DERBY CITY COUNCIL

Corporate Plan 2008-2011 - Action Plan

delivering our priorities

Updated for 2009-2010

www.derby.gov.uk

INTRODUCTION

Welcome to Derby City Council's Corporate Plan 2008-2011 - Action Plan, which has been updated for 2009-10. It describes how the Council manages its performance and sets out actions that we will undertake to deliver our six priorities…

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

We are committed to continuous improvement and each action is supported by measures that we will use to assess the progress that we are making.

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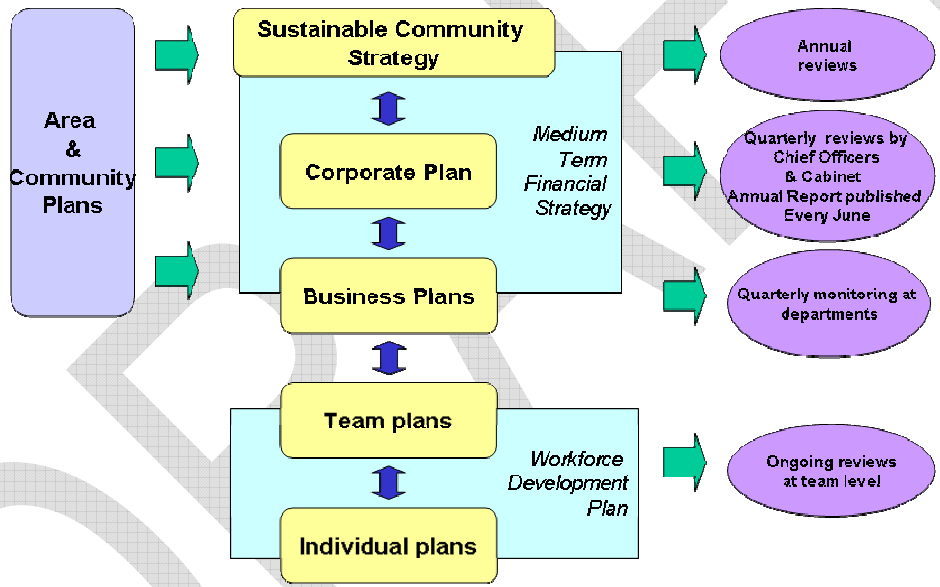
Measuring Success

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.

Corporately we monitor our performance every three months, preparing performance reports for the Council's Cabinet and Chief Officer Group. We use an ICT system to help us improve the way we collect, monitor, analyse and manage performance.

The diagram below shows our planning framework and includes details of our reporting hierarchy for performance indicators according to the impact that they have on our priorities. The frequency of reporting is determined by the level of management and type of indicators.



Performance Management Strategy

The Council's Performance Management Strategy outlines our approach to achieving effective performance management. The strategy is reviewed on a regular basis to make sure that it remains both relevant and meaningful. A copy of our Performance Management Strategy can be found at www.derby.gov.uk

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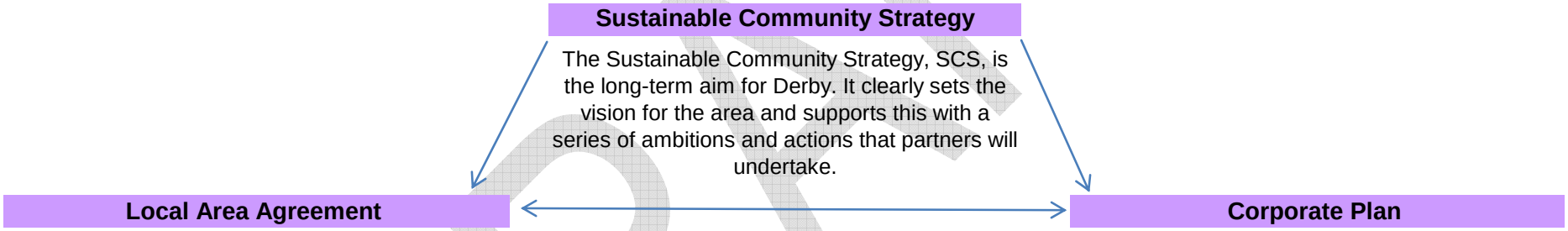
Working with our Partners

Derby City Council works closely with its partners through Derby City Partnership, DCP. Together we are working to deliver the City's 2020 Vision...

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.

There are a number of key documents that are published which make sure that we remain focused on delivering our vision...



Derby's Local Area Agreement, LAA, is a document that partners sign up to with Government that sets out our priorities and improvement targets over a set time period.

The content of the LAA is also focused on delivering the city's vision and viewed as the main delivery plan for the SCS. As the Council is a key partner in Derby City Partnership a large number of the improvement targets set within the Local Area Agreement also support the Corporate Plan.

The Corporate Plan is the Council's main planning document. It sets out what our priorities are and how will achieve them.

As a key partner in the City we have a significant role to play in the delivery of the City's vision. Our Corporate Plan therefore sets out our commitments for delivering the Sustainable Community Strategy and should be viewed as a 'delivery plan' for the SCS.

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The Sustainable Community Strategy was published in April 2009 having undergone a significant redevelopment from the Community Strategy for 2006-2009.

The Strategy now focuses on delivering ambitions and 'priorities for action' centred on each of the themed partnerships or 'Cities' that make up Derby City Partnership. Each City is responsible for contributing to a different part of the Vision. The priorities for action provide the framework for what achievements will be delivered in the two years that the Strategy covers.

The priorities for action set out within the SCS align very closely to our priorities and key outcomes contained within this action plan. The table below shows how they map together and more specifically where the work that we are going to deliver over the life of this Plan directly supports what has been published in the Sustainable Community Strategy...

