention
2.3	Support to schools which have come out of a category until next Ofsted inspection	Assistant Director – School Improvement	A	% of HMI visits to schools in special measures /serious weakness where progress is satisfactory or better No. of schools identified by the LEA as priority schools BVPI 48 - % of schools maintained by the LEA subject to special measures	April 2005 – March 2006	Curriculum & School Management Support

### Priority 3 – More sustainable Derby through increased recycling.

Key outcome	Achieve recycling rate in excess of 30%					
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
3.1	Introduce Rethink Rubbish scheme to Round N – Derwent, Chester Green and Darley Abbey	Head of Streetcare and Waste Management/ Waste Management Officer - Strategy	B	BVPI 82a - % of household waste that has been recycled	July 2005	Streetcare and Waste Management Section Business Plan  Recycling Plan  Derbyshire Waste Strategy
3.2	Introduce Rethink Rubbish scheme to Round E – Spondon		B	BVPI 82b - % of household waste that has been composted	May 2005	
3.3	Introduce Rethink Rubbish scheme to Round D – Alvaston		B		October 2005	
3.4	Introduce Rethink Rubbish scheme to Round J - Sinfen		B		March 2006	
3.5	Conclude contract arrangements for commingled collection.		B		Dec 2004 – May 2005	
3.6	Plan and introduce commingled collections.		B		Dec 2004 – June 2005	

Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
3.7	Conclude contract arrangements for food waste composting.		B		Dec 2004 – May 2005	
3.8	Plan and introduce food waste composting collections.		B		Dec 2004 – June 2005	

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## Priority 4 – Raising educational achievement.

Key outcome	Increase attainment of Key Stage 2 English – Level 4+ 2005, Key Stage 3 – Level 5+ 2005 and GCSEs A* - C 2005					
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
4.1	Improve attainment at KS2 through support and intervention to targeted strategies	Assistant Director – School Improvement	A	BV181a,b,c,d - % of pupils attaining Key Stage 3, level 5 or above in English, Mathematics, Science and ICT	April 2005 – March 2006	LPSA2 ESSP LAA
4.2	Improve attainment of bottom quartile of pupils at KS3 through secondary strategy and other targeted support	Assistant Director – School Improvement	A	BV38 - % of pupils attaining 5 or more GCSEs at grade A* to C or equivalent	April 2005 – March 2006	
4.3	Improve pupil attainment at GCSE A* - C grades	Assistant Director – School Improvement	A	LPSA2 targets – to be confirmed	April 2005 – March 2006	
4.4	Improve progression and achievement through the city 14-19 strategy	Assistant Director – School Improvement	A		April 2005 – March 2006	

## Priority 5 – Modernising social care, including adult home care and the fostering service.

Key outcome						
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
5.1	Review the structure of foster care payments and develop and implement further improvements.			No. of foster carers		
				Use of independent foster carers		
5.2	Consider the possibilities, with regional partners, for joint commissioning of placement for children with special needs away from home with the intention to improve management of market costs.			Proportion of children looked after with three or more placements a year		
5.3	Through LPSA2 develop alternative approaches to prevent the need for children to become looked after and improve the opportunity for children to return home.			No. of children looked after		
				% of vacant social work posts		
5.4	Improve practice in the direct participation of children looked after in their own planning and reviewing process.					
5.5	Implement the Trainee Social Worker scheme.					

Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
5.6	Implementation of action plans relating to workforce planning, commissioning, standards, prevention and communication from the Best Value Review of Services for Older People.			No. of households with intensive home care  No. of adults and older people receiving direct payments		
5.7	Development and implementation of the project plan for 24/7 management cover, increasing intensive-level packages, and reconfiguring low-level support towards prevention.			No. of older people helped to live at home		
5.8	Further improve take-up of Direct Payments through the setting of service area targets and improving infrastructure.					
5.9	Progress Modelling Cost of Care work to ensure a stable base for commissioning with the independent sector.					
5.10	Complete the review of procurement process, consistent with corporate or national best practice.					

## Priority 6 – Improving customer service, in the city centre and locally.

Key outcome	A customer focused culture where we respond to people's needs appropriately on time and first time					
Ref	How we will achieve it	Officer responsible	Source of Finance	Main measure/s	Timescale	Other links
6.1	Standardise city centre reception areas to provide a consistent environment for customers	Corporate Customer Service Manager	A	% of Emergency Lines and Service Lines answered within six rings.	March 2005 – August 2005	Customer Service Strategy
6.2	Implement the Corporate Customer Service Standards and introduce appropriate performance monitoring and reporting arrangements	Corporate Customer Service Manager	A	% of letters responded to within five working days.  % of customers 'greeted' within three minutes of arriving at a reception area.	April 2005 – September 2005	
6.3	Develop customer service training programme for employees	Corporate Training and Development Adviser/Corporate Customer Service Manager	A	Number of employees completing customer service training.	February 2005 – September 2005	
6.4	Develop Council-wide proposals for listening and communicating with customers	Head of Consultation and Communication	A		January 2005 – July 2005	
6.5	Develop a customer service information system to enable joined-up Council-wide customer service	Assistant Director – Revenues and Benefits	A/B		January 2005 – September 2005	

## PLAN

### Priority 7 – Working in partnership to reduce crime and the fear of crime.

Main area of focus					
Enhancing the current provision of advice and assistance to victims and perpetrators of domestic violence to prevent homelessness and improving security for victims of domestic violence and to work closely with Derby Community Safety Partnership to implement the Council's Community Safety Action Plan.					
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
7.1	Appoint a second domestic violence advice worker	Assistant Director – Housing and Advice Services	C	September 2005	Community Safety Strategy, Domestic Violence Strategy, Homelessness Strategy, Supporting People Strategy, Community Safety Action Plan
7.2	Provide a security package for victims of domestic violence	Assistant Director – Housing and Advice Services	C	September 2005	
7.3	Each Chief Officer to nominate a senior member of the management team to be responsible for the implementation and performance management of their department's contribution to the Community Safety Action Plan	All Chief Officers	A	April 2005 for nomination then ongoing	

