



Derby City Council

Council Plan 2019 – 2023



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Introduction from the Leader of the Council

I'm really proud to live in Derby, and I'm determined that we will deliver on a bold vision and strong plan that shows we care about our communities, and provides for our residents' and businesses' needs in a value for money, open and transparent way.

Derby has real strengths, great ambition and many opportunities ahead. We have a strong economy, a diverse city and a great central location. Our city also faces challenges that we need to tackle together if we're to achieve our potential. We must be adaptable, innovative and responsive in the light of ever changing economic trends in Local Government finances. We have to tackle the challenges posed in relation to continued provision of the best possible services for our children and most vulnerable people.

If we focus on the things that matter to the people of Derby, we can help them to lead healthy and happy lives, and create an environment where all our communities can raise their ambition and aspire to succeed in life, through education, wealth and employment.

Some of our infrastructure and transport connections need to be upgraded, and we must make the most of a number of up-and-coming opportunities to improve further on our already enviable geographical position at the heart of England. We are well positioned and determined to deliver the infrastructure, high quality homes and leisure and culture offer that our successful, growing city deserves. If we couple this with a strong Local Industrial Strategy, we can attract the wider investment, improved skills and productivity along with the research and development needed to secure future prosperity for local people.

In the light of recent national events, strong local leadership has never been more important. We have to broker and drive effective partnerships, secure inward investment and be the positive voice of the city. Derby City Council is a key player in a much wider regional partnership, and we are committed to raising the regional, national and global profile of our City to the best it can possibly be.

We are Derby - we want Derby people to enjoy living and working in and visiting our great city; to be happy, safe and healthy, with great opportunities and an enviable quality of life. Our focus this year is on delivery against our plan to achieve these aims.

A successful Derby is rightly proud of its people and its heritage, and is ambitious for the future. We have come a long way in the last twelve months but need your continued support and commitment to help us and our dedicated *Team Derby* officers to deliver our important plans for our future.

On the next page you'll see a summary of our whole vision in the Plan on a Page. We then set out each of our themes on pages 3, 4 and 5. Some examples of our areas of focus and the differences you'll see are on page 6. Lastly, page 7 introduces our values, which underpin everything we do.

YOUR DERBY - OUR DERBY!



A handwritten signature in black ink, which appears to read 'Chris Poulter'.

Councillor Chris Poulter
Leader of the Council

Vision

Derby – a caring and successful city at the heart of the Midlands, proud of its heritage and ambitious for the future

Delivering for Derby – our Plan on a Page

We want the best for Derby and its diverse communities. We are committed to our leadership role in shaping Derby’s long-term development and in sustaining the city as a great place to live, work and visit. To do this, we are outward looking, providing and commissioning a very broad range of services, and working collaboratively with our partners to secure our vision of a proud, successful and ambitious Derby.

Over the last year, we’ve taken stock of where we are in terms of our city, its communities and the council, and have refocussed our organisation, its activities and how we engage. Our vision for Derby is straightforward: a caring and successful city at the heart of the Midlands, proud of its heritage and ambitious for the future. A place with big ambitions, where citizens are healthy and happy, and supported by a Council focussed on the things that matter to the people of Derby. These three themes are used throughout this plan, so we can be clear about our priorities and deploy our resources to deliver them.



These actions are underpinned by our core values which, put simply, reinforce that the Council, its councillors and officers are here for Derby.



Population of Derby



Satisfaction with Derby as a place to live



Gross Value Added per worker



Average earnings of residents



Deprivation

Themes

A city with big ambitions

A city of health and happiness

A council focussed on the things that matter

A city with big ambitions

Derby is a great city, but we can be even better. We're already world leaders in some fields and, with the right support, our citizens can achieve great things. This theme is about ambition, being connected to the world and ready to optimise the opportunities that lie ahead.

Our story so far

Derby is built on science and industry, from the world's first factories, through the invention of the jet engine, to recent major investments in aerospace, rail and advanced manufacturing. Our central location is a major competitive advantage, and the University plays an important and increasing role in the life and future of the city.

Derby is a regional destination for shopping and leisure. Our Cathedral Quarter was named Best British High Street in 2016. We have a great food and drink scene, a diverse cultural offer, and events that bring the city together all year round. We recognise there is more work to do in developing a vibrant and cosmopolitan city centre.

In the last year, we've made significant progress towards re-opening the Assembly Rooms, securing the future of the Market Hall, and progressing redevelopment in the Becketwell area. We secured agreement to develop a new Advanced Manufacturing Research Centre at Infinity Park, which will build on our historic strengths, and we deepened our international trade and development relationships.

We also published our Economic Growth Strategy, which aims for an inclusive economy with growth that works for all. To support this aim, the Enterprise for Education programme created over 14,000 encounters between young people and our major employers. School results at all levels improved again, and Early Years outcomes for children with fewer opportunities were notably strong, which is an important foundation for making sure everyone can benefit from our big ambitions.