Sustainable Community Strategy 2009-11		A ✓indicates that the outcomes and actions underpinning the priority support the delivery of the priority for action					
City	**Early priorities for action**	Corporate Plan 2008-2011					
		Making us proud of our neighbourhoods	Creating a 21st Century city centre	Leading Derby towards a better environment	Supporting everyone in learning and achieving	Helping us all to be healthy, active and independent	Giving you excellent services and value for money
City for Children and Young People	Parenting – supporting Derby's parents and carers to be positive, caring and responsible, to enable children and young people to meet the five outcomes identified by the government	✓			✓	✓	
	Safety, belonging and being valued in the community - ensuring all children and young people are listened to and can participate in decision-making in their local communities	✓			✓	✓	
	Building ambition, aspiration and achievement – supporting children and young people to develop and maintain positive relationships and have access to new opportunities				✓	✓	
	Physical, emotional well-being and safe choices –supporting children, young people and their families to understand risk and how to make safe choices	✓		✓		✓	
City Growth	Sustaining Derby's status as the UK's number 1 high-tech city through its portfolio of higher value, knowledge based employment	✓					
	Energising all of Derby's communities, capturing their full potential and retaining and growing a wide range of employment opportunities for all	✓					

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Sustainable Community Strategy 2009-11		A ✓indicates that the outcomes and actions underpinning the priority support the delivery of the priority for action					
City	**Early priorities for action**	Corporate Plan 2008-2011					
		Making us proud of our neighbourhoods	Creating a 21st Century city centre	Leading Derby towards a better environment	Supporting everyone in learning and achieving	Helping us all to be healthy, active and independent	Giving you excellent services and value for money
	Ensuring Derby is the location of choice for the most talented, attracting and retaining creative, imaginative and forward thinking people and businesses	✓	✓				
	Responding to the opportunities and challenges of climate change and transforming Derby's physical assets to the benefit of Derby, its communities and the planet	✓	✓	✓			
City for Stronger, Safer and Cleaner Communities	Developing stronger and more cohesive communities where more local people are able to influence decisions and become active citizens	✓					
	Developing safer communities with reduced crime, anti-social behaviour and harm caused by the misuse of drugs and alcohol	✓					
	Developing cleaner communities with cleaner streets and well-managed public open spaces	✓				✓	
Cultural City	Improving the range and quality of Derby's cultural and learning opportunities and facilities	✓	✓			✓	
	Celebrating diversity and ensuring everyone has the opportunity to take part in cultural and learning activities	✓	✓				
	Contributing to regeneration and prosperity and ensuring that the importance of culture in the economy of the city is better understood	✓		✓		✓	
Healthy City	Improving health and reducing differences in health between neighbourhoods and communities					✓	
	Improving the standard of health and social care services in Derby					✓	
	Improving the health of our residents, especially vulnerable adults, by providing decent, affordable, and sustainable housing	✓			✓	✓	

In addition to the links set out in the table above where we have identified a specific action through our corporate planning process that directly supports the SCS it will be highlighted in the links column of the action planning tables. For more information please refer to 'Key Actions' on pages seven and eight.

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Key Actions

Our key outcomes underpin our six main priorities and form 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 key outcome in more detail and explain what we are going to achieve in the future.

For each key outcome we show…

How we will achieve it – the actions that we will take to meet our priority.

Officer responsible – the job title of the person who is responsible for the delivery of the action.

Source of finance – the resources we will need to achieve the key outcomes. Against each action, we have categorised the funding required to link these to our budget

Here are the categories used to classify funding…

Revenue Budget

R-a	Funded through existing core budgets
R-b	Grant funded
R-c	Funded through new approved developments
R-d	Requires new external funding

Capital Budget

C-a	Funded through already approved budget
C-b	Requires new external funding

Main measure – the main indicator we will use to measure our progress towards completing the action and achieving our key outcomes.

Timescale – when we expect to achieve the actions that we will take.

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Risks – the corporate risks of not delivering each action. Each risk is categorised using the themes from the Council's Strategic Risk Register…

A - Vulnerability to fraud
B - Failure to deliver services through partnerships/PFI failures
C - Critical incidents affecting employees, property or resources
D - Inability to retain/recruit key staff
E - Insufficient Funding
F - Data Recovery/Security Arrangements
G - Failure to comply with external inspection requirements
H - Failure to comply with strategic objectives
I - Inadequate measures/controls in place to prevent financial errors
J - Inadequate security/safety measures in place to maintain site integrity on all council buildings
K - Ineffective communication mechanisms in place across the council
L - Failure to have effective risk management/business continuity policies and plans
M - Fail to achieve Council wide environmental targets for example reduction of energy use or reduction of C02 emissions
N - Accommodation doesn't meet our current or future needs

Other Links - where applicable, this identifies actions that link to other key internal or external plans…

Internal	
BP	Department/Service Business Plan(s)
AMP	Corporate Asset Management Plan
LTP	Derby Joint Local Transport Plan
CYPP	Children and Young People's Plan
LDF	Local Development Framework
HS	Housing Strategy
CS	Customer Services Strategy
Int - O	Other

External	
SCS	Sustainable Community Strategy
LAA	Local Area Agreement
CSS	Community Safety Strategy
CSM	Cityscape Masterplan
R-HS	Regional Housing Strategy
Ext - O	Other

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PRIORITY 1	Making us proud of our neighbourhoods

Improving the quality of life for local people is a key priority for the Council and its partners. We are committed to delivering local services that meet the needs and expectations of our neighbourhood areas.

We know that crime, and the fear of crime, are key issues for local people and we are continuing our commitment as a lead partner in the Community Safety Partnership to reduce all types of crime by implementing Derby's Community Safety Strategy. This is reflected in our Local Area Agreement, which includes some key targets such as reducing domestic violence, assault with injury and anti-social behaviour.

Our approach to neighbourhood working and engagement is key to delivering better outcomes. This involves neighbourhood teams, managed in partnership, working to reduce crime, make Derby cleaner and greener and improve local facilities. Residents are being encouraged to get involved in decisions about service delivery in their local communities through ward and neighbourhood boards and forums.

We are also working to improve the quality of life for local people by making homes more affordable, increasing the number of job opportunities and building better community relations through our Community Cohesion Strategy.

In summary we will make us proud of our neighbourhoods by:

- reducing crime and anti-social behaviour
- making Derby cleaner and greener
- providing greater opportunities for people to participate in decisions about the area they live in
- reducing inequalities between neighbourhoods by supporting the creation of job opportunities
- improving the standard and range of affordable housing
- building strong and sustainable community relations across Derby
- improving facilities in our neighbourhoods.