## Priority 8 – Integrating and improving children’s services.

Main Area of Focus					
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
8.1	Develop and agree, in partnership with key stakeholders, the project plan for integration of Health, Social Care, Education and Connexions services for children, and begin implementation				
8.2	Develop multi-agency procedures and guidance for information sharing and referral for children with additional needs				
8.3	Implement a shadow Safeguarding Board				
8.4	Roll-out Common Assessment process for children across the city.				
8.5	To implement the Children’s Centre plan – creating seven children’s centre by March 2006 and to develop phase two of the children’s centre plan	Assistant Director – Lifelong Learning and Community Services		March 2006	
8.6	To develop and implement a strategy for extended schools as a means of delivering integrated children’s services within local communities	Assistant Director – Lifelong Learning and Community Services			

## Priority 9 – Better procurement to deliver VFM.

Main Area of Focus	To appoint a Head of Procurement to take forward the Council's approach to procurement to ensure value for money.				
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
9.1	Advertise for and appoint to, the post of Head of Procurement	Assistant Director – Democratic Services	A	April 2005	Corporate Procurement Strategy
9.2	Review the current Corporate Procurement Strategy	Head of Procurement – to be appointed	A	September 2005	
9.3	Publish the Procurement Guide	Business Improvement and Change Manager	A	April 2005	
9.4	Carry out a review of the Councils progress against the National Procurement Strategy	Head of Procurement – to be appointed	A	December 2005	
9.5	Review and identify areas for collaboration with neighbouring Councils for shared commissioning	Head of Procurement – to be appointed	A	December 2005	

## Priority 10 – Working in partnership to achieve socially cohesive communities.

Main Area of Focus	To lead the Derby City Partnership Community Cohesion Steering Group and develop and implement consultation with hard to reach groups				
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
10.1	Establish and chair the DCP Community Cohesion Steering Group	Assistant Director – Community Policy	A	April 2005	Community Strategy Neighbourhood Renewal Strategy Community Safety Strategy Equality Standard
10.2	Assist in developing a strategy for engaging with local communities to support community cohesion		A	September 2005	
10.3	Contribute to a partnership strategy to improve skills and employment in socially excluded communities		A	March 2006	
10.4	Carry out consultation with the Council's Equalities Advisory Groups to develop and implement ways of raising their profile and effectiveness as consultation mechanisms		A	September 2005	
10.5	Produce a Good Practice Guide to help service providers consult more effectively with hard to reach groups		A	October 2005	
10.6	Put in place arrangements to improve access by hard to reach groups to the Council's Area Panels		A	March 2006	
10.7	Provide monitoring information to develop a baseline for measuring community cohesion		A	April 2005	



## Priority 11 – Improving business processes and the use of ICT.

Main Area of Focus	<ul style="list-style-type: none"> <li>• Implementation of the Council's IT infrastructure and technology Road map</li> <li>• Improve the level of IT and business process competencies across the Council</li> <li>• Develop a sustained programme of process change and improvement linked to delivering demonstrable and measurable efficiencies</li> </ul>				
Ref	How we will achieve it	Who we will work with	Source of Finance	To be achieved by	Other links
11.1	Develop and communicate an ICT training strategy	I.T. Manager	A	April 2005 - September 2005	IEG 4 e-Derby Strategy ODPM Priority Outcomes
11.2	Commence a Business Process Reengineering training programme	Business Improvement and Change Manager	A	July 2005	
11.3	Develop a structured approach to carrying out Business Process Reengineering reviews	Business Improvement and Change Manager	A	April 2005 - June 2005	
11.4	Develop a methodology for approaching Gershon efficiency reviews and monitoring efficiency gains	Head of Strategic Planning and Performance	A	July 2005	
11.5	Implement the Council's IT Roadmap	I.T. Manager	A/C	April 2005 – March 2006	

## Priority 12 – Cleaner streets and public facilities.

Main Area of Focus	Satisfy the Code of Practice for Street Cleaning 1999 and increase public satisfaction with street cleaning				
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
12.1	Consult the public and other stakeholders to establish areas of concern with street cleaning	Head of Streetcare and Waste Management	A	April 2005 – July 2005	Streetcare and Waste Management Section Business Plan
12.2	Review current cleaning activities on highway and other public areas with new cleaning contractor – Commercial Services		A	July 2005 – October 2005	
12.3	Decision required to allocate additional financial resources to achieve the higher standard for street cleaning		B	October 2005 – March 2006	
12.4	Recruit additional staff and purchase additional plant – subject to resource allocation under 12.3		B	March 2006	

## Priority 13 – Improving the Council’s built assets for service delivery.

Main Area of Focus	Develop a strategy for central administrative accommodation				
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
13.1	Site feasibility study	Assistant Director – Property Services		January 2005 – March 2005	Property Services Business Plan
13.2	Submit Library and Joint Service Centre bid	Assistant Director – Cultural Services		December 2004 – March 2005	Best Value Review of Service Access
13.3	Stakeholder consultation	Assistant Director – Property Services		Ongoing	Asset Management Plan
13.4	Cabinet approval to proceed to procurement	Assistant Director – Property Services		May 2005	
13.5	External consultants	Assistant Director – Property Services		December 2004 – March 2005	

