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DERBYSHIRE County Council

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PUBLIC

To: Members of the Improvement and Scrutiny Committee - Places

Tuesday, 10 May 2022

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Places** to be held at **2.00 pm** on **Wednesday, 18 May 2022** in the Council Chamber, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

Helen Barrington
Director of Legal and Democratic Services

A G E N D A

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence

2. To receive declarations of interest (if any)

3. Public Questions (30 minute maximum in total) (Pages 1 - 2)

   (Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure

for the submission of questions at the end of this agenda)

Procedure for Public Questions at Improvement and Scrutiny Committee meetings

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

Order of Questions

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

Notice of Questions

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.
Questions may be emailed to democratic.services@derbyshire.gov.uk

Number of Questions

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

Scope of Questions

The Director of Legal Services may reject a question if it:
• Exceeds 200 words in length;

• is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;

• is defamatory, frivolous or offensive;

• is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or

• requires the disclosure of confidential or exempt information.

Submitting Questions at the Meeting

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).
It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

Supplementary Question

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

Written Answers

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.

PUBLIC

MINUTES of a meeting of the **IMPROVEMENT AND SCRUTINY COMMITTEE – PLACES** held on 23 February 2022 at County Hall, Matlock.

P R E S E N T

Councillor S Bull (in the Chair)

Councillors N Gourlay, D Greenhalgh, J Nelson, R Redfern and J Siddle.

Also in attendance were Councillors K S Athwal, C Hart and S Hobson, J Battye (Place), A Chandler and C Flinton (Corporate Services and Transformation), J Gould (Place), M Parker (Place) and R Ward (Place).

Apologies for absence were received on behalf of Councillors D Collins and P Niblock.

Declarations of interest

There were no declarations of interest

1/22 **MINUTES** **RESOLVED** that the minutes of the meeting of the Committee held on 17 November 2021 be confirmed as a correct record and signed by the Chairman.

2/22 **PUBLIC QUESTIONS**

Question from Councillor Mary Dwyer

I am a Councillor on Belper Town Council. Full Council passed this motion on 8th February this year as we agreed that many roads in Belper need to be a 20 mph zone for reasons of safety and the emissions that faster speeds cause, polluting populated areas.

"We agree to support '20's Plenty for Derbyshire', in it's calls for 20 mph as normal for settlements in Derbyshire in line with Government and globally agreed best practice of wide area signed 20 mph limits".

The Town Clerk has sent this motion to Cllr. Athwal the Cabinet member for Highways.

Can you please let me know why DCC's criteria for 20mph don't recognise factors other than safety?

Safety is such an important reason for reducing speed limits to 20mph in built up areas such as Belper but the reduction in emissions in such built up areas is also very important both for peoples' health and climate change.

Response

Derbyshire County Council takes its road safety responsibilities very seriously and the reduction of collisions and casualties is one of the key investment areas within its Local Transport Plan. An annual service plan of safety related projects is put together each year, based upon well-established interventions to reduce the overall figures and to target specific trends of types of incidents. The plan enables us to prioritise measures which give us the most benefit for the Council's investment. Benefits are both in relation to people's safety and financial (such as reductions in hospital costs and the expense of emergency services attending the scene).

The use of 20 mph limits and zones are just one of many highway interventions and tools to contribute to safer roads in Derbyshire. There are however differing levels of success from all measures. These typically also include measures such as traffic signals, roundabouts, road surfacing, road signage and of course speed limits. These rates of return or success of measures can differ greatly and the annual programme of safety measures for the monies received from Government must give the best value for our money across Derbyshire's road network. Sadly, the annual investment we receive means a system of prioritisation must be employed to address sites with poor collision histories.

The reduction in any traffic speeds will of course make our roads safer, encourage healthier lifestyles and reduce carbon emissions. The key challenge is though, ensuring the public respect those limits and drive accordingly. The erection of signs alone can be effective to some degree, but small reductions only derive small benefits in comparison with other safety measures. The health benefits also obviously rely upon the reduction in speeds. There are also national criteria on the setting of local speed limits, which needs to ensure the limits set are characteristic of the environment to ensure the respect of the public and to give the Police a manageable enforcement task.

The County Council is supportive of the general aims of the '20's plenty' national campaign, and like you we want to see safer roads, better opportunities for healthier living and cleaner air.

For your information, we will be implementing 20mph zone trials in two towns in Derbyshire to promote clean air and cycling, making them "Green Towns." Once these pilots have been chosen, delivered, and evaluated, broader implementation could then be considered.

The reason for a trial rather than fuller roll out is that there is little evidence at this stage to suggest that they achieve any significant reduction from signed only 20 mph limits in traffic speeds or any large reduction in road casualties. Without significant speed reduction the associated health benefits are also reduced. This view was supported by Department for Transport's own research document in 2018 and our own evaluation of similar schemes in Derbyshire some years ago.

Bearing the above in mind, the trials in association with the commitment to our "Green Town" commitment will allow us to take another look at a 20 mph speed limit encompassing a larger area in order to re-evaluate the merit of such schemes in association with other green measures or controls.

Once we have completed our trials, we will of course share the findings and re-consider requests for 20 mph limits on a larger scale.