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Key outcome 1.1	Reducing crime and anti-social behaviour						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Implement Objective Two of Derby's Community Safety Partnership Strategic Plan for 2008-11 to… • Prevent and reduce violent crime – particularly alcohol-related violence and domestic and sexual violence • Reduce re-offending • Tackle anti-social behaviour • Tackle youth crime and disorder • Reduce the harm caused by substance misuse	Director of Community Safety Partnership	R-a R-c R-d	April 2008 - 2011	i. Assault with less serious injury crime rate ii. Perceptions of anti-social behaviour iii. Repeat incidents of domestic violence iv. First time entrants into the Youth Justice System aged 10-17 v. Adult re-offending rates for those under probation supervision vi. Satisfaction of people aged 65 years and over with both their home and neighbourhood	H	BP LAA – NI 20, NI 17, NI 18, NI 32, NI 111 and NI 138 SCS CSS

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Key outcome 1.1	Reducing crime and anti-social behaviour						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Deliver neighbourhood improvements by implementing the Hartington Street Renewal Area Delivery Plan	Assistant Director - Housing and Advice Services	C-a	March 2012	Deliver the Facelift Scheme in Arboretum Street… i. Complete the pilot programme by the end of September 2009 ii. Complete the design and specification of works for the main facelift programme by the end of January 2010 iii. Complete the facelift scheme by the end of March 2011	B and H	BP HS

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Key outcome 1.2	Making Derby cleaner and greener						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Maintain Neighbourhood Environmental Action Teams, NEAT, in priority areas	Head of Waste Management	R-d	March 2010	i. Improved street and environmental cleanliness - graffiti, litter, detritus and fly posting	B, D, E and H	BP SCS LAA - NI 195
b	Increase the number of wildlife sites which are actively maintained in accordance with an up-to-date management plan	Assistant Director – Regeneration	R-a	March 2012	i. Improved biodiversity: Proportion of sites where positive conservation management has been or is being implemented	H	BP LDF Int – O SCS
c	Continue to roll out the 'Re-think Rubbish' scheme to up to 12,000 properties in Derby	Head of Waste Management	R-a	March 2010	i. Increased combined recycling and composting rate for Derby's household waste ii. Amount of household waste sent to landfill reduced iii. Amount of municipal waste sent to landfill	D, E, H and M	BP LAA – NI 193 SCS

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Key outcome 1.2	Making Derby cleaner and greener						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
d	Maintain cleaner greener spaces through an increase in the enforcement of environmental crime	Head of Environmental Health	R-a	March 2010	i. Establish an 'Enviro-Crime' Team with specific responsibilities for enforcement - graffiti, litter, fly-tipping, fly-posting and dog control	B, D, E and H	BP SCS LAA – NI 195

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Key outcome 1.3	Providing greater opportunities for people to participate in decisions about the area they live in						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Implement the Rosehill and Osmaston Masterplans, working with local people to improve housing, environments, transport infrastructures and general facilities	Private Sector Housing Manager	C-a	March 2010	i. Complete the programme of awareness raising events by the end of June 2009 ii. Establish community steering groups by the end of September 2009 iii. Complete the programme of residents design workshops by the end of March 2010 iv. Establish an interactive web presence for residents by the end of December 2009	E and H	BP R-HS HS Ext – O
b	Consult with neighbourhoods, diversity forums and other local groups on issues and options for the LDF core strategy	Assistant Director – Regeneration	R-a R-b	March 2010	i. Attend at least one meeting with each neighbourhood	G and H	BP SCS Ext - O

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Key outcome 1.3	Providing greater opportunities for people to participate in decisions about the area they live in						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Support and empower young people to improve services in their local communities	Head of Youth Service	R-a R-b	March 2011	i. Number of young people involved as decision makers in the Youth Opportunity Fund, YOF ii. Number of young people involved as project leads in the YOF iii. Number of young people involved as participants in the YOF iv. Young people's participation in positive activities v. Number of young people involved in Neighbourhood Forums	H, I and K	BP CYPP LAA – NI 110 SCS

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Key outcome 1.3	Providing greater opportunities for people to participate in decisions about the area they live in						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
d	Implement Objective One of Derby's Community Safety Partnership Strategic Plan 2008-11… **Neighbourhood working and engaging with local people** • develop active citizenship • make sure local people can influence decisions	Director of Community Safety Partnership	R-a R-c R-d	April 2008 - 2011	i. Percentage of people who feel that they can influence decisions in their locality ii. Proportion of people who feel that they belong to their neighbourhood	B, C, D, E and H	BP LAA – NI 4 and NI 2 SCS CSS

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Key outcome 1.4	Reducing inequalities between neighbourhoods by supporting the creation of job opportunities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Coordinate the preparation of projects and activities to create jobs, training places and business opportunities in Derby	Assistant Director – Regeneration	R-a R-b R-d C-b	March 2010	i. Commence Single Programme management by the end of June 2009 ii. Liaise with partners to identify the best project ideas by the end of December 2009 iii. EMDA Single Programme funding awarded to Derby for 2009/10 fully committed by the end of December 2009 iv. Support procurement and appraisal of projects by the end of March 2010	D, B, E and H	BP SCS LAA CSM

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Key outcome 1.4	Reducing inequalities between neighbourhoods by supporting the creation of job opportunities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Use Council planning and procurement processes to encourage training and employment for disadvantaged communities	Assistant Director – Regeneration	R-a R-c R-d	March 2012	i. Recruitment and training agreement with internal and external partners in place by the end of June 2009 ii. Derby City Council to adopt The 3 Sustainable Construction Initiative by the end of June 2010 iii. Recruitment and training agreements signed by the end of March 2012 iv. Percentage of working age people on 'out of work benefits' v. Percentage of small businesses in an area showing growth	B, E, H and K	BP SCS LAA – NI 152 and NI 172 Ext – O