## Priority 14 – Provide an improved transport network.

Main Area of Focus	Plan to provide and improve transport networks by completing the statutory procedures and design for Connecting Derby, entering into a PFI contract for Street Lighting and preparing and submitting the next Local Transport Plan, LTP2 whilst commencing Maintenance Work on the Inner Ring Road, IRRIMS				
Ref	How we will achieve it	Officer responsible	Source of Finance	Timescale	Other links
14.1	Continue the extensive LTP consultation process until the submission of the final plan in March 2006	Head of Transportation and Special Projects	A/C	LTP2 consultation is already well underway with published results. The consultation process will be complete at the end of 2005 leaving time to finalise the plan for submission in March 2006	Transportation and Special Projects Business Plan Local Transport Plan Local Plan Community Strategy
14.2	Funding for Connecting Derby	Head of Transportation and Special Projects	C	April 2005 - 2008	Transportation and Special Project Business Plan Local Transport Plan
14.3	Agree Street Lighting PFI contract	Project Manager	C	December 2005 - 2006	Streetcare Business Plan Local Transport Plan Community Safety Strategy
14.4	Approve LTP2	Head of Transportation and Special Projects	A/C	May 2005 - 2006	Transportation and Special Projects Local Transport Plan
14.5	Agree contract(s) for IRRIMS	Head of Engineering Design	A	May 2005 – 2008	Engineering Design Business Plan Local Transport Plan

## **Part 5 – Our objectives**

In addition to our specific priorities for change, we have six broad objectives that describe what the full range of our services will achieve.

### **These objectives are for the Council to provide:**

- a stimulating and high quality learning environment
- healthy, safe and independent communities
- a lively and energetic cultural life
- a diverse, attractive and healthy environment
- a prosperous, vibrant and successful economy
- a shared commitment to regenerating our communities

The objectives reflect the key priorities of the 2020 Vision – Derby's Community Strategy. This allows us to clearly demonstrate linkages between the work of the Council and how this feeds into the work of Derby City Partnership to improve the quality of life enjoyed by all residents of the city.

### **Delivering our objectives**

The following section outlines the key activities that we will take over the following 12 months and lists the key performance indicators we will use, to measure our progress to achieve each of the six objectives that underpin our Vision. We also refer to other plans and strategies where actions, resources and more detailed targets can be found to support each of the objectives.

Key performance measures are taken from the following sources ...

- BV – Best Value Performance Indicators published in our BVPP.
- Local – local performance indicators published in our BVPP.
- LPSA – performance indicators used to monitor our Local Public Service Agreement
- DCP 2020 Vision – performance indicators published in '2020 Vision' Derby's Community Strategy, June 2003.

The targets and performance for the key measures will be available in the 2005-06 BVPP published in June 2005. This will include targets for each year of the life of this Corporate Plan. They are marked by an asterisk '\*'.

## Delivering our objectives

### Our objective

## To provide a stimulating and high quality learning environment

It is recognised learning is an essential part of the toolkit for life and the strength of the city is linked to the education and skills of individuals, the motivation of people to learn throughout life and the commitment of employers and learning providers. We will work with partners to promote learning as a lifelong process, striving to involve everyone and raising the self-esteem of individuals and the whole community. We must offer a high quality of learning as well as equality of access for all learners and potential learners. Learning should be natural, enjoyable and relevant.

To provide a stimulating and high quality learning environment in 2005/6 we will work with partners on activities such as:

- 

We will measure improvement in our services with the key performance measure set out in the table below.

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Average number of Qualified Teacher Status, QTS, teachers for every 10 non-maintained settings	BV192b		1:10
Percentage of 14 year-old pupils achieving Level 5 or above in Key Stage 3 English	BV181a		74%
Percentage of 14 year-old pupils achieving Level 5 or above in Key Stage 3 Maths	BV181b		73%
Percentage of 14 year-old pupils achieving Level 5 or above in Key Stage 3 Science	BV181c		71%
Percentage of 14 year-old pupils achieving Level 5 or above in Key Stage 3 ICT – Information Communication Technology	BV181d		71%

Percentage of pupils achieving Level 5 or above in Key Stage 2 English	BV194a		35%
Percentage of pupils achieving Level 5 or above in Key Stage 2 Maths	BV194b		35%
Percentage of 15 year-old pupils achieving five or more GCSEs at grades A* to C or equivalent	BV38		54%
Percentage of 15 year-old pupils achieving five or more GCSEs at grades A* to G including English and Maths	BV39		91%
Percentage of pupils achieving Level 4 or above in Key Stage 2 Maths	BV40		85%
Percentage of pupils achieving Level 4 or above in Key Stage 2 English	BV41		85%

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## Delivering our objectives

### Our objective

## Healthy, safe and independent communities

We are committed to making sure everyone in Derby has the opportunity of a high quality of life. To achieve this we strive to make sure everyone has the opportunity to work, play and learn, while addressing problems such as crime and anti-social behaviour. We will continue working to improve our services, particularly services that focus on children, young people and vulnerable adults, while promoting equality of opportunity, good health, support, safety and guidance

To improve the health, safety and independence of Derby's communities in 2005/6 we will work with partners on activities such as:

- 1
- 2

We will measure improvement in our services with the key performance measure set out in the table below

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Stability of placements for looked after children	BV49		9%
Percentage of items of equipment delivered within 7 working days	BV56		80%
Participation in drug treatment programmes	BV198		3,670
Intensive home care services per 1,000 population aged 65 and over	BV53		12
Number of older people helped to live at home per 1,000 population aged 65 and over	BV54		105
Educational qualifications of children looked after with at least 1 GCSE at grades A*-G or GNVQ	BV50		77%
Domestic burglaries per 1,000 population	BV126		23
Vehicle crimes per 1,000 population	BV128		17.59
Violent crimes per 1,000 population	Local 1		Not available
The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	BV64		155



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## Delivering our objectives

### Our objective

## A lively and energetic cultural life

Creativity, imagination, spirituality, mutual respect and enjoyment are essential elements of people's personal development and quality of life. These cultural elements provide an important driving force for the economy of Derby, while helping us to include all our communities. We will make sure cultural life of the city is rooted in a spectacular scientific, industrial and artistic heritage while celebrating diversity through the inclusion of all our communities. We will contribute to regeneration and prosperity, by improving Derby's cultural facilities and supporting creative industries.