I hope that the information provided has clarified the Council's current position. If you require any further information or clarification please contact our Highways Hub directly by email: highways.hub@derbyshire.gov.uk

3/22 **FLOOD RESILIENCE/LOCAL FLOOD RISK MANAGEMENT STRATEGY** Julian Gould and Richard Ward attended the meeting to inform the Committee of the lessons learned from flooding incidents and to consider the review of the Derbyshire Local Flood Risk Management Strategy.

Derbyshire had experienced a number of major flooding incidents over the past three years, with the most significant ones being November 2019 (384 properties flooded), February 2020 (96 properties flooded) and January 2021 (66 properties flooded). With not only property flooding but highway flooding to 100's of roads across the County during these events, it had been a significant challenge for the Council, but a challenge that it was, and still is, well prepared for.

The Council's Emergency Planning Team, who was responsible for the co-ordination and management of the response to such events, always undertook post event de-briefs as a matter of course with all key personnel and organisations. From these de-briefs, changes could be considered where deemed necessary to the various documents and procedures. To try and manage customers' expectations, and more effectively manage the flood risk with the limited capacity the Flood Risk Management Team had, the Council needed to consider different ways and methods of manging flood risk in the future. A few suggestions as to how this could be achieved were presented. Some of these suggestions, along with others, were being considered in the Local Flood Risk Management Strategy review. The Team had now begun the process of reviewing the Strategy and it was hoped that following a consultation process, the revised Strategy would be submitted to Cabinet in May 2022.

It was agreed that Members could contribute to the production of the Strategy with their own experiences of the flooding within their particular area.

On behalf of the Committee, the Chairman wished to thank Julian Gould and Richard Ward for their presentation and pass on the Committee's appreciation and thanks to the Emergency Planning Team, Flood Risk Management Team and all officers and volunteers who had assisted during the flooding.

RESOLVED that the Committee (1) supports any actions and lessons learned. Which come out of any post flooding event de-brief; and

(2) supports the review of the Local Flood Risk Management Strategy.

4/22 **PREVENT AND CHANNEL** Councillor Carol Hart, Cabinet Member for Health and Communities was welcomed to the meeting and provided the Committee with a brief introduction to this item. Christine Flinton, Head of

Community Safety and Alison Chandler, Prevent Lead attended the meeting to provide a presentation and inform Members of the statutory Prevent Duty and Channel guidance.

Prevent was one of four strands of CONTEST 2018, the Government's counter-terrorism strategy and the objectives were to:

- Tackle the causes of radicalisation and respond to the ideological challenge of terrorism;
- Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support; and
- Enable those who had already engaged in terrorism to disengage and rehabilitate.

Section 36 of the Counter-Terrorism and Security 2015 Act (CT&S Act) had placed a duty on local authorities to ensure that a Channel Panel was in place for their area. This should constitute a single panel, with a single chairperson, covering the needs of adults and children. In the case of two-tier authorities, it was the responsibility of the county council to chair the panel and take on all the responsibilities as detailed in the Channel Duty Guidance 2020. Section 41(3) of the CT&S Act made provision for two or more local authorities to have a panel in place for a combined area, allowing for proportionate and efficient use of resources. Derby and Derbyshire had a combined panel.

Channel was a key element of the delivery of Prevent which focussed on providing multi-agency support, at an early stage, to people who were identified as being vulnerable to being drawn into terrorism. In November 2020, the Government had published revised Channel Duty guidance. This guidance strengthened the role that local authorities played in the Channel process, placing the certain requirements on upper tier local authorities. These requirements were highlighted.

The County Council had made significant progress towards ensuring the statutory requirements had been met and these were outlined in the presentation which was attached as Appendix 2 to the report.

On behalf of the Committee, the Chairman thanked Christine Flinton and Alison Chandler for their informative presentation.

RESOLVED that the Committee notes (1) the statutory duties imposed on the Council by the Counter Terrorism and Security Act 2015 to have due regard to the need to prevent people becoming involved in terrorism; and

(2) notes the work completed and the progress made, to support implementation of the statutory guidance within Derbyshire.

5/22   COMMUNITY MANAGED LIBRARIES In April 2018 Cabinet approved the Public Library Strategy which proposed to transfer 20 'tier 4 libraries' to community management. Initially, 10 groups/organisations had

completed an Expression of Interest form (EOI) and subsequent successful Business Cases had been received for Woodville, Old Whittington, Wingerworth, Melbourne and Hayfield libraries. The group at Hayfield had since withdrawn from the process.

Councillor Sue Hobson, Cabinet Support Member for Strategic Leadership, Culture, Tourism and Climate Change, Joe Battye, Director – Economy and Regeneration and Michelle Parker from the Library Services attended the meeting to provide the Committee with an update on the Strategy.

Active roll out of the Strategy had been placed on hold for 18 months during 2020 and 2021 due to the impacts of the pandemic, meaning that libraries could not be transferred, and this, alongside the delay and changing environment due to Covid-19, had resulted in the loss of some interested groups.

In August 2021, Woodville Library had successfully transferred to community management and the Library Service was continuing to provide oversight and management to the community group to ensure successful transition. The Library Service was also actively engaged with those groups/organisations with a successful EOI and Business Case at Old Whittington, Wingerworth and Melbourne. There was also ongoing interest for the potential transfer of Tideswell and Etwall libraries.

There had been no interest from the public in the Community Managed Mobiles offer. Mobile library drivers required HGV qualifications and there was a shortage nationally of HGV drivers. The Library Service has four mobile library vehicles, two in use and two spares. The two spare vehicles were overdue replacement, with the two main vehicles being due replacement in 2023. There were also costly regular maintenance and checks.