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Key outcome 1.4	Reducing inequalities between neighbourhoods by supporting the creation of job opportunities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Through Derby City Partnership agree an overarching strategy to reduce the impact of poverty on outcomes for children and families	Assistant Director – Performance and Commissioning	R-a	March 2010	i. Reduction in the number of lone parents on benefits ii. Proportion of children in poverty iii. Percentage of 16-18 yrs olds who are not in education, training or employment (NEET) iv. Number of adults accessing any Derby Adult Learning Service courses	H	BP SCS LAA – NI 116

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Key outcome 1.5	Improving the standard and range of affordable housing						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Deliver the affordable housing development programme	Housing Strategy and Performance Manager	R-b R-c	March 2010	i. Number of new affordable homes provided ii. Net additional homes provided	B, E and H	BP LAA – NI 154 AMP LDF R-HS HS SCS CSS CSM
b	Increase the number of decent homes in the private sector	Assistant Director - Housing and Advice Services	C-a C-b	March 2010	i. Number of private sector dwellings made decent	B, E and H	BP R-HS HS SCS

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Key outcome 1.6	Building strong and sustainable community relations across Derby						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Implement Objective One of Derby's Community Safety Partnership Strategic Plan 2008-11… **Community Cohesion** • improving leadership • empowering communities making sure residents have a voice and can shape their local area • developing shared values and a sense of belonging bringing together different communities and neighbourhoods • monitoring and assessing tensions • tackling inequalities • preventing violent extremism • supporting inter-faith initiatives	Director of Community Safety Partnership	R-a R-c R-d	April 2008 – 2011	i. Proportion of people who believe that their neighbourhood is one where people from different backgrounds get on well together ii. Proportion of people who feel that they belong to their neighbourhood iii. Building resilience to violent extremism	C, D, E, F, G, H, I and L	BP LAA – NI 1, NI 2 and NI 35 SCS CSS Ext – O

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Key outcome 1.7	Improving facilities in our neighbourhoods						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Improve access to, and quality of, library services	Assistant Director – Culture	R-a R-c C-a	June 2011	i. Open Allenton library by the end of May 2009 ii. Open Chellaston library by TBC iii. Open Mackworth library by the end of March 2010 iv. Open Chaddesden library by the end of June 2011 v. Use of public libraries	H	BP AMP SCS LAA – NI 9
b	Deliver local transport improvements to aid accessibility and safety	Assistant Director – Highways and Transportation	C-a C-b	March 2010	i. District centre improvements at Alvaston - Complete Phase One by the end of March 2010	E and H	BP LTP

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Key outcome 1.7	Improving facilities in our neighbourhoods						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Improve parks facilities within the city	Head of Parks	C-a C-b	March 2010	i. Provide new changing rooms at the Racecourse and Alvaston Park – operational by the end of March 2010 ii. Markeaton Park restoration project • Consultation completed by the end of June 2009 • Masterplan completed by the end of December 2009 iii. Development of a new park off Moorway Lane, Blagreaves - Consultation and Master planning completed by the end of March 2010	H	BP LAA – NI 8 and NI 110 SCS

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Key outcome 1.7	Improving facilities in our neighbourhoods						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
d	Refurbish 12 play areas in the city	Head of Parks	C-b	March 2011	i. Refurbish four play areas each year to be completed by the end of March	J and H	BP LAA – NI 110 SCS

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PRIORITY 2	Creating a 21st Century city centre

This is a very exciting time for economic regeneration in Derby. The Derby City Growth Strategy and Cityscape Masterplan set a clear framework for investment and economic development across the city. The Cityscape Masterplan aims to provide an improved range of facilities for residents and visitors to Derby, with increased residential options, enhanced commercial opportunities for retailing, employment and leisure and better connectivity and transport services.

A number of major developments and transport projects are being moved forward, including the redesign of Castle Boulevard and Connecting Derby. The projects are indicative of the new vision for Derby city centre and will act as a catalyst for further investment and regeneration.

In summary we will create a 21st Century city centre by:

- increasing economic growth and sustainable investment
- improving accessibility to the city centre
- increasing the quality of open spaces and the range of cultural facilities in the city centre.

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Key outcome 2.1	Increasing economic growth and sustainable investment						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Establish a suitable structure to enable the delivery of economic development and regeneration projects	Assistant Director – Regeneration	R-a R-d	April 2010	i. Obtain partner agreement on preferred option by the end of June 2009 ii. Legal and funding agreement signed by partners by the end of December 2009 iii. New arrangements operational by the end of April 2010	B, D, E and H	BP SCS LAA CSM
b	Implement Derby's new investment and development framework to attract premium retail and restaurant/café bar operators to the city centre	Assistant Director – Regeneration	R-a R-b R-d	March 2010	i. Define and prepare an integrated marketing/ communications plan for premium retailers and restaurants/café-bars by the end of June 2009 ii. Complete targeted marketing and communications campaigns by the end of June 2009 iii. Secure first incoming business by the end of March 2010	B and H	BP SCS LAA

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Key outcome 2.1	Increasing economic growth and sustainable investment						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Extend the wireless network across the city centre, in particular, to help promote the Cathedral Quarter	Assistant Director – ICT	R-a R-b	March 2011	i. Number of network points ii. Extend the number of services using the wireless network… • Library card holders by the end of April 2009 • CCTV by the end of September 2009	H and K	BP SCS Int - O

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Key outcome 2.2	Improving accessibility to the city centre						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Development of London Road Strategic Integrated Transport Scheme (SITS)	Assistant Director – Highways and Transportation	C-a	December 2010	i. Submission of draft major scheme business case to DFT by the end of December 2010	D, E and H	BP LTP
b	Deliver the construction phase of Connecting Derby	Assistant Director – Highways and Transportation	C-a	December 2010	i. Complete construction of the Ring Road and King Street Link by the end of December 2010	D, E and H	BP LTP SCS
c	Improve bus reliability and punctuality through a series of infrastructure improvements	Assistant Director – Highways and Transportation	C-a	March 2010	i. Number of buses running on time ii. Number of bus passengers	B, E and H	BP LAA – NI 178 SCS
d	Improve cycle networks through the implementation of the Cycle Derby Strategy	Assistant Director – Highways and Transportation	C-a	March 2011	i. Complete an audit of the cycling network by the end of June 2009 ii. Action plan of improvements approved by Highways and Transportation Board by the end of September 2009 iii. Increase citywide cycling	B, D, E and H	BP LTP SCS