To ensure a lively and energetic cultural life Derby in 2005/6 we will work with partners on activities such as:

- 1
- 2

We will measure improvement in our services with the key performance measure set out in the table below

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Percentage of people satisfied with libraries	BV119b		Survey not required
Percentage of people satisfied with museums/galleries	BV119c		Survey not required
Percentage of people satisfied with theatres/concert halls	BV119d		Survey not required
Percentage of people satisfied with sports / leisure facilities	BV119a		Survey not required
Number of visits in person to museums per 1,000 population	BV170b		546
Number of physical visits per 1,000 population to public libraries	BV117		4,975
Number of visits to the Tourist Information Centre	Local 4		125,000

## Delivering our objectives

### Our objective

## A diverse, attractive and healthy environment

It is recognised that a diverse, attractive and healthy environment is essential to our overall quality of life. The quality of people's lives, and the state of our communities, is affected by a combination of economic, social and environmental factors. In Derby, we face a number of other local environmental problems and challenges. We will work to reduce traffic congestion and the problems this brings at certain times of the day. We will reduce the tonnes of waste from our homes and businesses and manage the remainder in a safe and sustainable way. We will manage our parks and other green spaces to protect them as a valuable resource for both wildlife and people. Finally we will improve access to a choice of safe, affordable and sustainable housing for Derby's diverse communities.

To ensure a diverse, attractive and healthy environment in Derby in 2005/6 we will work with partners on activities such as:

- 1
- 2

We will measure improvement in our services with the key performance measure set out in the table below

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Percentage of people satisfied with parks/open spaces	BV119e		Survey not required
Percentage of people satisfied with cleanliness	BV89		Survey not required
Percentage of waste recycled	BV82a		16%
Percentage of waste composted	BV82b		13.7%
Percentage of waste landfilled	BV82d		70%
Household waste collected per head of population	BV84		532
The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus	BV199		21%
Proportion of new homes built on previously developed land	BV106		56%

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## Delivering our objectives

### Our objective

## A prosperous, vibrant and successful economy

We are committed to making sure Derby's economy continues to have a good track record of dealing with change, and a continuing history of responding to structural changes based on external pressures and global conditions. We will continue to work with partners to stimulate and sustain the climate for investment in Derby's economy, while helping to create and sustain enterprise and innovation. To underpin this we will contribute to improving, increasing and maintaining the employment and skills of the Derby workforce.

To maintain and improve a prosperous, vibrant and successful economy for Derby in 2005/6 we will work with partners on activities such as:

- Continue to improve the processes we use to decide planning application in line with the improvements made as a priority in 2004/05
- Cityscape??

We will measure improvement in our services with the key performance measure set out in the table below

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Number of jobs created and safeguarded by Derby Marketing	Local 6		275
Percentage of major planning applications determined in 13 weeks	BV109a		57%
Percentage of minor planning applications determined in 8 weeks	BV109b		69%
Percentage of other planning applications determined in 8 weeks	BV109c		83%

## Delivering our objectives

### Our objective

## A shared commitment to regenerating our communities

As a community leader in the improvement and regeneration of Derby's communities we are fully committed to making sure that disadvantaged communities get services and opportunities throughout the city. Two key elements to make sure this is achieved are the delivery of the Neighbourhood Renewal Strategy to narrow the gap between disadvantaged neighbourhoods and the city as a whole; and the development of a Community Cohesion Strategy, so there is a common vision and a sense of belonging for all communities and the diversity of people's different backgrounds and circumstances are supported and valued. We will work with partners to make sure these two elements are achieved, while continuing to seek additional funding to support the regeneration and development of the city.

To maintain and improve a prosperous, vibrant and successful economy for Derby in 2005/6 we will work with partners on activities such as:

- 1
- 2

We will measure improvement in our services with the key performance measure set out in the table below

Indicator	Source	Estimated 2004-05 performance*	2005-06 Target*
Percentage of adults who feel they can influence decisions in their local area			
Percentage of people who feel that their local area is a place where people from different backgrounds and communities can live together harmoniously			

## Part 6 – Managing our performance

### Performance management framework

Performance management is a fundamental part of our 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.

By integrating with other initiatives and processes such as Best Value, corporate and business planning, performance management provides a way for us and our stakeholders to improve the quality of local services.

We need to monitor our performance continually so we identify areas of service where good progress is being made and those not performing as well as expected. Corporately, we monitor our performance every three months and prepare performance reports for the Council's Cabinet and Chief Officer Group. We have recently implemented an ICT system – Performance Eye – to help us improve the way we collect, monitor, analyse and manage performance.

By monitoring and reporting our performance quarterly, we can make effective decisions on performance, to be sure we meet the needs of the community and deliver value for money services through achieving the targets that have been set.

The diagram opposite illustrates the reporting hierarchy for performance indicators according to the impact they have on our priorities. The frequency of reporting is determined by the level of management and type of indicator.