If there was a lack of customer/community support for the proposals outlined within the report, the Library Service would need to review all aspects of current service provisions, with a potential requirement to make further significant reductions to opening hours, staffing, the materials fund and mobile library provisions.

Whilst the Library Service did not currently collect customer satisfaction surveys, it was recognised that this left a gap in data. A customer satisfaction indicator was currently under development and would be implemented across all libraries with effect from April 2022.

There were many elements of the transfer of Woodville Library to community management that went well and remained positive and there were key areas of learning which would help the Library Service with future developments and these were highlighted.

On behalf of the Committee, the Chairman thanked everyone for the presentation and requested that Members were kept informed and a further update be presented at a future meeting.

RESOLVED that the Committee notes (1) the report;

(2) that an annual customer satisfaction indicator was in development and would be implemented across all libraries from April 2022; and

(3) the risk that if there was a lack of customer/community support for the proposals outlined within the paper, the Library Service would need to review all aspects of current service provisions.

6/22 <u>**WORK PROGRAMME**</u> The following items were suggested as possible areas of work for future consideration and continued briefing:

- Broadband access
- Future Highways Model
- Enhanced Bus Strategy
- Libraries (in 12 months')

Meeting finished: 4.02pm

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE - PLACES

WEDNESDAY, 18 MAY 2022

Report of the Executive Director - Corporate Services and Transformation

Thriving Communities Update

1. Purpose

1.1 To present an update on progress on the development and roll out of the Thriving Communities approach.

2. Information and Analysis

2.1 Thriving Communities is one of the Council's three strategic pillars alongside Vision Derbyshire and Enterprising Council and demonstrates the commitment to drive improvements to the Council's leadership of place at a strategic and community level, reducing demand through the delivery of a more efficient, system-wide preventative approach by:

- Preventing people from hitting crisis point
- Unlocking the power and potential held within communities
- Raising peoples' skills and aspirations to be enterprising and to thrive

Previous reports and presentations to Improvement and Scrutiny have outlined the work that has taken place in the five existing local communities – Cotmanhay, Danesmoor, Shirebrook, Gamesley and Newhall - over recent years and outlined the potential of the approach to reduce demand and cost at a community level whilst improving outcomes and supporting people to live bigger and better lives.

To embed and support the roll out of the approach across a wider number of areas the Council established a new Thriving Communities Board in early 2021 which has been successful in driving forward activity. Significant progress has been made in developing the model and identifying new local communities to take forward work - Ashbourne, Langley Mill and Staveley, however progress in taking forward work at a community level has been impacted by the ongoing pandemic.

Work has recently recommenced across all seven areas following the removal of Covid restrictions, with a series of induction sessions involving local staff in connected team settings. The induction sessions have been a first important step in identifying issues and challenges in local communities and the key areas of focus for the next stage of the approach.

A presentation to the Committee will provide an update on the development of the approach and recent progress. The presentation will also outline the focus of planned activity and explore opportunities for the further involvement of Elected Members as work evolves over the forthcoming period.

3. Consultation

3.1 Not applicable

4. Alternative Options Considered

4.1 Not applicable

5. Implications

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

6.1 None

7. Appendices

7.1 Appendix 1 - Implications.

7.2 Appendix 2 – Thriving Communities Update

8.   Recommendation

That the Committee note the latest position in respect of the Thriving Communities approach and proposal to take forward activity over the forthcoming period.

9.   Reasons for Recommendation

9.1   To ensure Members are aware of the current position and latest developments in respect of the Thriving Communities approach.

Report Author: Sarah Eaton
Contact details: sarah.eaton@derbyshire.gov.uk

<u>**Implications**</u>

Financial

1.1   None identified.

Legal

2.1   None identified.

Human Resources

3.1   None identified.

Information Technology

4.1   None identified

**Equalities Impact**

5.1   None identified.

Corporate objectives and priorities for change

6.1   Thriving Communities is one of the Council's three pillars forming the
       Council's strategic approach in recognition of the need to work
       collaboratively with local communities and demonstrate the Council's
       commitment to the leadership of place. The ongoing development and
       roll out of the approach is a key deliverable set out in the Council Plan
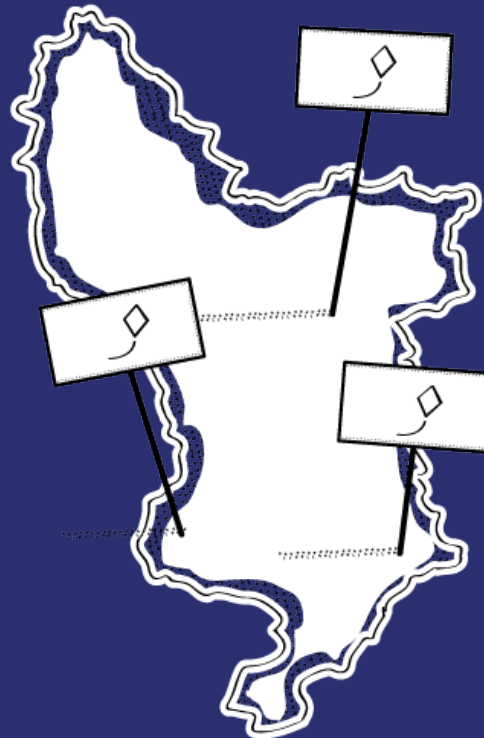   2021-2025.