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Key outcome 2.2	Improving accessibility to the city centre						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Maintain accessibility within and around the city centre during major developments through a review of the Hackney Carriage Rank provision	Environmental Health Manager	R-a	March 2011	i. Undertake a review including consultation with partners, public and trade representatives ii. Submit draft proposals	B, E and H	BP LTP

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Key outcome 2.3	Increasing the quality of open spaces and the range of cultural facilities in the city centre						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Deliver projects in the Public Realm Programme	Assistant Director – Regeneration	C-a C-b	September 2010	Castleward Boulevard - i. Detailed designs completed by the end of September 2009 ii. Construction on site to start by the end of December 2009 Full Street Corridor - i. Detailed designs completed by the end of September 2009 ii. Construction complete by the end of September 2010	E and H	BP LTP CSM CSS Int – O Ext – O
b	Establish an approach to developing the Derby hub of the World Heritage Site and the role of the Silk Mill within that	Assistant Director - Culture	C-a C-b	March 2010	i. Re-launch Derby World Heritage Site co-ordination group ii. Re-launch Silk Mill project proposals	C, E, H, J and N	BP AMP CYPP LAA CSM

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Key outcome 2.3	Increasing the quality of open spaces and the range of cultural facilities in the city centre						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Develop Derby Live! to provide a sustainable model for performing arts in the city and support the amateur theatre community	Assistant Director – Culture	R-a R-c	March 2010	i. Recruitment of artistic associates by the end of June 2009 ii. Advisory board in operation by the end of September 2009 iii. Number of productions staged by amateur sector at Assembly Rooms and Guildhall iv. Number of performance by Derby Live's Youth and Community Theatre groups v. Successfully stage the outdoor theatre at the newly refurbished Cathedral Green vi. DerbyLive! audiences measure TBC	H	BP CYPP LAA – NI10 SCS Ext – O NI11

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PRIORITY 3	Leading Derby towards a better environment

It is important that we take steps to care for our environment to make sure that there is a decent quality of life for future generations. 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 are also committed to protecting and developing the natural and built parts of our local environment.

In summary, we will create a better environment by:

- reducing the level of carbon emissions
- raising awareness on climate change and local environmental issues
- caring for Derby's heritage.

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Key outcome 3.1	Reducing the level of carbon emissions						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Improve the integration of climate change and energy management services across the Council	Assistant Director – Property Services	R-a R-d C-b	August 2009	i. Work with the Energy Saving Trust to complete a climate change action plan for Derby that includes actions to support the Climate Change Action Programme by the end of August 2009	B, D, E, G, H, K, L and M	BP AMP LTP LDF HS Int – O SCS LAA CSM Ext – O

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Key outcome 3.1	Reducing the level of carbon emissions						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Continue the development and implementation of the Corporate Climate Change Action Programme	Head of the Climate Change and Energy Management Unit	R-a R-d C-b	December 2011	i. Complete a feasibility study for a city centre district combined heat and power scheme by the end of April 2009 ii. Construct a hydro-generator power station on the River Derwent to supply electricity to Council accommodation by the end of August 2010 iii. A reduction in CO2 emissions from local authority operations iv. Per capita level of CO2 emissions in the local authority area	B, D, E, G, H, K, L and M	BP AMP LTP LDF HS Int - O SCS LAA – NI 186 CSM Ext – O

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Key outcome 3.1	Reducing the level of carbon emissions						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Procure, build and operate jointly with Derbyshire County Council an alternative means of waste disposal	Contracts and Waste Development Manager	R-c C-a	March 2014	i. Contract signed by the end of April 2009 ii. Complete planning procedures by the end of March 2010 iii. 48,000 tonnes of CO2 equivalent saved per year commencing April 2013	B, E, H and M	BP Int – O LAA – NI 193 SCS Ext – O

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Key outcome 3.2	Raising awareness on climate change and local environmental issues						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Maximise residents' access to the Warm Front Scheme that aims to make homes more energy efficient	Assistant Director – Property Services	R-a C-a	March 2011	i. Number of properties made more energy efficient ii. Number of households taken out of fuel poverty iii. Number of people aged 65 years and over who access the Warm and Well Scheme	E and H	BP Int-O SCS LAA – NI 186
b	Provide energy advice to reduce energy use in domestic properties	Assistant Director – Property Services	R-a C-a	March 2011	i. Number of properties receiving home energy advice ii. Number of properties where energy efficiency measures have been installed	E and H	BP Int-O SCS LAA – NI 186

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Key outcome 3.2	Raising awareness on climate change and local environmental issues						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Raise awareness to increase recycling rates through the delivery of 'Re-think Rubbish' marketing campaigns	Head of Waste Management	R-a	March 2010	i. Number of campaigns	E and H	BP SCS
d	Deliver the Local Transport Plan Smarter Choices Strategy that includes the development of school and council travel plans	Assistant Director – Highways and Transportation	R-a R-b C-a	March 2011	i. Develop and implement a Council car share scheme by the end of June 2009 ii. Develop a communications strategy to support delivery of the corporate travel plan by the end of March 2010 iii. Deliver 17 additional school travel plans by the end of March 2010	D, E and H	BP LTP NI 194 SCS

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Key outcome 3.2	Raising awareness on climate change and local environmental issues						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Work with our partners to manage flood risk in Derby	Assistant Director - Highways and Transportation	R-c R-d C-b	March 2010	i. Enter into a partnership agreement with the Environment Agency on the Lower Derwent Flood Risk Strategy ii. Flood risk management – percentage of agreed actions delivered satisfactorily	B, C, D, E, H and L	BP AMP LAA – NI 189 SCS

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Key outcome 3.3	Caring for Derby's heritage						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Determine and take forward a programme of conservation area appraisals and management proposals covering all of the city's conservation areas	Assistant Director – Regeneration	R-a	March 2010	i. Complete two conservation area appraisals and prepare management proposals	G and H	BP LDF CSS SCS
b	Review the local list of buildings of architectural or historical interest	Assistant Director – Regeneration	R-a	March 2010	i. Publish the revised list of locally listed buildings by the end of March 2010	G and H	BP LDF SCS

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PRIORITY 4	Supporting everyone in learning and achieving

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 promote learning as a lifelong process, striving to involve everyone and raising the self-esteem of individuals and the whole community.