Where we want to be

Where there are inequalities in Derby, we will promote fairness so that everyone benefits from the opportunities in our thriving local economy. Educational outcomes for pupils with fewer opportunities are too low, and are being addressed through our Opportunity Area programme. The creative, digital and technical (STEAM*) skills of our young people are essential to keeping us competitive in the knowledge economy, along with a physical infrastructure that is fit for the future.

Many Derby people work in sectors where more automation is expected in the future. So we need to continue to build national and international partnerships to attract new investment and to support our diverse small business sector to grow and create the careers of the future. This will require further development of new skills in the creative and high-tech industries, research and development, and the ability to evolve rapidly.

*STEAM – Science, Technology, Engineering, Arts and Mathematics as access points for guiding students in their pursuit of learning and skills.

Themes

A city with big ambitions

A city of health and happiness

A council focussed on the things that matter

A city of health and happiness

Whilst we look to the future, we are also focussed on making Derby a great place to live in the here and now – somewhere that people from all generations and all backgrounds can have a good quality of life, and feel part of a thriving community, because we know that a happy city is a healthy city.

Our story so far

Derby is one of the best cities in the UK to raise a family. Our city is green, accessible, young and diverse, with 25% of people being from a minority ethnic background. 90% of people say they are satisfied with their neighbourhood; well above the national average.

However, there are significant health inequalities between the most and least affluent parts of Derby. Overall, the city has a high prevalence of smoking, and high rates of alcohol-related harm. Prevalence of mental health issues is similar to the national picture. Like most English councils, we've seen increases in the numbers of children and young people in need of protection, or coming into care, compared to five or ten years ago, and this is linked to the wider picture of health and wellbeing. This is causing significant pressure on our budget.

In the last year, we've continued to lead the way in effective partnerships with the NHS, supporting people to live in the community and getting them out of hospital as soon as they are well enough. We've minimised agency staffing in Children's Social Care, so that young people can build a relationship with a consistent worker, and successfully launched Adoption East Midlands with our regional partners so that children in care can be more quickly matched to adopters.

We've reconfigured our homelessness services and provided formal assistance to many single people in line with our new duties. We've pressed on with Derby's exciting new swimming pool complex, which will become a great leisure destination. And we've supported hundreds of people to lose weight, quit smoking, and get more active, including in Derby's fantastic parks, which won a record 14 Green Flag awards in 2018.

Where we want to be

We are leading players in the Derby Partnership, and support its goal of making sure that everyone in every part of Derby has good health, a great quality of life, feels safe in their community, and has opportunities to get on, especially those with additional needs.

The current high numbers of children in care will mean more care leavers in future, and we have a special responsibility to help them thrive as young adults. It also means we need more foster carers so that children can be placed in or close to Derby. We're also working hard to make sure vulnerable adults and children are kept safe from harm.

We are planning for a future with an older population, alongside forecasts that there will be more disabled adults. We'll do this through further integration with NHS partners, and continuing to promote lifestyles that support good physical and mental health and building a new swimming pool complex at Moorways. Our focus will be on independence, early intervention and services delivered in the community, in people's homes where possible and using technology where appropriate.

Themes

A city with big ambitions

A city of health and happiness

A council focussed on the things that matter

A Council focussed on the things that matter

The City Council is here for Derby, and our third theme brings together all the action we're taking to make sure we are serving the city in a modern and efficient way, and securing the most benefit for every pound we spend. We are your council, governed by the councillors you elect and funded by taxpayers, so listening to your views is a priority for us.

Our story so far

We have some amazing people and dedicated teams, and we're improving fast, but there is more work to do before we are a consistently strong and effective Team Derby in supporting the city we serve. Over the last couple of years we've achieved major improvements in our culture, planning and governance. We have a range of colleague equality networks, who support and advise us. Our Team Derby Improvement Plan sets out how we'll take our performance culture to the next level.

We have a Medium Term Financial Plan that will require hard work and difficult decisions to achieve the savings we need to be effective with reduced resources. In particular, we're looking at ways of managing demand in areas including social care and universal services. We may need to deliver some valued services in different ways, for instance, using new technology, and working differently with partners.

Our political groups are working together on options to review our decision making and electoral arrangements. How we engage with communities and partners and involve people in the big decisions about their city also needs to be refreshed.

In the last year, we involved colleagues and other stakeholders in a wide-ranging corporate review, which has informed our vision, values and the Team Derby Improvement Plan. We have strengthened our grip on performance, risk and project management. We also launched a major drive to focus on colleagues' wellbeing, including training over 50 Mental Health First Aiders. We moved more services online, reducing costs and improving convenience, and we assisted customers through the rollout of Universal Credit full service in Derby, providing over 800 people with support on budgeting and using digital processes.

Where we want to be

We want to be a council that continues to listen to communities, and earns their trust, is open and transparent, and which leads effective partnerships to successfully tackle the challenges of the future and achieve Derby's potential.

We want a skilled, diverse and flexible council workforce; colleagues who are ambassadors for the city, and who consistently live our values every time the public interacts with us.