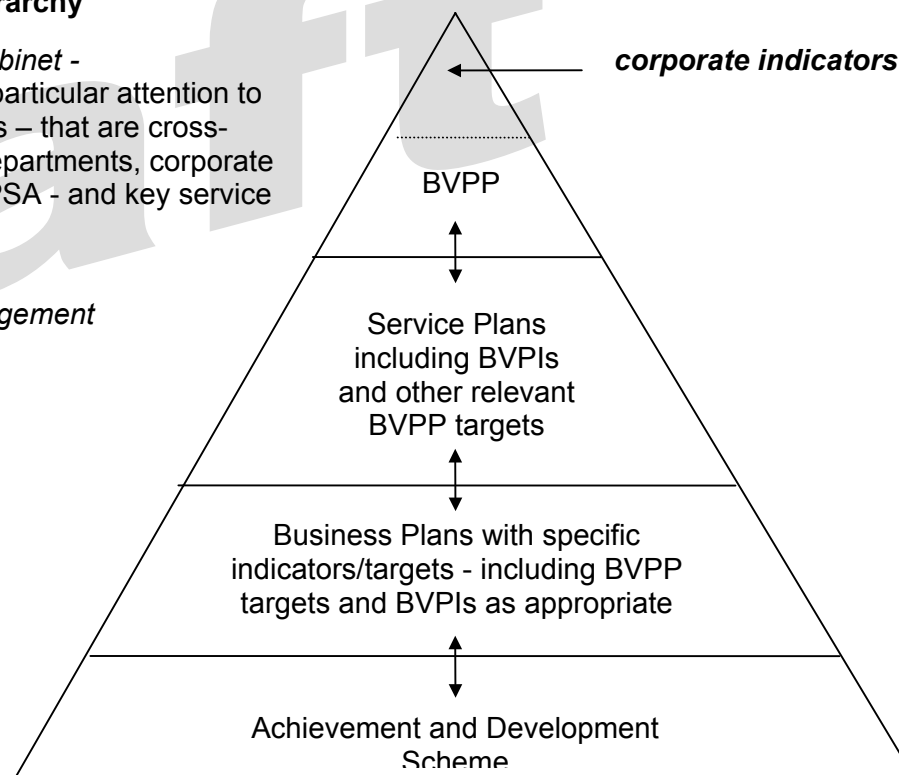
#### The reporting hierarchy

*Chief Officers / Cabinet -*  
Quarterly – giving particular attention to corporate indicators – that are cross-cutting, affect all departments, corporate plan priorities or LPSA - and key service PIs

*Departmental management teams – DMTs -*  
Quarterly

*Team level -*  
Ongoing - monthly

*Individual level -*  
Ongoing



## **Performance management strategy**

The Council's Performance Management Strategy outlines the Council's approach to achieving effective performance management with the following aims:

- Adopt an effective and fully integrated performance management framework
- Implement a transparent and effective performance management system
- Embed a performance management culture through the Council

These aims support the Council's vision for performance management to:

*'Have an effective and fully integrated performance management framework, underpinned by an embedded performance management culture'*

The Council reviewed and revised its Performance Management Strategy in May 2004 and will continue to revise the strategy on an annual basis.

## **How the Corporate Plan links to the BVPP**

We have a duty to report our performance annually through the Best Value Performance Plan, BVPP, which we must publish by 30 June each year. We deliver a summary of the plan to every household by 31 March each year and a copy of the full plan is available on our website [www.derby.gov.uk](http://www.derby.gov.uk) by 30 June. The BVPP will include more details of measures and targets for the actions included in this plan so it is possible to monitor the progress we are making against each of our priorities and objectives.



## Why we need to plan for the future

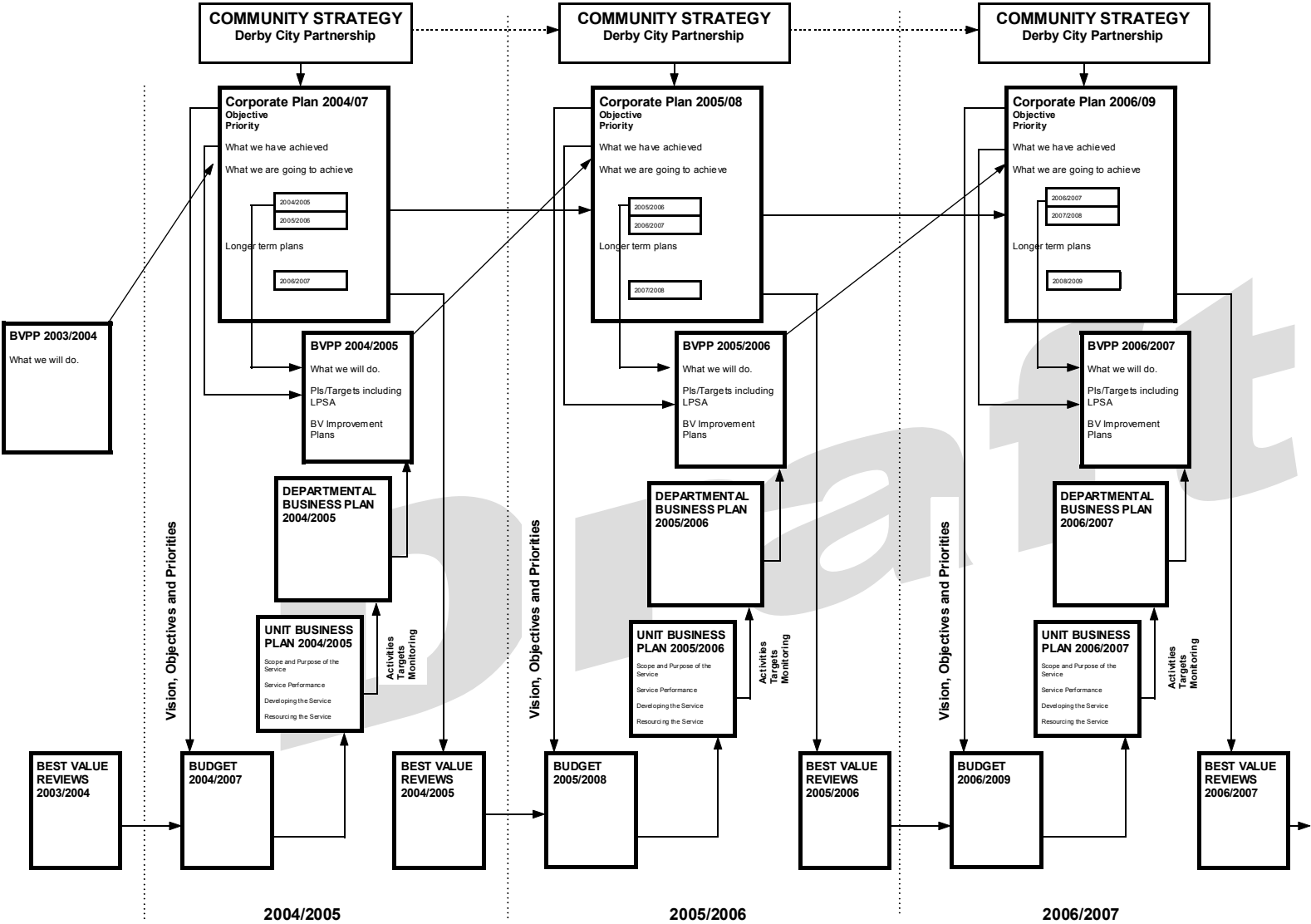
We have developed a comprehensive planning and performance management framework that relates the long-term Vision, objectives and priorities for the city to the operational tasks we carry out daily. The diagram and table overpage are a brief summary of each part of the planning process, the key documents produced and how they relate to each other.