Building upon work in this area, we will continue to provide additional support, training and challenge to under-performing schools and focus upon achievement levels in priority neighbourhoods. Our Local Area Agreement includes challenging targets covering attainment and inclusion and we are making good progress in both areas.

Using our strong links with partners such as Connexions and the Learning and Skills Council, we will offer a wider choice in the curriculum for 14-19 year olds and work to reduce the numbers of young people not in education, employment or training, NEET.

In summary, we will encourage lifelong learning and achievement by:

- improving educational achievement and narrowing the gaps in attainment
- providing learning opportunities to raise skills levels for all.

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Key outcome 4.1	Improving educational achievement and narrowing gaps in attainment						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Raise standards in primary and secondary schools through the implementation of the National Strategies programmes	Assistant Director - Learning	R-a R-b	March 2011	i. Foundation stage, national curriculum and GCSE results	D, E and H	BP CYPP LAA – Mandatory Indicators Int – O
b	Make sure that no school falls below the GCSE floor target through implementing the National Challenge Strategy	Assistant Director - Learning	R-b	March 2011	i. GCSE results	D and H	BP CYPP LAA – Mandatory Indicators
c	Improve the suitability of school buildings through the Building Schools for the Future programme	Corporate Director Children and Young People	R-a	2012 to 2015	i. Procurement process to select private sector construction partner by the end of February 2010	B, E, G and H	BP CYPP
d	Improve educational outcomes for the most vulnerable groups	Assistant Director - Learning	R-a R-b R-d	March 2011	i. Outcomes for learners with learning difficulties and disabilities ii. Outcomes for children looked after	E and H	BP CYPP SCS

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Key outcome 4.1	Improving educational achievement and narrowing gaps in attainment						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Reduce the level of underachievement through targeted support to underachieving groups	Assistant Director - Learning	R-a R-b	March 2011	i. Progress of low achieving pupils between Key Stages in targeted schools ii. Reduction in absences and exclusions	D, E and H	BP CYPP LAA – NI 95 and NI 96 SCS
f	Reduce the level of low performing schools through differentiated support, training and challenge to all schools	Assistant Director - Learning	R-a R-b	March 2011	i. Number of schools in special measures ii. Number of schools with a 'Notice to Improve' iii. Percentage of inspections that are 'good' or 'better' iv. Percentage of HMI visits to schools where progress is 'satisfactory'	D, E and H	BP CYPP

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Key outcome 4.1	Improving educational achievement and narrowing gaps in attainment						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
g	Improve the suitability of school buildings through the Primary Capital Strategy	Head of Building Schools for the Future and School Placed Planning	R-a R-b C-a	March 2013	i. Completion of the priority school schemes identified in the Primary Strategy for Change	H	BP CYPP Int – O
h	Complete the programme of school placed planning area reviews within target timescales	Head of Building Schools for the Future and School Placed Planning	R-a R-b C-a	March 2013	i. Completion of the four area reviews recommended through the Primary Strategy for Change – first review completed by the end of June 2009	H	BP CYPP Int – O

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Key outcome 4.2	Providing learning opportunities to raise skills levels for all						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Improve provision for 14-19 year olds through the implementation of the 14-19 Strategy and the Targeted Youth Support Offer	Assistant Director - Learning	R-a R-b	March 2011	i. Level 2 achievement ii. Level 3 achievement iii. Percentage of 16-18 yrs olds who are not in education, training or employment (NEET) iv. Key milestones within the LSC transition process	E and H	BP CYPP LAA – NI 117 and NI 164
b	Increase the number of adults achieving a Skills-for-Life qualification i.e. Literacy, Numeracy and ESOL.	Head of Adult Learning Services	R-a	March 2011	i. 450 adults to gain a Skills-for Life qualification in each academic year	D, E, G, H and N	BP
c	Increase the number of adults engaged in lifelong learning	Head of Adult Learning Services	R-b	July 2010	i. Number of adults accessing any Derby Adult Learning Service course	H	BP

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PRIORITY 5	Helping us all to be healthy, active and independent

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 improve our services, particularly those that focus on children, young people and vulnerable adults, while promoting equality of opportunity, good health, support, safety and guidance.

Over the coming three years, we will continue to work with the Derby City Primary Care Trust and other key partners to tackle health inequalities across the city. The Public Health Strategy and our Physical Activity Strategy aim to reduce smoking and obesity through tailored support and improved sports and leisure opportunities available to people of all ages. This is supported by our Local Area Agreement targets that focus on reducing premature death rates.

We will provide better opportunities for everyone to live a healthy and independent life, particularly focusing on providing housing and social care for vulnerable people in Derby. Our new Older People Strategy will focus our efforts on improving the quality of life for older people and increasing choice and control.

We are creating locally based integrated children and family teams for each area of the city. These teams will include a range of staff from across the children's workforce. These arrangements will deliver a local integrated approach to improve the ability of the Council and its partners to provide effective support to children and families and protect children from harm.

In summary, we will help us all to be healthy, active and independent by:

- raising the quality of social care for vulnerable and older people
- improving the health and well-being of our communities
- responding quickly and effectively to local needs of children, young people and their parents/carers.

