

Derby City Council Council Plan 2022 - 2025



Ambitious for Derby
Working together with the city,
for the city

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Introduction

There are many things to get excited about for Derby. We're a city with ambition and drive and have a proud history of innovation. We're committed to listening to our communities, being responsive and agile, supporting our city to be the best that it can be.

The last two years has been challenging for all sectors, as we work to respond to and recover from the COVID-19 pandemic. This has also presented us with many opportunities. We've looked for new ways to work together across the city and recognise that as one we can deliver more – **we are better together**. We have delivered at pace, focusing on our communities first, and have been creative to deliver better outcomes.

We're committed to improving the city and the life experiences of our citizens. In partnership, **we are working together to improve outcomes, with the city, for the city**, in four key focus areas.

Green city

For a compact city we have a lot of green spaces. In the face of climate change we will lead communities and partners to make a difference.



City of growth

Our city is home to some significant employers, and we have a strong history of manufacturing and innovation. We want to diversify and grow. Our ambition is to be a smart, super-connected city that has skills, jobs and space for the future.



Vibrant city

Derby is a historic city and a UNESCO world heritage site. We are putting culture at the heart of the city, reinvigorating our city centre and developing our cultural offer.



Resilient city

There are over 4,000 community and voluntary groups in Derby. Building on our strong sense of pride and community, we're determined to reduce inequalities and improve health and wellbeing across the city; unlocking the potential within our communities.



As a Council we are also seeking to be as efficient and effective as we can, **working smarter**, to deliver value for money for our citizens and stakeholders.

There are however significant challenges to maintaining our services. The impacts of the pandemic have increased demand, and we must continue to focus on those that need support the most.

We must be financially sustainable if we are to deliver the right conditions for Derby to thrive. We know the importance of our partnerships and want to work together across the city to improve outcomes for Derby.

Delivering for Derby



Derby is a compact city of 30 square miles with around 111,227 homes (MHCLG, 2020).

11.4% of homes in the city are owned by the local authority, 7.4% by private registered providers and the majority (81.1%) are privately owned (MHCLG, 2020).

51% of properties in Derby are in Council Tax Band A (Valuation Office Agency, 2020).

Derby's population is around 256,800 (ONS, 2020), which has increased from 248,752 at the last census in 2011. Arboretum and Normanton wards have the highest population in recent estimates and are also the wards with the fastest growing populations. Most people in Derby are of 'working age':

- 20.9% aged 0-15 years.
- 62.6% aged 16-64 (*working age*).
- 16.5% aged 65 and over (including 2.5% aged 85 and over).



24.7% of Derby's population is from an ethnic-minority community, increasing from 15.7% in the 2001 census.

Derby has areas of high deprivation, with one in three living in an area regarded as one of the top 20% most deprived areas in England, and there is lower than national average life expectancy rates, at birth, for Derby citizens.

We care about Derby and want the best for our city and our diverse communities.

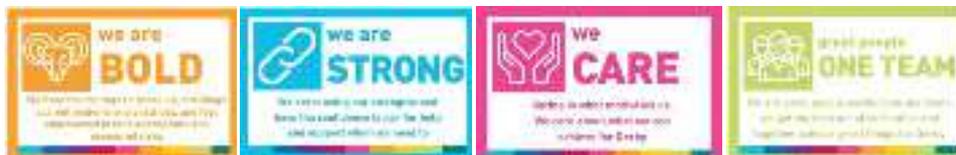
We're committed to our leadership role in shaping Derby's long-term development and in making it an even greater place to live, work and visit.

Over the next three years, by focusing on a small number of targeted areas, we believe we can make the changes needed for Derby's businesses, visitors and communities. We will:

- review and **prioritise our resources**, using our capital ambition to invest in projects that support the achievement of city outcomes
- **be accountable** to our communities, citizens and colleagues
- **make the best decisions for Derby**, even if some of them are difficult
- **model a can-do attitude** to maximise opportunities for Derby
- **communicate regularly, with businesses and citizens**, with meaningful engagement
- **work in partnership** to unlock the potential within our city, maximising our community assets.



Working in collaboration to support the city, the actions that we will take are underpinned by our four core Council values. We're **bold**, we're **strong**, we **care** about Derby and we value our **great people and partners working together as one team**. Put simply, **we are here for Derby**.



Better together

A key part of being a public sector organisation is making sure that we're open, honest and transparent in all that we do.

To make sure it is clear what we want to achieve our annual Council Delivery Plan underpins our three-year Council Plan.

The aspirations within this plan can only be achieved by working in partnership, and the Derby Partnership Board will oversee activity and make sure we're working together to achieve shared goals.