The Corporate Plan provides our Vision, objectives and priorities, with actions to tackle these over the medium-term. It provides the framework for departmental business plans and the priorities it contains will direct our budget process. We will review it annually. The resources available to us are limited so we must use them in the best possible way. This requires clear priorities and actions to tackle them. It also requires ways to identify how successful we have been in implementing these actions and the resulting impact they have had. Planning and monitoring performance is the way we do this.

The Best Value Performance Plan will report our performance in detail against Best Value and other performance indicators. It will include specific targets for the Best Value Indicators for 2005-06 and the next two years. It will also include our LPSA targets. We have included headline targets for the actions listed in this plan and will provide more details of measures and targets in our BVPP. Departmental business plans will be more detailed and underpin the Performance Plan. Our 2005-06 Best Value reviews will consider how the relevant services can help deliver our priorities. They will also underpin Building on Excellence in improving our capacity to sustain improvement.

Derby City Partnership – DCP – has published a Community Strategy for Derby, 'Derby's 20-20 Vision'. This is a high level, overarching plan that shows how the organisations that make up DCP will work together to improve the quality of life in Derby in the medium to long-term. Our Corporate Plan supports that plan, showing how we will take forward those elements of the Community Strategy that are our particular responsibility.

Corporate Planning Process



## The plans we produce

Plan	Purpose	Scope	Audience	Links
<b>The Council's Corporate Plan</b>  Three-year plan revised annually.	To establish Council's direction. To concentrate on areas of significant change. To inform the budget setting process.	To establish the Council's Vision and priorities. To provide a framework for strategy within the Council. To state core values.	Key partners, government, general public. The Council's Cabinet, Overview and Scrutiny Commissions, Chief Officer Group, departmental management teams, employees.	Priorities are informed by the Community Strategy. Sets strategic priorities for all levels of the planning process.
<b>Best Value Performance Plan</b>  Annual plan with three-year targets.	To report on the Council's performance over the previous year. To set targets for future years.	To provide accountability against performance. To provide a framework for reporting performance.	Best Value Inspection Service, auditors, general public. The Council's Cabinet, Overview and Scrutiny Commissions, Chief Officer Group, departmental management teams, employees.	Performance targets are set in the Corporate Plan, departmental and business plans.
<b>Departmental business plans</b>  Annual plan with three-year targets. Focus on year one but some longer term objectives.	To establish the direction of the department, concentrating on key areas of change to deliver corporate priorities.	To set out the key priorities, targets and responsibilities within each department.	Relevant Cabinet Member, Chief Officer Group, departmental management teams, key users and stakeholders.	Departmental priorities led by corporate priorities.
<b>Business unit plans - discretionary</b>  Annual plan with three-year targets. Focus on year one but some longer term objectives.	To enable business unit managers to achieve objectives.	To set out performance targets and responsibilities for the business units.	Departmental management teams. Unit management teams and all unit employees.	Priorities should be set by the Corporate Plan and budget process.

## **Part 7 – Financial management**

To be completed when the budget process for 2005-06 and beyond is further developed.

### **Derby's Finances for 2005-06**

To be completed when the budget process for 2005-06 and beyond is further developed.

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## **Part 8 – Context**

### **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.

### **Quality of life**

Derby is a safe and healthy place, with crime and mortality rates lower than average for cities. Both air and water qualities are generally good. But while the overall quality of life for residents remains high, Derby, like every part of Britain, has neighbourhoods where there is disadvantage. The indices of deprivation 2004 identify four wards in Derby – Arboretum, Normanton, Sinfen and Derwent – as ranking among the most deprived in England while Allestree and Mickleover are among the most affluent. We will keep working to make Derby an even better place to live. Where we can, we will work in partnership with agencies including the police and health.

### **Employment**

Derby has a traditional strength in its major engineering industries – aerospace and rail – but the impact of changes in the structure of employment offers the opportunity for brownfield development. Manufacturing still accounts for more than a quarter of the workforce, but the public sector is close behind as the next major employer. We are now seeing developments in new areas of employment such as tourism, cultural industries and information and communication technology.

### **Population**

Derby has a population of 233,200, according to the revised 2001 census returns. A third of the city's population is under 25 and 16% over 65. The city has a multi-cultural community, 12.6% of people from minority ethnic communities; asylum seekers from eastern Europe being the most recent arrivals. At the 1991 census, 10% of the population came from minority ethnic groups. The main ethnic minority population comes from India and Pakistan. Race relations in the city are traditionally good.