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Key outcome 5.1	Raising the quality of social care for vulnerable and older people						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Extend support for carers of older people and people with disabilities	Senior Assistant Director - Adult Social Services	R-a R-b	March 2010	i. Number of carers receiving a specific carers services as a percentage of clients receiving community based services and information	G and H	BP LAA - NI 135 SCS
b	Raise the quality of regulated social care services in Derby	Assistant Director for Commissioning and Performance - Adult Social Services	R-a	March 2011	i. Percentage of regulated services rated as 'good' or 'excellent'	G and H	BP
c	Deliver the modernisation of sheltered housing services within the city	Assistant Director - Housing and Advice Services	R-b	March 2010	i. Consultation strategy agreed by Board by the end of June 2009 ii. Strategy fully implemented by the end of March 2010	C and H	BP HS Int-O

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Key outcome 5.1	Raising the quality of social care for vulnerable and older people						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
d	Increase access to intermediate care services	Senior Assistant Director - Adult Social Services	R-a R-d	March 2011	i. Achieving independence for older people through rehabilitation/ intermediate care ii. Number of vulnerable people achieving independent living	E and H	BP Int – O SCS LAA – NI 125 and NI 141 Ext – O

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Key outcome 5.1	Raising the quality of social care for vulnerable and older people						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Modernise homecare services in line with the Best Value review, including the re-design of in-house services and an increase in the level of independent sector provision	Senior Assistant Director - Adult Social Services	R-a	March 2010	i. Financial balance of care at home services ii. Implementation of Enablement Service by the end of March 2010 iii. Percentage of homecare providers graded as 'good' or 'excellent' iv. Introduction of specialist dementia homecare service by the end of March 2011 v. Percentage of independent sector service provided in the home vi. Reduced unit costs vii. User reported experience on the quality of the service	G and H	BP Ext – O

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Deliver the Putting People First, Transforming Social Care Programme	Senior Assistant Director – Adult Social Care	R-a R-b	March 2011	i. Number of people using self directed support - choice and control ii. Level of investment in prevention/well-being services iii. Increase in satisfaction of reported user experience iv. Increase quality of regulated services	E, G and H	BP SCS Ext – O

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Improve outcomes in relation to vulnerable groups of children and young people: • drug and substance misuse • under 18 conception rates • increasing physical activity and healthy eating, through the Health Promoting Schools agenda • reducing incidents and effects of bullying • child and adolescent mental health, CAMHs	Assistant Director Performance and Commissioning	R-a R-b	2011 - Ongoing	i. Percentage of schools achieving the National Healthy Schools Standard ii. Under 18 conception rate iii. Children and young people's participation in high quality PE and sport iv. Percentage of schools reporting bullying incidents v. Young people's participation in positive activities vi. Effectiveness of child and adolescent mental health services	H	BP LAA – NI 51, NI 57, NI 110 and NI 112 SCS

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Delivery of promotion and training activities in line with the implementation of the Cycle Derby Strategy	Assistant Director – Highways and Transportation	R-b	March 2011	i. Increase citywide cycling to school ii. Number of children receiving cycle training iii. Number of key cycling events and campaigns iv. A cycle club in every primary school	D, E and H	BP LAA SCS Int – O
d	Implement with partners a range of integrated initiatives, support programmes, pilots, events and social marketing campaigns all under the b-active brand to increase participation in physical activity and sport by children, young people and adults	Head of Sports and Leisure	R-a R-b	Derby to be the most active city by 2015	i. Percentage of adults participating in 30 minutes of sport at least three times per week ii. Percentage of 5 to 16 years olds participating in seven hours of moderate physical activity per week	E and H	BP LAA – NI 8 and NI 57 SCS Ext – O

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Develop the plan for the next generation of physical activity and sport facilities in the city	Head of Sports and Leisure	R-a R-d C-a	December 2011	i. Plan to be developed by the end of December 2009 ii. Implementation of the first phase to be completed by the end of December 2011	B, E and H	BP CYPP Int – O LAA – NI 8 and NI 57 SCS Ext – O
f	Work with Derby City Primary Care Trust to deliver the Obesity Strategy	Assistant Director – Environmental Health and Trading Standards	R-a R-b	March 2011	i. Develop and implement an action plan for the Obesity Strategy by the end of March 2011	B, D, E and H	BP LAA SCS Ext – O
g	Reduce the number of casualties from road traffic accidents	Assistant Director – Highways and Transportation	R-a R-b C-a	March 2011	i. People killed or seriously injured in road traffic accidents ii. Children killed or seriously injured in road traffic accidents	B, D, E and H	BP LAA – NI 47

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
h	Reduce under age alcohol consumption and smoking by increasing enforcement of under-age sales legislation	Trading Standards Manager	R-a R-b	March 2010	i. Employment of two Under-Age Sales Officers (12-month contract) to work with businesses across the city ii. Number of enforcement actions taken iii. The number of enforcement operations undertaken out of hours iv. The number of joint operations – TBC	B, D and H	BP SCS Ext - O
i	Reduce the number of casualties from work-related accidents and promote workplace health initiatives	Environmental Health Manager	R-a R-b	March 2011	i. Number of people killed or injured in workplace accidents ii. Number of businesses given workplace health advice	B, D, E and H	BP Ext - O

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Key outcome 5.2	Improving the health and well-being of our communities						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
j	Reduce homelessness and the number of rough sleepers in the city by implementing the Homelessness Strategy	Housing Options Manager	R-a R-b	March 2012	i. Number of homeless households where Council intervention has resolved their situation ii. Number of people sleeping rough on a single night	D, E and H	BP R-HS HS Int – O SCS

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Key outcome 5.3	Responding quickly and effectively to local needs of children, young people and their parents/carers						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Deliver integrated services for children and families	Assistant Director Locality Services	R-b	March 2010	i. Complete the final phase of children's centre development by the end of March 2010 ii. All schools to continue to meet core offer requirements for extended services iii. Integrated locality services - implement city-wide model based on co-ordination by the end of March 2010	B and H	BP SCS CYPP

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Key outcome 5.3	Responding quickly and effectively to local needs of children, young people and their parents/carers						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Strengthen safeguarding arrangements and responsibilities	Assistant Director - Locality Services	R-a R-b R-c	2011	i. Children becoming the subject of a Child Protection Plan for a second or subsequent time ii. Complete initial assessments to timescales (Seven working days) iii. Put processes in place to meet the requirements of the Independent Safeguarding Authority by the end of October 2009	B, D, E, H and K	BP CYPP Int – O LAA – NI 65
c	Make appropriate levels of response for children and carers by implementing the 'Aiming high for disabled children (short breaks)'	Assistant Director- Specialist Services	R-a R-b	March 2012	i. Open new autistic home by the end of September 2009 ii. Number of disabled children receiving short break provision	B and H	BP CYPP Int – O SCS

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Key outcome 5.3	Responding quickly and effectively to local needs of children, young people and their parents/carers						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
d	Increase the number of evidence based parenting programmes through the implementation of the parenting strategy	Assistant Director Performance and Commissioning	R-b	March 2010	i. Number of courses delivered ii. Effectiveness measure TBC	H	BP CYPP SCS

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PRIORITY 6	Giving you excellent services and value for money

As a 'four star' Council, we are committed to delivering excellent services and value for money.