We're changing the way that we work with our colleagues, communities, Councillors and partners.

By working **better together across the city** we will:

- champion change
- work across organisation and community boundaries – led by individuals, aspirations and needs
- see our communities and individuals as a strength, and help unlock their potential
- develop resilience by using the strength of combined partnerships to support communities
- work together to identify resources and recognise our collective skills and reach.

To make sure we capture all the positive actions that are taken, and to fully understand the differences that we are making, we have short and focused partnership delivery plans, which will be dynamic as we work together to complete the actions that will deliver the most impact for Derby.



Key principles of our partnership work



Working together with the city, for the city

There's a long-standing and strong sense of pride in Derby that drives the actions that we will take over the next three years.



RESILIENT – Working with our communities to improve health, wealth and opportunities



GROWTH - Creating a modern, SMART city, with jobs and skills for the future



GREEN – Protecting and enhancing our environment



VIBRANT - Reimagining our city with culture at its heart

To make sure that we keep an eye on the long-term, we have identified areas where we will work collaboratively to deliver better outcomes. We are **focusing on outcomes** because, whilst objectives or actions are often easier to achieve, outcomes will enable us to focus on making a real difference for our city and citizens.

Concentrating on outcomes makes our goals more relevant to our businesses, communities and colleagues and means that we can be flexible in changing the actions that we take, as the environment that we are working in continues to change. We can be more agile, with a continued focus on what impact we are aiming to achieve for the city.

We're focusing our services on a targeted number of must dos, making sure that we make the best use of our resources.

We will review our plans every three months, to make sure that they're still the right actions to take. We'll complete a full review of this plan, and any supporting action plans, at least once every year.

A summary of our key priorities and the differences we are seeking to make are set out on pages six to eleven.

This plan sits alongside our Medium-Term Financial Strategy, which sets out how we are going to use our resources to achieve outcomes for the city. Our Strategic Risk Register sets out the threats that we have identified that could stop us from achieving our goals if not mitigated, alongside any opportunities that we may seek to take.

GREEN

Protecting and enhancing our environment

There is an annual gross revenue budget of £41.7 million for delivering services within this priority area, with an annual net revenue budget of £29 million. The capital budget for a three-year period is £121.1 million.

Our outcomes	Our must do's	The differences that you will see
Cleaner air and lower CO2 emissions 	<ul style="list-style-type: none"> • Progress our Mobility programme to improve transport connections and options in Derby • Continue the delivery of the Our City, Our River programme, to mitigate flood risks • Deliver the Council Climate Change Action Plan, which includes a variety of cross-cutting climate commitments • Contribute to the delivery of the City's Climate Change Strategy • Deliver the Roadside NO2 (nitrogen dioxide) Local Air Quality Plan • Deliver our City Air Quality Action Plan • Implement a new Local Plan 	<p>An annual reduction in CO2 (carbon dioxide) emissions for both the Council and City to net zero by 2035</p> <p>Improved air quality with reduced mortality rates attributable to air pollution</p> <p>More houses and businesses protected from flood risk</p> <p>A greener cleaner city to live, work, and study in, and visit</p> <p>Reduced carbon emissions from residential dwellings through actions to improve energy efficiency</p>
Sustainable waste and transport 	<ul style="list-style-type: none"> • Deliver a solution in respect of the Waste Disposal Treatment Plant • Implement a refreshed Waste Management Strategy to increase waste re-used or recycled; managing the volume of waste sent to landfill • Support Derby as a centre of excellence for Future Fuels technology 	<p>Waste going to landfill managed</p> <p>Recycling rates improved</p>
Enhancing our green and blue spaces 	<ul style="list-style-type: none"> • Work in partnership to rewild Allestree Park • Green deprived areas of the city • Maximise our river areas 	<p>Increase in the extent and quality of managed habitats and land managed for biodiversity</p> <p>More people reporting that they are satisfied with their local area, including local parks, green and blue spaces specifically</p>

"I'd like to first say Derby is a beautiful little city. Focus on the positives. So I'd change the negativity of the people who live here. Change our mindset. We have so much to offer, so much character and charm"

(Citizen, Twitter comment, January 2020)



GROWTH

Creating a modern, SMART city, with jobs and skills for the future

There is an annual gross revenue budget of £20.47 million for delivering services within this priority area, with an annual net revenue budget of £13.4 million. The capital budget for a three-year period is £240.3 million.

