



Derby City Council

## HEALTH AND WELLBEING BOARD 17 May 2018

Report of the Strategic Director of Communities  
and Place

# ITEM 7

## Refreshed Derby Partnership Framework and Derby Plan

### SUMMARY

- 1.1 The Derby Partnership has refreshed and agreed a framework through which public, private, third and community sectors will work together to deliver improved outcomes for people in Derby and support the development and growth of the city. This is set out in the Derby Plan 2018-19 which is appended to this report.
- 1.2 The Derby Plan 2018-19 is based around the principle that Derby Partnership wants to focus collectively and collaboratively on tackling one overarching aim. Partners have unanimously proposed that this goal should be **'Derby: Working together, Closing the gap'**. The Derby Plan and the Closing the Gap goal were endorsed by Derby City Council at the March 2018 Cabinet meeting.
- 1.3 A Derby Partnership Symposium on closing the gap will be held in June. This aims to create a 'thinking and learning space' hearing from experts in the field. From this a Taskforce will be convened to develop the collective approach and set out actions to achieve our partnership goal.

### RECOMMENDATIONS

- 2.1 To commit the Health and Wellbeing Board to work in collaboration with organisations across the city to make progress towards achieving the Derby Partnership goal – **'Derby: working together, closing the gap'**.
- 2.2 To support the Derby Partnership Symposium with attendance and organisation, including providing intelligence and information for delegates attending the event.

### REASONS FOR RECOMMENDATIONS

- 3.1 The Council and partners want to ensure that the benefits of growth can have an impact across the city. This can only be done if organisations across Derby work collaboratively. Strengthening the co-ordination and communication of this work will better demonstrate our progress when the LGA carry out their follow up assessment as part of the Corporate Peer Review process

### SUPPORTING INFORMATION

- 4.1 **Background**

Derby has a strong history of partnership working, both locally and regionally and there are a range of partnership plans in place. Derby City Council is committed to its leadership role in shaping Derby's long-term development and in sustaining the city as a great place to live, work and play. This covers not only how the Council provides services but also how it brings partners together to facilitate a shared view of Derby's future, alongside other local anchor institutions such as the University of Derby.

- 4.2 Over recent years however, the impact of austerity on Local Government and the shifting partnership landscape has meant the Council has had to prioritise its resources in supporting partnership working at a strategic level. While it continues to engage with partners widely both members and officers agreed that there were gaps left by the loss of former Derby City Partnership structures.

The Council set out this position in its self-assessment completed in preparation for the 2017 LGA Corporate Peer Review. The Review team's findings positively highlighted the strength of Derby's operational partnerships, however they agreed that strategic partnerships were fragmented and their report proposed a number of related areas for improvement.

- 4.3 To develop this further, a small working group was convened which gathered more detailed information and intelligence. The findings are summarised in Appendix 3.

Partnership leaders and chairs met in February to review the findings and agreed there was a need to:

- retain the current thematic Outcome Boards
- reinvigorate and refocus the strategic Derby Partnership
- drive one overarching partnership goal, where a strong collective approach was the only way to make a difference
- improve capacity to better coordinate the work across the thematic partnerships and to improve communication
- refresh The Derby Plan but retain the simple one page style

#### 4.4 **Five Outcome Boards**

The high-level needs that create a sustainable city have not changed – access to employment and housing, good health, safe and strong communities, a strong leisure and culture offer and protection of the vulnerable. Derby already has the right city-wide partnership strategies and plans which are lead and monitored by thematic partnerships or Outcome Boards:

- **Children, Families and Learners Board** *Derby Children & Young People's Plan*
- **Health and Wellbeing Board** *Derby Health and Well Being Strategy*
- **Safer Communities Board** *Derby Community Safety Plan*
- **Derby Renaissance Board** *The Four Pillars: Derby's Economic Growth Strategy*
- **Culture and Leisure Board** *Derby Culture Strategy and Derby Leisure Strategy*

These Boards are central to the refreshed Derby Plan. They each develop their own strategic plan and the Executive Boards hold partners to account for their contribution to delivering those plans.