We have a programme of improvement called Transforming Derby, which helps us focus on areas of improvement. The programme aims to deliver real improvements and to change the way we deal with our customers and how we work.

To continue delivering excellent services we need to review the way we provide our services, making sure we are as efficient as possible. Providing value for money across all services will help us to keep Council Tax levels as low as possible.

In summary, we will give you excellent services and value for money by:

- improving Council services
- increasing value for money.

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Continue to implement the Workforce Development Plan to align the quality of the workforce more closely to the needs of the business	Corporate Training and Development Adviser	R-a	March 2010	i. Complete high performance management training for all managers ii. Launch the new individual performance management scheme iii. Launch the Directors succession pool	D and H	BP O - Int

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
b	Improve equality of access to council services making them more appropriate to the full diversity of our customer base	Assistant Director Human Resources	R-a	April 2012	i. 75% of all first, second and third tier managers to attend the 'Equality in Action' course by the end of April 2010 ii. Achieve 'Excellent' status on the Equality Framework for Local Government by the end of April 2011 iii. 75% of planned Equality Impact Assessments for each year of the Equality and Diversity Action Plan to be completed by the end of April 2012	D, G, H and J	BP AMP Int – O SCS LAA CSS

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
c	Implement the Data Quality Policy to increase the reliability of information used to assess Council performance	Assistant Director – Corporate Finance and Performance	R-a	March 2010	i. Number of self assessment forms completed ii. Review and update the Data Quality Policy for 2010/11	G and H	BP Int – O
d	Create a more accessible website by implementing the Website Strategy	Head of Communications and Consultation Head of Information Services	R-c C-a	March 2010	i. A technology supplier appointed by the end of November 2009 ii. New navigation design agreed by the end of February 2010 iii. Content migration plan in place by the end of February 2010	E, G, H and K	BP Int – O

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
e	Improve processes for collecting and monitoring customer contacts to reduce those that are avoidable	Assistant Director Customer Services	R-a R-c	March 2011	i. Percentage of customer contact that is avoidable – NI 14 ii. Number of action plans, as a percentage of the total number required that address issues arising from • NI 14 • Mystery shopper results iii. Number of service areas of knowledge per Derby Direct Advisor	E, G, H, L and N	BP CS Int - O
f	Implement an organisational wide review of corporate and transactional services	Head of Change Management, Performance and Research	R-a	March 2010	i. Organisational review completed by the end of December 2009 ii. Number of service specific reviews completed	H and K	BP Int – O

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
g	Introduce a Council-wide review programme to improve services – both service specific and thematic	Head of Change Management, Performance and Research	R-a	March 2010	i. Review programme introduced by the end of September 2009 ii. Number of reviews completed	H and K	BP Int – O
h	Support and develop our managers and staff to fully engage with and contribute to the Transforming Derby programme	Head of Change Management, Performance and Research	R-a	March 2010	i. Communication and Engagement Strategy developed and approved by the end of June 2009 ii. Percentage of managers working on Transforming Derby projects	H and K	BP Int – O

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Key outcome 6.1	Improving Council services						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
i	Create a better environment for our customers, employees and members	Head of Change Management, Performance and Research	C-a	March 2013	i. Cabinet decision on future Accommodation Strategy by the end of September 2009 ii. Increase the utilisation of office space by 30% iii. Percentage of employees satisfied with their working environment iv. Percentage of customers satisfied with the customer service facilities	H and N	BP Int – O
j	Implement a Local Code of Corporate Governance	Head of Audit	R-a	September 2009	i. Draft Code completed by the end of June 2009 ii. Code approved by Audit and Accounts by the end of September 2009	A, B, C, D, E, F, G, H, I, J, K, L and M	BP AMP, LTP, CYPP, LDF, R-HS, HS, CS Int – O SCS, LAA, CSS, CSM Ext – O

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Key outcome 6.2	Increasing value for money						
Ref	**How we will achieve it**	**Officer responsible**	**Source of Finance**	**Timescale/ Milestone**	**Main measure(s)**	**Risks**	**Other links**
a	Focus resources on supporting projects that will deliver efficiency savings and demonstrate value for money	Head of Change Management, Performance and Research	R-a	March 2011	i. Number of efficiency/value for money reviews supported by the Change Management Team ii. Actual (significant) cashable efficiency savings	H and K	BP Int – O
b	Review the Value for Money Strategy	Head of Change Management, Performance and Research	R-a	March 2010	i. Value for Money Strategy reviewed, updated and agreed by Cabinet by the end of December 2009 ii. Action Plan prepared to deliver the Strategy by the end of March 2010	H and K	BP Int – O

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Glossary

CAMHs	Child and Adolescent Mental Health
CO_2	Carbon Dioxide
CPA	Comprehensive Performance Assessment
CSP	Community Safety Partnership
DCP	Derby City Partnership
DFT	Department for Transport
EMDA	East Midlands Development Agency
ESOL	English for Speakers of other language
GCSE	General Certificate of Secondary Education
HMI	Her Majesty's Inspectorate
ICT	Information and Communications Technology
LAA	Local Area Agreement
LDF	Local Development Framework
LSC	Learning Skills Council
LGS	Local Government Scheme
LTP	Local Transport Plan
NEAT	Neighbourhood Environmental Action Teams
NEET	Not in Education, Employment or Training
NI	National Indicator
PE	Physical Education
PFI	Private Finance Initiative
SCS	Sustainable Community Strategy
VAT	Value added tax
VFM	Value for money

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