Our outcomes	Our must do's	The differences that you will see
<p>Thriving, sustainable economy and business community</p> 	<ul style="list-style-type: none"> • Deliver our priority programmes and projects <ul style="list-style-type: none"> ○ NAMRC (Nuclear Advanced Manufacturing Research Centre) Midlands / Infinity Park Derby project ○ SmartParc project • Work with the University of Derby and other partners to continue delivery of the Ascend programme, in support of potentially high value-added business start-ups alongside existing businesses • Deliver initiatives to support people into employment • Work with partners including Marketing Derby, the D2N2 Local Enterprise Partnership, and Midlands Engine to diversify and broaden the economy • Support and strengthen the existing business base and sectors • Act as a strategic enabler to create the optimum environment for business growth in the city • Enhance Derby's role as the centre of UK Rail • Support Derby's super-connectivity expansion, gigabit fibre connectivity and facilitate the entry of 5G to create the conditions for a smart city 	<p>More public and private sector funding for the city</p> <p>Increased average income of people living within the city</p> <p>More new businesses attracted to the city and existing businesses supported</p> <p>More favourable employment rates compared to regional and national benchmarks</p> <p>Improved gross domestic product (GDP) per worker, which is a measure of economic health / size</p> <p>NAMRC and Smartparc projects are progressed in line with project plans</p>
<p>Learning city with access to skills and knowledge for all ages</p> 	<ul style="list-style-type: none"> • Deliver our citywide education and skills programme to promote life-long learning (formerly the Opportunity Area programme), by establishing a city-wide education strategy for lifelong learning, working to make sure any impacts of COVID-19 are identified and addressed (for all pupils) • Deliver strategies to promote inclusion in learning and employment • Work with the care sector to attract staff with the right skills and values to support the delivery of local care services, aiding stable and sustainable care 	<p>More children and young people achieving their potential through education, skills and development</p> <p>Higher employment rates for under 25-year-olds</p> <p>Skills and learning to address gaps in priority areas e.g., engineering, hi-tec, social care</p>
<p>Decent, sufficient and affordable housing</p> 	<ul style="list-style-type: none"> • Deliver the Housing Strategy to modernise, improve or build specialist accommodation to ensure people are safe and linked to their communities • Continued delivery of the South Derby Growth Zone project • Deliver priority housing developments including: <ul style="list-style-type: none"> ○ Bute Walk Conversion ○ Butterfly Project ○ The Knoll Redevelopment ○ Former Aida Bliss Factory Site ○ Housing Revenue Account (HRA) Capital programme 	<p>Number of new homes delivered across the city, including affordable properties</p> <p>Improvements in the quality of housing stock across all tenures</p> <p>Improved health and wellbeing of residents through housing related interventions</p>



VIBRANT

Reimagining our city centre with culture at its heart

There is an annual gross revenue budget of £7.1 million for delivering services within this priority area, with a net revenue budget of £5.2 million. The capital budget for a three-year period is £55.48 million.

Our outcomes	Our must do's	The differences that you will see
<p>Destination of choice, dynamic and diverse city centre</p> 	<ul style="list-style-type: none"> • Publish a City Centre Plan, which sets out a clear longer-term vision for the re-invention of the city centre • Deliver priority city centre programmes and projects including: <ul style="list-style-type: none"> ○ Becketwell area ○ Becketwell Performance Venue ○ Project Assemble ○ Castleward ○ Derby Riverside ○ Market Hall • Implement new models of 'housing' and intervention to improve conditions and suitability of existing housing, with a particular emphasis on the homes of vulnerable people and those living in the private rented sector • Implement a proactive 'enabler' approach to facilitate investment to 'repurpose' buildings for both housing and employment uses • Complete a car parking study • Review Council property assets to support our long-term 'vision' for the city centre • Complete our review of Tourism and Place, to develop our place management and marketing • An agreed plan to support transforming our city around the Market Place – the heart of the city that encompasses Derby's varied portfolio of cultural assets 	<p>More people visiting the city centre</p> <p>More people working in the city centre enabled by more high-quality workspaces</p> <p>More businesses based within the city centre (new and existing), creating more jobs alongside a greater presence by anchor institutions</p> <p>More people living within the city centre, with increased choice</p> <p>Higher levels of satisfaction and customer experience with the city centre</p> <p>Reduce levels of crime with more people feeling safe in the city centre</p> <p>The diversity of businesses within the city centre</p> <p>Reduction in void retail units</p> <p>Improved housing options and choice</p>
<p>Exciting cultural offer representative of communities</p> 	<ul style="list-style-type: none"> • Complete our bid for City of Culture status 2025 or 2029 • An updated Destination Management Plan produced to help support increased numbers of visitors and tourists to the city • Co-produce a vibrant events programme with partners to support the recovery and development of our cultural offer • Establish a city centre curator to better coordinate our activities 	<p>Derby becomes UK City of Culture in either 2025 or 2029</p> <p>A more diverse range of cultural events and audiences</p> <p>Higher levels of satisfaction and customer experience with the city centre</p>



RESILIENT

Working with our communities to improve health, wealth and opportunities

There is an annual gross revenue budget of £480.9 million for delivering services within this priority area, with an annual net revenue budget of £170.8 million. The capital budget for a three-year period is £8.25 million.