Thriving Communities Update

Place Improvement and Scrutiny Committee
18 May 2022
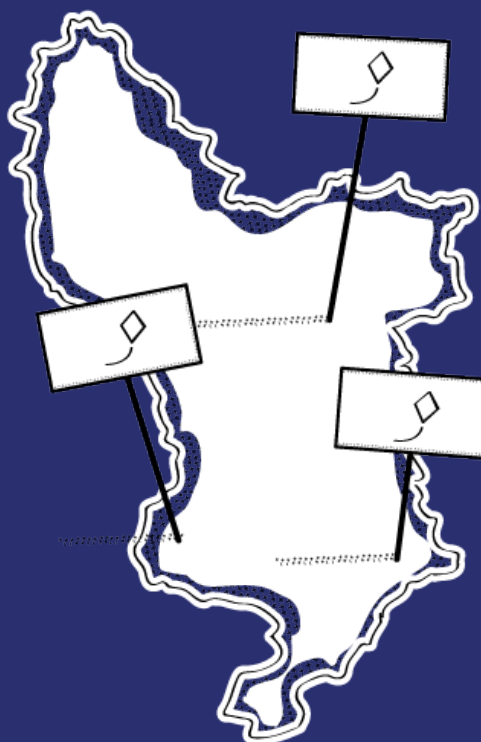
Thriving Communities

Background and development of the approach

Thriving Communities Derbyshire

Thriving Communities is founded on a powerful case for change:

We must find ways to prevent people hitting crisis point.
Existing services and support are failing to prevent people from falling into crisis, leading to increasing demand for high-cost and unsustainable support.

We must unlock the power and potential held within our communities.
Too often, our existing services and ways of working fail to create the conditions for people and their communities to support themselves and each other.

We must raise people's aspirations and skills to be enterprising and to thrive.
Today we focus too much on the short-term needs of our people and communities, leading to reactive and paternalistic relationships, instead of building people's skills for the future.

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Thriving Communities is a commitment to drive improvements to the Council's leadership of place at a strategic and community level to reduce demand through the delivery of a more efficient, system-wide preventative approach.

Thriving Communities (then Thriving Families) focused initially on developing the offer and approach in 4 key localities.

Areas were selected for the following reasons:

- Areas where we could use and build on existing resources
- Areas with strong existing networks to work with and build on
- Areas with diverse families, needs and aspirations
- Areas that required big structural issues to be tackled

In each site, we applied a Radical Efficiency approach, to co-produce new forms of support with families and communities that would radically improve outcomes and reduce costs.

Each site went through this disciplined approach, with activities being staggered overtime so that each locality could learn from the insights, ideas and outcomes of the others. Newhall was added at a later date, as a fifth site.

- Gamesley
- Shirebrook
- Danesmoor
- Cotmanhay
- Newhall

Cotmanhay: Better together

Where it all started in 2013, Cotmanhay has shown that working flexibly without service boundaries to grow people's potential, rather than offering services to fix problems has created genuine connections between community and services and a whole host of community benefits. Using a Council space differently, community and services have joined forces where previously there had been a huge divide and mistrust.

The impact of Covid (as with all communities) has been felt acutely here. With the Thriving model so heavily based on services and community connecting and creating from a physical space, the pandemic has decimated the presence of people on the ground to be able to respond to local need. Whilst services have continued to provide their support online, the disappearance of the community space and kitchen (which provided a place to meet up, volunteer and produce income) has left community members to fill in the gaps. They have neither the capacity or financial support to do this alone.

Shirebrook: Still rogue

In 2019 an Acceleration programme was carried out in this community, to finalise the Thriving Communities model prior to full roll-out across Derbyshire. Flexible low-level support proved to help local people to transform their circumstances and become active volunteers and a local Council space was re-purposed to house a hub for a café and eclectic mix of local activities. A 'Being Kind In Shirebrook' pledge helped to unite people in a common cause to work proactively and practically together to solve local problems in a spirit of positivity and optimism.

However, evaluation revealed quite clearly that this was still all happening because of the commitment and enthusiasm of individuals. Despite the system, not supported by it. Thriving Communities aims to bring about both community and system level change, and the Accelerator period showed that local staff were still not empowered (or even encouraged) to work in Thriving ways. A deeper organisational understanding of adaptive leadership was thus developed within a DCC training programme.

Gamesley: Fab but fragile

Already adopting many Thriving style practices, Gamesley connects its community with local services in a genuinely collaborative fashion through its Thursday morning GITS (Gamesley Integrated Team) gatherings. Here, a small 'Connected Team' of local staff discuss how they can work flexibly to support local people or families in need of help and plan events that will benefit the community. They also have their finger on the pulse of any challenges which may be bubbling locally and work together to create solutions which will prevent crisis.

Gamesley helped informed the central part of the Thriving model, the need to build trusting relationships and share out flexible practical action locally between staff and local volunteers. It is a 'chipping-in' approach, which can act responsively and appropriately at a hyper-local level right when a need arises. The estate has lost many services over recent years and the worry is that much of the Thriving activity continues to rely on short-term grant funding and good will.