#### 4.5 **One Overarching Partnership Goal**

Derby has areas where there is poor health, unemployment, poor housing and poverty alongside those areas where people live more comfortably. Derby's selection for national social mobility initiatives such as the Opportunity Area programme underlined this. Being a small, compact city this difference was easier to see in Derby, giving rise to negative comments and coverage. There was a perception that the 'gap' had increased.

Striving to close the gap and reduce the inequality in life outcomes across Derby would have a significant impact in areas of health, economy, crime and safety, culture, leisure, education etc. It was therefore proposed that this should be the single overarching goal for the Derby Partnership.

#### 4.6 **Derby Plan 2018-19: A refreshed Framework for partnership working**

The refreshed framework gives a governance structure to improve the collective direction and future shaping of Derby and how we communicate it. It contains:

- a. a refreshed partnership direction with a single goal: Derby: Working together, Closing the gap
- b. a vision of a Safe, Strong and Ambitious city which will make Derby: a great place to live, work and visit

To strengthen engagement and communication across the partnership there will be:

- c. a Partnership Task Force established to work on the Partnership Goal, developing a collaborative approach and action plan, after the June Symposium.
- d. a Co-ordinating Group established with Lead Officers from the thematic Partnership Boards from April. To provide a co-ordination role between the Task Force and the Boards, as well as improving communication and overseeing the Derby Plan. The Group will be chaired by the Director of Public Health.

These proposals are brought together in **Appendix 2**.

#### 4.7 **Closing the Gap Symposium**

The first task under the new Derby Plan will be to hold a think-tank style Symposium in June of Inspiring Derby Week 2018 to reach a shared understanding of the challenge and current evidence on what works in making successful change.

The five Outcome Boards are requested to contribute to this event both in providing content for delegates in advance, and with attendance and engagement.

### **OTHER OPTIONS CONSIDERED**

- 5.1 Making no changes to the current partnership arrangements was tested with partners. This was rejected on the basis that there had been a gap identified by external review as well as highlighted by those within Derby.

**This report has been approved by the following officers:**

<b>Legal officer</b>	Olu Idowu, Head of Legal Services
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<b>Financial officer</b> <b>Human Resources officer</b> <b>Estates/Property officer</b> <b>Service Director(s)</b> <b>Other(s)</b>	Amanda Fletcher, Head of Finance, Communities and Place Liz Moore, Head of HR  Cate Edwynn, Director of Public Health Ann Webster, Lead on Equality and Diversity Heather Greenan, Head of Performance and Intelligence
<b>For more information contact:</b> <b>Background papers:</b> <b>List of appendices:</b>	Verna Bayliss 01332 3643034 verna.bayliss@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Draft Derby Plan 2018-2019 Appendix 3 – Summary of findings

<b>IMPLICATIONS</b>
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### **Financial and Value for Money**

- 1.1 Existing budgets will cover the development of the Derby Plan and it is not anticipated that additional resources will be required for Derby Partnership co-ordination. Any financial implications arising from individual elements of activity covered by the Derby Plan will be subject to separate decision making in line with the Council decision making processes and financial regulation.

### **Legal**

- 2.1 The statutory duty to prepare a Sustainable Community Strategy was repealed by the Deregulation Act 2015.

### **Personnel**

- 3.1 None arising directly from this report.

### **IT**

- 4.1 None arising directly from this report.

### **Equalities Impact**

- 5.1 Equalities issues will be considered on an on-going basis through appropriate use of Equality Impact Assessment and consultation. Any equality issues relating to The Derby Plan will be built into project/delivery plans as they are developed.
- 5.2 We will involve the Council's Equality Hubs, Voices in Action and 50+ Forum to make sure their expertise has a voice in the Partnership and the Derby Plan, alongside partners relevant engagement mechanisms.

### **Health and Safety**

- 6.1 None arising directly from this report.

### **Environmental Sustainability**

- 7.1 None arising directly from this report.

### **Property and Asset Management**

- 8.1 None arising directly from this report.

### **Risk Management and Safeguarding**

- 9.1 Risk management will be considered on an on-going basis through any project and delivery plans arising from this strategic approach.