Our outcomes	Our must do's	The differences that you will see
<p>Reduced inequalities, with healthier residents</p> 	<ul style="list-style-type: none"> • Deliver our priority programmes and projects <ul style="list-style-type: none"> ○ Derby Football Hub ○ Moorways Sports Village ○ Health Inequality Strategy ○ Childhood Obesity Strategy • Publish and implement an updated Health and Wellbeing Strategy for Derby alongside an Integrated Care Strategy for Derby and Derbyshire • Meet our statutory requirements for Public Health: <ul style="list-style-type: none"> ○ Work with partners to develop Florence Nightingale Community Hospital ○ Work with National Health Service (NHS) colleagues on an Alcohol Care Team ○ Increase drug treatment through grant funds ○ Commission General Practitioner (GP) locally enhanced services for the child weight management advice ○ Enhance health visiting response for asylum seeking families ○ Develop a seven-year locally enhanced framework for delivering services for public health, including for sexual health and substance misuse ○ Update the delivery of the Healthy Child programme to meet increased need ○ Provide leadership to Joined-up Care Derbyshire Health Inequalities Strategy 	<p>Lower than average COVID-19 infection rates, including reduced outbreaks in high-risk settings</p> <p>Reduce smoking prevalence to below national average</p> <p>More children and adults in Derby and Derbyshire are a healthy weight</p> <p>Reduce harmful alcohol consumption</p> <p>More residents, adults and children, are participating in physical activity</p> <p>More people in Derby have positive mental and emotional wellbeing</p> <p>Improved facilities with more people being more active, leading healthier lives</p>
<p>Empowered, strong and independent communities</p> 	<ul style="list-style-type: none"> • Deliver our priority programmes and projects <ul style="list-style-type: none"> ○ Contribute to the Poverty Commission ○ Develop our Better Together operating model of support, with shared health, housing and care records to improve patient/citizen care ○ Integrated care - work with Derbyshire County Council and local NHS providers to establish the mandatory Integrated Care System and revised planning and operating model for health and care by 2022 ○ Provide strong strategic leadership to drive stronger integration of health, housing, community and social care agendas • Implement the Derby SEND Strategy, to support our young people with special educational needs and / or disabilities (SEND) to 'live their best life' 	<p>Fewer children live in low-income households</p> <p>Less people moving into long term care, with more remaining independent and in the place that they call home for longer</p> <p>Improved outcomes for individuals that leads to "joined up" social and health care meaning less people are re-admitted to hospital following a period of support</p> <p>Improved customer experience because of high-quality care services and social work practice</p>



RESILIENT

Working with our communities to improve health, wealth and opportunities

There is an annual gross revenue budget of £480.9 million for delivering services within this priority area, with an annual net revenue budget of £170.8 million. The capital budget for a three-year period is £8.25 million.

Our outcomes	Our must do's	The differences that you will see
	<ul style="list-style-type: none"> • Further expand Shared Lives and Carelink, as cost effective and key preventative interventions for our local communities and residents • Develop a Digital Poverty Strategy • Establish a citywide Prevention Strategy • Work in partnership to streamline our processes implementing a coordinated approach to investing in our voluntary, third and faith sectors (co-production), building our communities and connecting people • Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable through the delivery of our Housing Strategy 2020 – 2029, the Tenancy Strategy and the Homelessness and Rough Sleeping Strategy 2020 - 2025 	<p>Reduced digital exclusion and more services available online, for those that choose to contact us this way</p> <p>Fewer people at risk of homelessness and more affordable housing and housing of a decent standard</p> <p>Housing provision meets the needs of our citizens</p>
<p>A safe city, where those that need support can access them at the right time for them</p> 	<ul style="list-style-type: none"> • Deliver our priority programmes and projects <ul style="list-style-type: none"> ○ Corporate Fostering ○ Strategic Demand Management - Children's Services including D2N2, Children's Accommodation, Placements, Home to School, Judiciary Review and SEND high needs • Work with the children's social care market and local providers to contribute towards the sufficiency and sustainability of placements for our children in care • Ensure there are care providers in Derby that can meet demand for care from local people • Prepare for the introduction of Liberty Protection Safeguards to replace Deprivation of Liberty Safeguards in 2022 • Develop the Community Urgent Response Model in partnership with City GPs and Derbyshire Community Hospital Service NHS Foundation Trust • Extend and redesign the Home First service, providing 24/7 short-term assessment and enablement services for new customers from the community and for those leaving hospital • Reduce waiting times for assessments and care packages during periods of increased demand • Implement our Place-based Risk Strategy • Work with families, partners and communities to ensure the safeguarding of vulnerable children 	<p>More people reporting that they feel safe</p> <p>Lower levels of domestic abuse and exploitation</p> <p>Fewer Derby residents requiring statutory social care support (adults and children's)</p> <p>Meeting the assessed needs of Derby citizens, in line with the Care Act 2014, within the resources that are available</p>