Newhall: Enabling power

Things began well and ideas flourished with the support of a DCC Director. A change in political and strategic leadership, however left this area without high level support. Some amazing creativity at the hyper-local level emerged, but this has remained predominantly low impact and hasn't connected with services to achieve the levels of transformational originally co-designed. A great example of how change remains limited without the presence of full organisational commitment.

Danesmoor: Limited reach

With the backdrop of the Job Centre closing, the Adult Education Centre and local work and skills services prototyped a 'Day in the Life' experience for people who lacked the confidence and connections to access the workplace (a problem locally). Training providers, businesses and local services worked together to offer informal work placements, matching people's talents with local employers. Whilst this had legs on the ground it never 'took off'. Local staff were keen but couldn't sustain the effort without organisational permission.

The key learning from our prototype sites that helped shape today's model

These included:

- **Co-production works!** Co-producing with communities and staff can lead to radically different ideas and support.
- **Untapped resources** Significant amounts of waste in duplication of services locally alongside huge amounts of unrecognised and underutilised local capacity in staff and community members.
- **Facilitation matters** Having a disciplined process and methodology matters, helping to maintain focus, pace and progress.
- **Building capacity takes time** Embedding capacity and building capabilities takes time and requires investment of resources.
- **Local potential is limited by wider systems & structures** Wider system conditions massively impact on the ability to maximise local level resources and assets.
- **Sustainable impacts required transformation at all levels** Not only at community and service level, but the council and across the system.
- **Lack of place-based leadership** Leading at place levels needed to be developed and new ways of collaborating around common goals supported.
- **It's about building a movement** There is a huge amount of energy, capacity and resources in communities, but it can require mobilising people and helping them to connect with one another differently in order to maximise their collective potential.
- **A movement for communities AND services** There is a huge amount of energy, capacity and resources in our workforce and services, but it can require mobilising people and helping them to connect and collaborate with one another differently in order to maximise their collective potential.

Action learning helped to build the model

Through gathering <u>new insights and perspectives</u> we learned that...

... Support was appreciated but didn't always help

... There is lots of different, overlapping resource

... Lack of flexibility in services made it difficult for staff to do the right thing

... Communities wanted to help themselves and not be told they are a problem

By co-designing <u>new solutions</u> we learned that....

... People were really pleased to be heard

... More time to build trust led to positive relationships

... Supporting people to set their own goals and work towards these instead of service targets led to much better results

... Staff morale improved

By working with <u>new capacity</u> we learned that...

... Local efforts cannot be sustained without dynamic system understanding of the impact of strategic decisions

... It can't <u>all</u> fall to <u>one</u> service or department to support

... Collaboration works but without a high-level partnership steer, service agendas top trump common sense

Introducing the 10 Ways of Working for the Thriving Communities approach.

In some areas of Derbyshire, deep understanding and strong bonds of trust have already been forged through years of growing the human-centred, locality-oriented, aspiration-led and collaborative values which underpins the Thriving Communities approach. We have attempted to evidence how we understand these relationships through demonstrable concepts – the 10 Ways Of Working.

Examples of implementing these Ways Of Working are extraordinary, in both senses of the word; excellent and... out of the ordinary! But only out of the ordinary because we are so used to living in unnecessary complexity. Most of what happens in Thriving Communities is both obvious, simple and common sense.

The aim of the WOWs is to learn from them, to share them and to make them commonplace in communities across the county (or beyond).

Before going further, some important distinctions to make:

★ The WOWs are concepts; the application of each concept can vary greatly from one application to another and are described not to instruct, but to inspire.

★ They are like a spice rack; sometimes you might require one or two, or a few, or sometimes you might recognise where there is a need for all of them at once. Some are roles, some are ways of being, some are practical or physical things.

★ Some places use certain WOWs more than others. They all aim to serve a single purpose of creating the thriving relationship of support. If their application isn't helping to do that, then it may be time to re-evaluate. Thriving Communities offers a means to develop a process of continuous learning, reflection and progress, it is not an instruction manual for a definitive end goal – because there isn't one! The journey is the destination...

The 10 Ways of Working help us realise the Thriving Communities model and close the gap between communities and the system

The ways of working broadly map across the model and together they help support our communities and system to mobilise and connect in order to create Thriving Relationships.