### **Unemployment**

Derby's unemployment rate is above the national average and stood at 3.4% in February 2004, based on the claimant count. There are unacceptably high levels of unemployment in two inner-city wards and 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 more deprived wards.

## **Regeneration funding**

We are one of the 88 local councils that receive Neighbourhood Renewal Funding because of our level of disadvantage and we have benefited from five out of the six Single Regeneration Budget - SRB - rounds. Both these funding sources come from central government. We also qualify for European Objective 2 funding and have made a successful bid for European URBAN II funding. Most of the disadvantaged neighbourhoods are in areas of social housing. The city has a New Deal for Communities programme in one of the most disadvantaged neighbourhoods and an Education Action Zone operating in the same area. We also have four Sure Start schemes, to help children in disadvantaged areas get a better start in life and access further resources through the Children's Fund.

## **Derby City Partnership - DCP**

Bidding for, and management of, most external funding is channelled through the Derby City Partnership. The Partnership was formed in 1995 and represents a range of organisations with an interest in the economic and social regeneration of Derby. It includes over 200 organisations plus community representatives. The DCP Board has five operational subgroups focusing on the City of Opportunity, the City of Learning, Prosperous City, Cultural City and Environment City and two management subgroups to deal with strategy co-ordination and external funding management. The Partnership published the '2020 Vision' Derby Community Strategy in June 2003. The Partnership is accredited as a local strategic partnership enabling us to channel funds to implement the Neighbourhood Renewal Strategy. This Corporate Plan shows how we take forward our responsibilities under the Community Strategy. During 2005 we will work with our partners through DCP to update the Community Strategy for 2006-09.

## **The Council**

### **Unitary Council**

We have been a unitary council since 1997. We employ some 10,000 people and are now the largest single employer in the city.

### **Education**

We fund 105 primary, secondary and special schools providing for over 36,000 pupils, and have responsibility to make sure that standards are maintained and improved and school performance continues to be challenged. We are also responsible for early years, the Youth Service and adult education services to promote life-long learning.

### **Social Services**

We provide a range of social services across all age groups. We provide assistance to families and protection for children. Social Services provide community care and residential support services for adults; including people with physical and learning disabilities, people with mental health problems and older people.

### **Housing services**

We are responsible for making sure the people of Derby are adequately housed. We house people who are homeless in an emergency and advise and assist home owners needing to repair their homes or improve energy efficiency. We work with housing associations and private developers to provide a supply of affordable homes to rent or buy. We have delegated responsibility for managing, maintaining and improving our housing stock to an arms length housing organisation, Derby Homes. Derby Homes manages some 14,000 homes on our behalf. We administer housing and other benefits.

### **Environment**

We plan for the transport needs of the city and maintain roads, footways and street lighting. We manage the collection, treatment and disposal of waste, street cleaning and the maintenance of parks and open spaces. We are responsible for environmental health and trading standards.

## **Leisure, sport and culture**

We provide funding for the arts and sport. We directly provide a range of leisure activities including parks, sports centres, libraries, museums and theatre and concert venues, such as the Assembly Rooms.

## **Planning and prosperity**

We have strategic responsibility for the development of the city, setting a city-wide planning framework, regulating planning applications and promoting development and employment. We are also responsible for promoting the economic development of the city and work with partners to encourage business development.

## **Consultation and partnerships**

We are active in promoting community involvement and work with partner agencies to tackle key social issues, such as poor health and crime, to improve the quality of life for Derby citizens. We have been given Beacon Status for successfully introducing a Community Legal Services Partnership in the city. We have worked with other agencies to produce a city-wide consultation strategy on behalf of Derby City Partnership. Our political management arrangements include area panels, which provide local councillors with a forum to discuss issues with local residents and partner organisations.

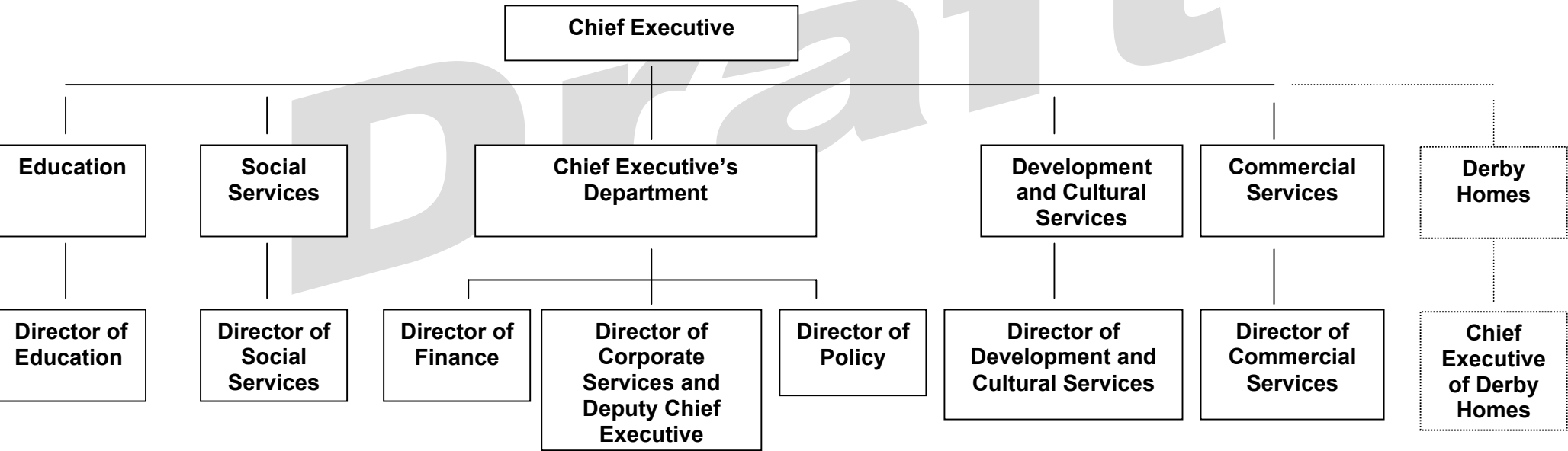


**Corporate structures**

**The Council’s employees and organisation**

We have people working for us to deliver services, give advice, implement councillor’s decisions and manage the day-to-day operations. Some officers have a specific duty to make sure that the Council acts within the law and uses its resources wisely. A code of practice governs the relationships between officers and members of the Council.