"The people of Derby want to be proud and safe in this vibrant friendly and beautiful place"
(Citizen, Facebook comment, January 2020)

WORKING SMARTER

Making our council more efficient and effective, accelerating the pace and focus of change

There is an annual gross revenue budget of £124.8 million for delivering services within this priority area, with an annual net revenue budget of £40 million. The capital budget for a three-year period is £24.85 million.

Our partnership outcomes	Our must do's	The differences you will see
<p>An insight led Council that delivers value for money</p> 	<ul style="list-style-type: none"> • Deliver our priority programmes and projects <ul style="list-style-type: none"> ○ Insight-led Council ○ Commercialism ○ Contract management ○ Demand management ○ The replacement of our core Financial Management System ○ Rolling Digital Enablement programme of change and business operation • Deliver the property rationalisation programme to make the most of property we own, and dispose of any that is no longer used • Seek further devolvement of freedoms and flexibilities from Government to pursue options for local area decision making and accountability 	<p>Improved insight available to support decision making in key areas</p> <p>Effective and efficient services, that are sustainable, and deliver value for money; evidenced through positive performance outcomes and the level of our financial reserves</p> <p>Improved commissioning in relation to our priority areas</p> <p>Income generated</p> <p>Improved market intelligence, capacity and choice for our social care placements</p>
<p>Satisfied and enabled residents</p> 	<ul style="list-style-type: none"> • Deliver our Digital Enablement programme of change • Improve communication and engagement with our residents, to shape sustainable services for the future • Continue our work to create a Single Front Door Strategy for Derby to simplify access to services and support more, increasing access online • Increase the use of digitally enabled services 	<p>Simple pathways for services, with increased examples of how we have prevented the escalation of need</p> <p>Positive customer feedback</p> <p>Improved social value outcomes for the city's communities</p> <p>Increased digital transactions through My Account</p> <p>More residents and colleagues feeling informed and engaged</p> <p>A collaborative and coordinated city approach to identifying residents who need help and how we help</p>
<p>Empowered and accountable colleagues and Councillors</p> 	<ul style="list-style-type: none"> • Individual development plans in place for all colleagues • Embed our refreshed leadership accountabilities to provide clarity on responsibility and boundaries • Promote a culture of collaboration and working together • Continue the implementation of our Councillor Portal 	<p>Our colleagues are empowered to take personal responsibility for their development and career progression</p> <p>Colleagues report that they feel empowered to make decisions</p> <p>Councillors feel engaged and able to address local needs and are actively engaged with the Councillor Portal</p>



Monitoring our impact

For further details on each of our priority areas, including deadlines for the completion of our must do's, please refer to our annual Council Delivery Plan.

We will monitor progress against priorities and must do's at least every three months, through performance reports presented to Council Cabinet. An Annual Report will be published once a year, summarising our financial and performance highlights.

Over the next three years, we will work in partnership, recognising that we are better together. We will support Derby to be resilient and grow, becoming more vibrant and greener. The focus of our internal work will be on working smarter, making sure that we build resilience, providing the right services at the right time to those that need it most.

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** or **derby.gov.uk/signing-service**

Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਥੇਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਇੱਥੇ ਸੰਪਰਕ ਕਰੋ: **01332 640767** ਜਾਂ **derby.gov.uk/signing-service**

Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku. Prosimy o kontakt: **01332 640767** lub **derby.gov.uk/signing-service**

Slovak

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Prosim, kontaktujte nás na tel. č.: **01332 640767** alebo na stránke **derby.gov.uk/signing-service**

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** یا **derby.gov.uk/signing-service** پر ہم سے رابطہ کریں