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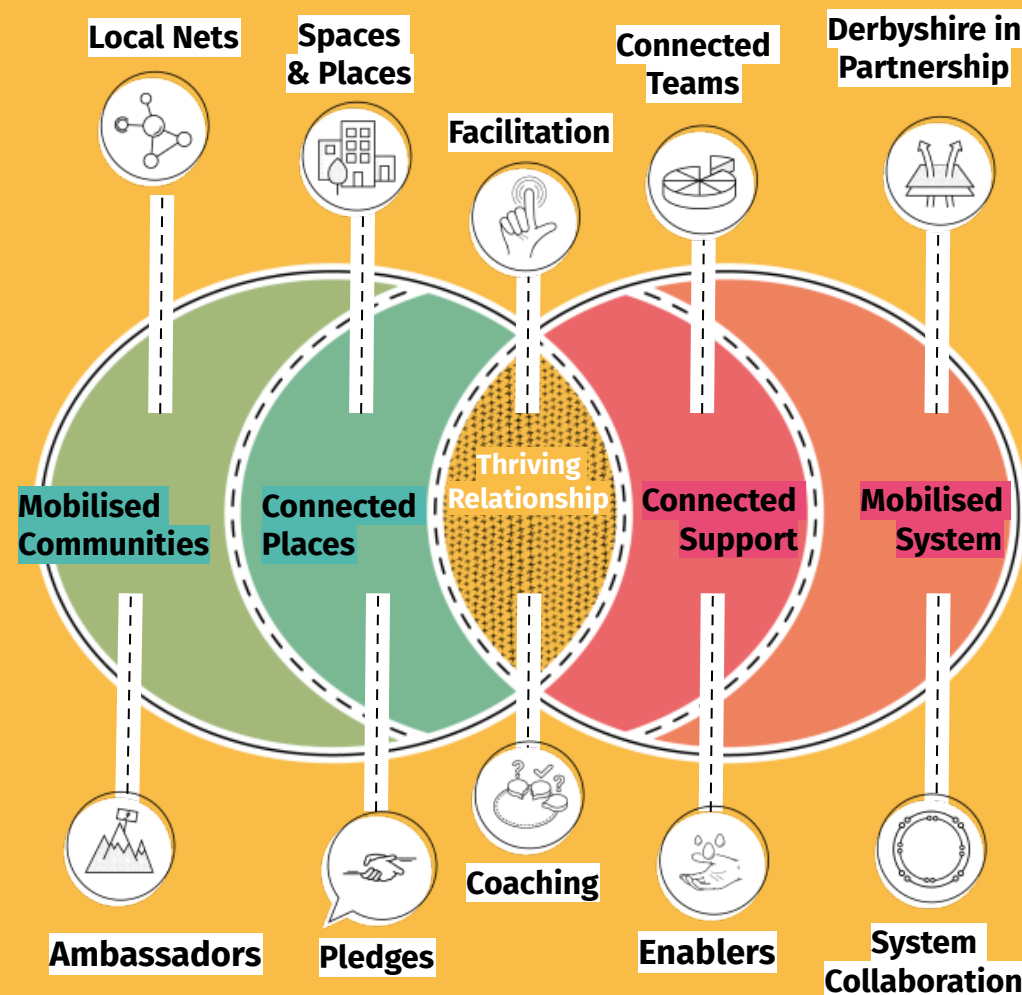
Local Nets

Open, regular sessions for people to join purposeful conversations and create rich dialogue about common interests, aspirations and challenges. Sharing their insights, activities and taking action together in an area.

Pledges

Promises that help people feel a common sense of purpose and bond around a place or challenge, representing what's important to how they work with each other and the community.

Spaces & Places

Open access & welcoming buildings and spaces that are designed with communities; to be places that support their shared aspirations and build positive connections. Places where you can do things!

Facilitation

Facilitation actively provides practical support to help people connect, set-up and sustain creative and innovative ideas and activities. Doing the doing.
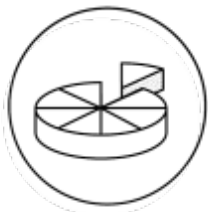
Connected Teams

Collaborative, self-managed teams from across organisations and sectors working together in local places doing things differently. Empowered to identify and respond creatively to local opportunities and challenges.

Enablers

Enablers open doors and make things happen. They give permission and empower workers to come up with sustainable solutions to community needs

Coaching

Coaching engages with people flexibly, working toward people's aspirations. It builds on people's natural networks, and helps people through a holistic, life-course approach.

Ambassadors

Ambassadors are champions of ensuring the workforce positivly influences the community. They work to build and share a positive and achievable story about people, places and a better future for staff and community.
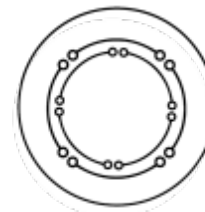
System Collaboration

Supports the development of enhanced, empowered and dynamic alliances to create a common-sense approach to finding solutions within a complex system.
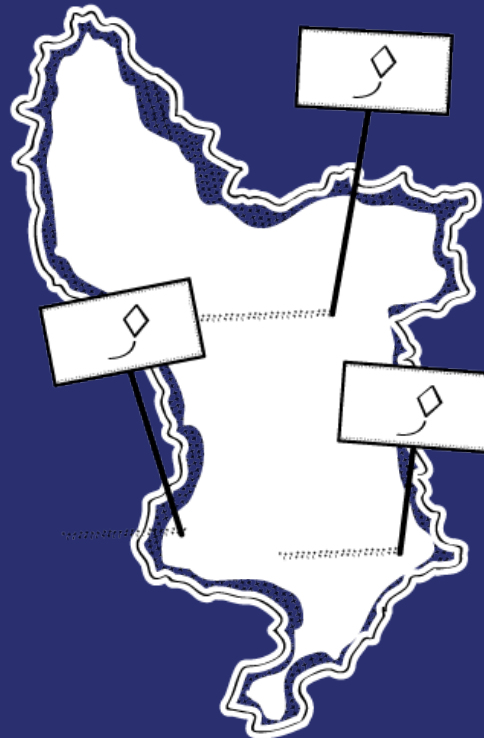
Derbyshire in Partnership

A single cross-partner approach that brings together strategic decision makers to work together around a shared vision to realise the greatest public value for Derbyshire.

Thriving Communities

Current position, progress and future plans

Progress in rolling out the approach

- The pandemic has slowed down progress in identifying and taking forward work in new thriving communities areas, however the establishment of the Thriving Communities Board in April 2021 has ensured that progress and activity are being driven forward. A programme of activity for January to April 2022 was successfully delivered, including a series of local inductions for new staff throughout February and March.