Our organisational structure is made up of five departments. Managing and maintaining the Council’s housing stock has been delegated to an arms length housing organisation – Derby Homes, with all other housing services managed by the Director of Policy. The structure gives clear accountability for performance, both within departments and corporately. The Chief Executive is the Head of Paid Service and is responsible for the Council’s long-term aims and objectives, on behalf of the Council Cabinet. Directors, who are responsible for the strategic and corporate development of their services as well as the Council as a whole, run each department. Directors form the Chief Officer Group of the Council under the leadership of the Chief Executive. An outline of our corporate structure is shown below. As well as enabling clearer performance accountability, the structure makes the most effective use of our resources.



**The main responsibilities of the departments are summarised here.**

**Chief Executive's**

**Corporate Services**

- Legal Services; Environmental Health and Trading Standards; Property Services; Democratic Services.

**Finance**

- Corporate Finance; Financial Services; Revenues and Benefits; Performance and Information and Communication Technology.

**Policy**

- Personnel; Equalities; Housing and Advice Services; Community Policy; Corporate Communications.

**Commercial Services**

- Facilities management including repairs to housing and public buildings; Catering; Works and Engineering including refuse collection and street lighting, Grounds Maintenance and Parks and Cemeteries.

**Development and Cultural Services**

- Development; Highways, Transportation and Waste Management; Arts and entertainments, Libraries and Museums.

**Education**

- School improvement and inclusion; Resources and strategic planning; Lifelong Learning and Community Services including sport and leisure.

**Social Services**

- Children and Families; Community Care Services; Assessment and Care Planning.

## **Political management arrangements**

### **The Council's constitution**

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

### **How the Council operates**

The Council is made up of 51 councillors. Councillors are democratically accountable to residents of their wards. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.

All councillors meet together as the Council. Meetings of the Council are open to the public. Here councillors decide the Council's overall policies and set the budget each year. The Council appoints a Cabinet, committees, commissions and panels and approves the budget and policy framework. Council meetings also include a public question time.

### **How decisions are made**

The Council Cabinet is the part of the Council that is responsible for proposing budgets and policies and taking key decisions; day-to-day operational decisions are taken by Council officers. The Cabinet is made up of a Leader, with a Cabinet of up to nine other members. Each Cabinet Member is responsible for a portfolio. The Cabinet has to make decisions that match the Council's overall policies and budget. If it wishes to make a decision that is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

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

### **Overview and scrutiny**

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. They can 'call-in' a decision that has been made by the Cabinet but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsiders the decision. They may also review the work of non-council bodies such as NHS Trusts.

### **Area panels**

So that local citizens have a greater say in council affairs, we have created five area panels, based on either three or four wards. These provide a forum to discuss local issues with our partner organisations and local residents. They involve councillors for each particular area, are held in public with sessions for public questions and give people the opportunity to present petitions.

## Acronyms

ACPC	Area Child Protection Committee	IDeA	Improvement and Development Agency
AQMA	Air Quality Management Area	IEG	Implementing E-Government
BID	Business Improvement District	liP	Investors in People
BVPI	Best Value Performance Indicator	IRRIMS	Integrated Maintenance Scheme
BVPP	Best Value Performance Plan	IT	Information Technology
BVR	Best Value Review	KS2	Key Stage 2
CAMHS	Children and Adolescent Mental Health Services	KS3	Key Stage 3
CCMT	City Centre Management Team	LAA	Local Area Agreement
CPA	Comprehensive Performance Assessment	LEA	Local Education Authority
CRD	Common Rail Diesel	LPG	Liquid Petroleum Gas
CSCI	Commission for Social Care Improvement	LPSA	Local Public Service Agreement
DCC	Derby City Council	LSC	Learning and Skills Council
DCP	Derby City Partnership	LTP	Local Transport Plan
DDEP	Derby and Derbyshire Economic Partnership	MECAC	Minority Ethnic Communities Advisory Committee
DEFRA	Department for Environment Food and Rural Affairs	NHS	National Health Service
DfES	Department for Education and Skills	NRF	Neighbourhood Renewal Fund
DfT	Department for Transport	ODPM	Office of the Deputy Prime Minister
DLSC	Derby Learning and Skills Council	PAF	Performance Assessment Framework
DMT	Departmental Management Team	PFI	Private Finance Initiative
DPAC	Disabled People's Advisory Committee	PI	Performance Indicator
EMDA	East Midlands Development Agency	PSA	Public Service Agreement
ERDF	European Regional Development Fund	PwC	PricewaterhouseCoopers
ESOL	English Speakers of Other Languages	QTS	Qualified Teacher Status
ESSP	Education Service Strategic Plan	SIPs	Service Improvement Plans
FACS	Fair Access to Care Services	SRB	Single Regeneration Budget
GCSE	General Certificate of Secondary Education	TIC	Tourist Information Centre
GNVQ	General National Vocational Qualification	URC	Urban Regeneration Company
HMI	Her Majesty's Inspectorate	VFM	Value for Money
HPS	Health Promoting Schools	YOS	Youth Offending Service
ICT	Information and Communication Technology		

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