We must continue to get the most out of the limited resources we have and secure a balanced budget. As signatories to the Local Digital Declaration, we'll continue to challenge ourselves to make services as lean and efficient as we can, using digital solutions and other streamlined, modern approaches to simplify, focus on customer value and reduce overheads wherever we can. And, if there are some things that partners can deliver better than we can, we will also look at alternative models for service delivery if that will generate value for the public.



Our Council Plan sets out our overarching direction of travel. Each year we also publish a Council Delivery Plan, to set out exactly how we will deliver the Council Plan. This is where our themes focus down on the practical actions that will bring the Plan to life and help deliver our vision.

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| A city with big ambitions | The differences that you'll see: <ul style="list-style-type: none"> • Better educational outcomes, including for our vulnerable young people and those with special educational needs and disabilities ♦. • A refreshed City Centre Masterplan and delivery of key regeneration projects. • Improved transport links, maximising opportunities through HS2, the National Infrastructure Commission and Transforming Cities Fund. • Refreshed strategic partnership, including an updated Derby Plan. • Delivery of our Derby Economic Growth Strategy, to increase business growth and create more jobs ♦. • Completion of the Museum of Making project at Derby Silk Mill. • Progress the re-development of the Market Hall. • The Assembly Rooms re-opened. |
| | Culture Economy Regeneration Skills Transport |

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| A city of health and happiness | The differences that you'll see: <ul style="list-style-type: none"> • Continued work with our partners to promote independence and keep vulnerable children and young people and adults in the city safe ♦. • More fostering households in the city, supporting our looked after children to achieve the best outcomes possible. • More affordable housing, including new housing developments ♦. • A new swimming pool complex at Moorways. • Our Move More Derby Strategy supporting everyone to be more active, improving the health and wellbeing of the city ♦. • Improved air quality through delivery of an overarching strategy. • Work with partners to reduce Derby's carbon footprint. • Strengthened neighbourhoods, with better networks and connections ♦. |
| | Children and adults Health and wellbeing Housing Leisure Neighbourhoods |

Across both of these themes, we'll continue our focus on closing the gap with our partners – making sure that there are great opportunities in Derby that are equally available to all, with everyone being supported to thrive. Key contributors to this underpinning theme are indicated by a blue diamond ♦.

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|---|---|
| A council focussed on the things that matter | The differences that you'll see: <ul style="list-style-type: none"> • A city with global, national, regional and local influence. • More opportunities to have your say, with the views of Derby people at the heart of the open and transparent decisions that we make. • Services that have been reviewed, from a customer perspective, with our frontline colleagues, to ensure we provide best value for money. • Colleagues who feel recognised and valued. • Colleagues who are supported to develop and learn. • The delivery of our Digital by Default and Digital Workforce programmes. • Strengthened oversight of our major projects. • A balanced budget and sustainable Medium Term Financial Plan. |
| | Delivering for Derby Engaged Modern and efficient Value for money |



These activities are underpinned by our core values which, put simply, reinforce that we - the Council, its councillors and officers - are here for Derby.

Our values and behaviours describe who we want to be and how we will achieve this. This is the basis of who we are, the way we work and the type of people we like to employ. Our values inform our future and set us on the right path.

We are bold, we are strong, we care about Derby and we value great people working together as one team.

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|  <p>we are BOLD</p> <p>We have the courage to speak up, challenge current systems and practices, and feel empowered to take appropriate and measured risks</p> | <p>We are courageous and find innovative and creative ways to deliver and challenge the status quo</p> <p>We are open minded, take reasonable and explored risks and make responsible decisions</p> <p>Our positive attitude means that we find ways of achieving excellent outcomes</p> |  <p>we are STRONG</p> <p>We excel using our strengths and have the confidence to ask for help and support when we need to</p> | <p>We are responsible and accountable, speaking up and encouraging challenge</p> <p>We are self-aware so know our own strengths and limitations</p> <p>We take responsibility for our own learning and development</p> |
|  <p>we CARE</p> <p>Caring is what motivates us. We care about what we can achieve for Derby</p> | <p>We care about the wellbeing of all our colleagues, customers, citizens and stakeholders</p> <p>We behave with integrity, celebrate diversity and challenge inequality</p> <p>We are public servants doing our best to achieve positive outcomes for Derby every day</p> |  <p>great people ONE TEAM</p> <p>We get the best out of each other and together achieve great things for Derby</p> | <p>We are proud of making a difference for Derby and look for opportunities to collaborate</p> <p>We value and trust others, give and receive constructive feedback and support each other</p> <p>We are driven to make a positive difference every day</p> |

These values underpin what we expect from our managers and colleagues throughout the Council. They are embedded in our appraisal system, to ensure that each colleague is focussed on doing their best for Derby and delivering the vision, aims and objectives contained within the Council Plan, the Delivery Plan and their service plans.

We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 640767
Minicom: 01332 640666

Polish

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

Prosimy o kontakt: 01332 640767 Tel. tekstowy: 01332 640666

Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01332 640767 ਮਿਨੀਕਮ 01332 640666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Slovakian

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Skontaktujte nás prosím na tel.č: 01332 640767 Minicom 01332 640666.

Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم 01332 640767 پر ہم سے رابطہ کریں۔



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