- Induction sessions were well received and local activity is beginning to pick back up. With staff permissions and the relaxation of Covid restrictions, work is progressing to re-build the relationships and connections which will be needed locally to develop the approach in community settings. Connected Teams locally, both in existing and new areas have been directly connected with a strategic 'enabler' from a leadership position within the system.

- Interest and enthusiasm remains strong for building Connected Teams. If properly supported and resourced, these teams have the ability to act with agility, flexibility and creativity to respond to local aspirations and challenges. This could also include managing local spaces and budgets.

- The 'enabler' role has sent a powerful message to local staff that the organisation is supporting the approach and ways of working. It has given confidence to people to mobilise to work together and has the potential to continue to empower people to be involved and influence peers and partners.

Progress in rolling out the approach (continued)

- Despite the pandemic, the Thriving Communities Model (and Ways of Working) remains an appropriate approach and practice model for creating adaptive and dynamic relationships between communities and the system.

- However, the organisation has a number of key challenges which are impacting on the ability of services to get involved on the ground as well as juggling (and generating) many duplicated and often competing initiatives, programmes and projects. Standing up Connected Teams continues to be a challenge with many key local roles remaining unfilled. Many nominated individuals have indicated that have not had any time freed up to fulfil identified roles.

- Even in existing communities, where the approach has evolved over recent years, there have been significant changes – including local staff on the ground, availability of local services etc. There is a need to spend time building trust and relationships and re-introducing basic Thriving Communities skills (e.g. ethnography and co-design)

- There is increasing concern in local communities about the current and worsening cost of living crisis – this is impacting on communities which managed to mobilise and get through the pandemic. Local staff, volunteers, community groups etc are worried for the future in the face of escalating demand.

Draft proposals agreed in principle by the Thriving Communities Board on 22 April 2022

1. Test and further develop the bespoke Derbyshire model for **self-managed hyper-local Connected Teams**

2. Prototype the use of **responsive and flexible small local budgets**

3. Create and test community based **welcoming 'front-doors'** through
   - Shared spaces (co-designed and co-produced cross-service and with local people)
   - Removal of service-based assessment eligibility and criteria

4. Broaden and deepen the use of story telling across the Council and partner agencies. Train all local teams in **story-gathering (ethnographic)** methods and **carry out local research** to deeply understand current aspirations and needs

5. Collectively support **emerging community priorities and ideas**

6. Confirm departmental commitments to the above at an **extended strategic planning session** face to face in June and confirm corporate delivery strategy moving forward

- **Deepen 'enabler' role** to build assurance and confident leadership of the approach
- Commit **cross-departmental support**
- Expand **partner commitments**

Existing Areas

Work has begun to strengthen (or re-establish) hyper local activity in existing communities

Gamesley, High Peak

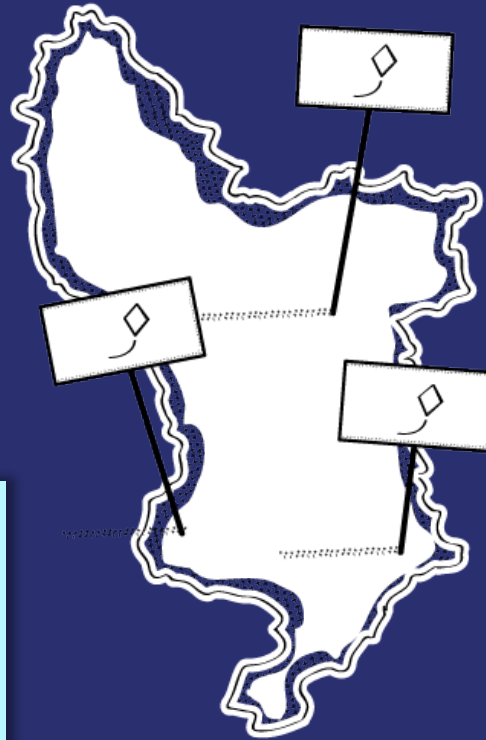The local team has continued to support the community during Covid, picking up many gaps that disappearing services have left. Following the local induction, commitments have been made to offer more support from services.

Enabler: Linda Elba-Porter (ASC) and Andrew Stokes (HPBC)

Shirebrook, Bolsover

The local team is still predominantly made up of community volunteers, with many services lacking capacity (or still unable to working face to face). A small number of services are jointly re-opening the community space at Carter Lane and the community drop-in on a Friday.

Enabler: Ellie Houlston (ASC/ Public Health)

Newhall, South Derbyshire

The local team has been re-energised and begun planning to re-connect to community members to understand local need. They are also looking for space to begin working collaboratively together face to face and with community members.

Enabler: Emma Alexander (CST)

Cotmanhay, Erewash

With changes in local staff, there is a fresh start for the work in Cotmanhay. With a strong local network, services are beginning to re-connect with the community activity and re-open spaces.

Enabler: Chris Caley (CS)

New Areas

Work has begun to roll out the approach into new communities

## Ashbourne and surrounding area, Derbyshire Dales

Building a Connected Team to do the work and exploring relationships. Local network already exists linked to the active church, providing a great opportunity to learn together and shape the work collaboratively.