### **Corporate objectives and priorities for change**

- 10.1 The ambition proposed within Appendix 2 will form part of the Council Plan refresh

and thus underpinning departmental business plans. Partners are encouraged to adopt the Derby Plan as part of their own strategic planning processes.

## The Derby Plan 2018/19

The Derby Plan sets out the ambition and vision for the city as part of a Leadership and Governance Framework showing how the different public, private, voluntary and community sector organisations work together.

The Derby Partnership works collaboratively to deliver improved outcomes for people in Derby and supports the development and growth of the city. It has agreed a single shared goal of closing the gap. It has been updated following consultation with partners and stakeholders over the past 12 months.

<b>Derby Partnership Leadership and Governance Framework</b>	
<b>City Ambition</b>	<b>Derby - a great place to live, work and visit</b> A city where.... <ul style="list-style-type: none"> <li>• people can be happy, healthy and prosperous</li> <li>• where people are proud to live and work</li> <li>• a city that is welcoming to visitors</li> </ul>
<b>City Vision</b>	<b>Derby 2030: 15 year vision for Derby to grow as a safe, strong and ambitious city</b> <i>Underpinned by the City of Derby Local Plan</i>
<b>Priority Outcomes</b>	<ul style="list-style-type: none"> <li>• Protecting vulnerable children, young people, adults and older people</li> <li>• Enabling individuals and communities</li> <li>• Promoting health and well-being</li> <li>• Raising achievement and skills</li> <li>• Improving housing, supporting job creation and regenerating the city</li> </ul>
<b>Outcome Boards/ Strategic plans</b>	<b>Children, Families and Learners Board</b> <i>Derby Children &amp; Young People's Plan</i> <b>Health and Wellbeing Board</b> <i>Derby Health and Well Being Strategy</i> <b>Safer Communities Board</b> <i>Derby Community Safety Plan</i> <b>Derby Renaissance Board</b> <i>The Four Pillars: Derby's Economic Growth Strategy</i> <b>Culture and Leisure Board</b> <i>Derby Culture Strategy: Derby Leisure Strategy</i>
<b>Statutory Boards</b>	<b>Derby Safeguarding Children Board</b> <b>Derby Safeguarding Adult Board</b>
<b>Derby Partnership Goal</b>	
<b>Derby: Working together, Closing the gap</b> Driven forward by a newly established Derby Partnership Task Force	

### **Coordinating and Communications Working Group**

To coordinate and communicate the work of the Task Force and Outcome Boards

## **Appendix 3**

### **Summary of findings from the Partnership Review Working Group**

A small working group was convened which gathered further information and intelligence from individual meetings with partners, demographic data and key impact information, LGA Corporate Peer Review findings, focus groups led by Marketing Derby, online survey of Partnership Boards and other engagement activity. The key findings can be summarised as:

## **Vision**

- High level of understanding of thematic priorities i.e. the aims of the Health and Well-being strategy or geographic areas for regeneration i.e. Beckett Well, but there was inconsistent awareness of an overarching Derby vision or Derby Plan
- Strong agreement for a well-articulated 'Derby Story' that could underpin the development of a stronger city identity
- High levels of satisfaction with Derby as a place to live, particularly highlighting green spaces and parks as an important asset in city living

## **Priorities**

- High level response that the partnership should focus on 1 or 2 outcomes where action collectively was the only way real impact could be achieved
- High level response that there should be a focus on delivery and concerns raised that activity was not as joined-up as it had been and this risked not getting the full benefit of developments or duplicating efforts
- Asked what were the important partnership priorities, the top responses were:
  - Promote social mobility and tackle inequality
  - Invest in our young people
  - Improve infrastructure
  - Create a strong, consistent, positive message about Derby

## **Engagement**

- Agreement that partners were seeking direction and context on future plans and that engagement should be consistent across sectors and organisations
- Inconsistent understanding of the aims and activity between Partnership Boards with potential loss of cross-cutting opportunities
- A number of 'neutral' responses which supports the findings that suggests a stronger sense of collective ambition is needed

## **Communication**

- High level response that there was a need to improve the city profile and image
- Genuine passion expressed for the city and a desire to challenge negative views
- Recognition that there was a lot of different activity taking place across different organisations and which could dilute strong messages about the city