Enabler: Linda Elba-Porter (ASC) and Paul Wilson (DDDC) tbc

Langley Mill, Amber Valley

Small Connected Team growing and a local networking session held to begin to re-connect people who work in the community and build relationships.

Enabler: Emma Crapper (CST)
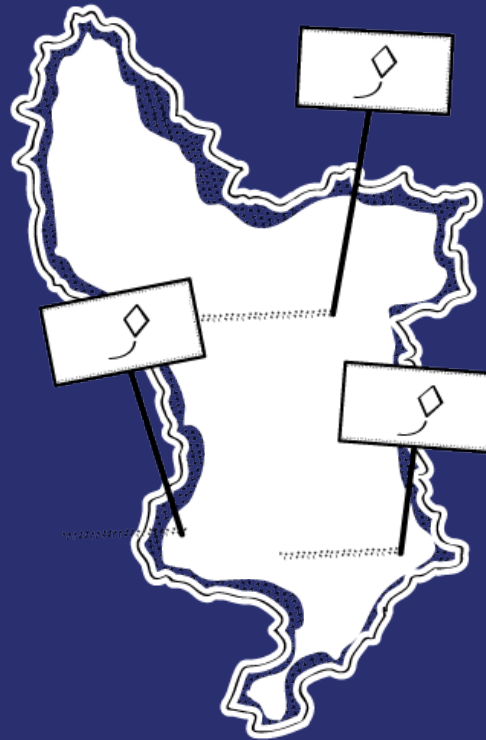
Staveley, Chesterfield

Early conversations have begun to connect the work with the Towns Fund and local partners, with a positive reception in principle. Currently exploring capacity to deliver with key partners.

Enabler: Pete Handford (CST)

Homelessness

Story gathering was planned and staff trained during 2020 but unfortunately two planned research periods were postponed due to Covid lock downs.

Enabler: tbc

DERBYSHIRE
County Council

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE - PLACES

WEDNESDAY, 18 MAY 2022

Report of the Executive Director - Place

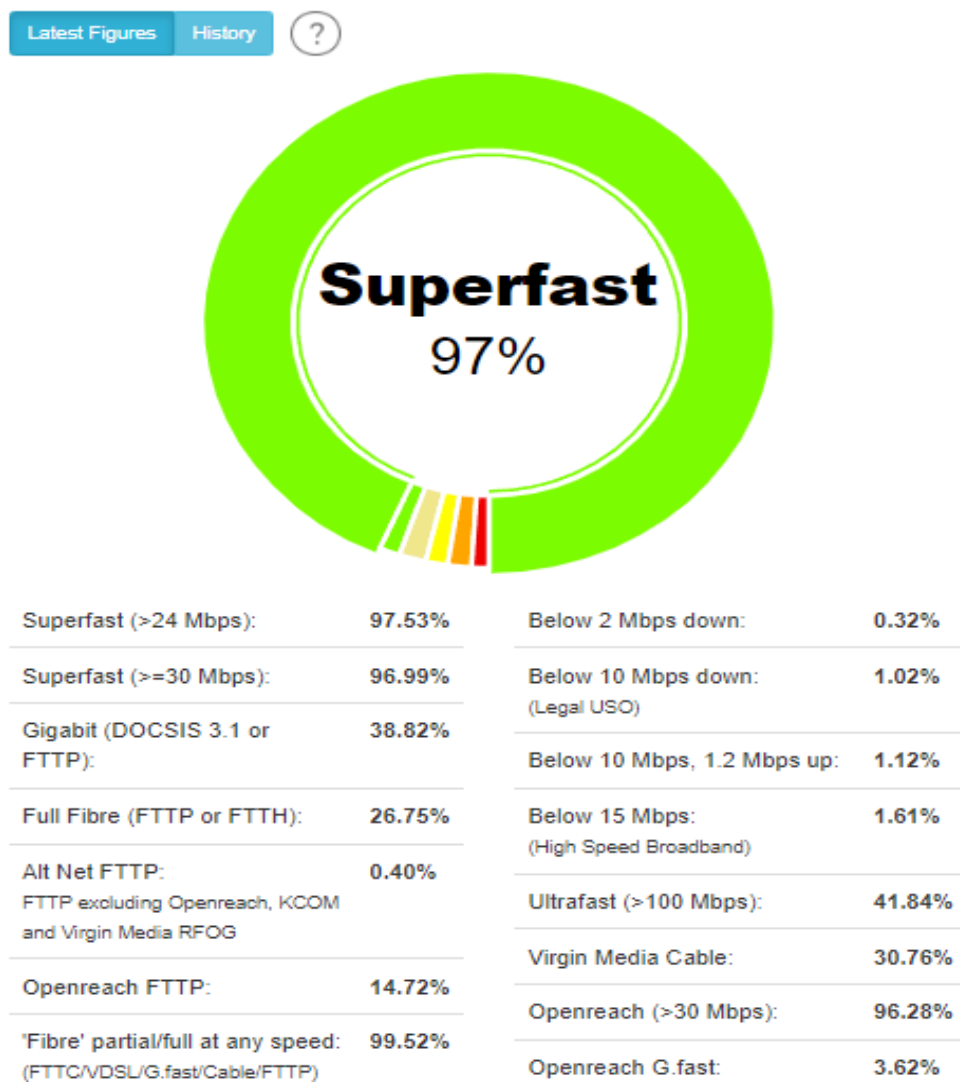**Update on the Broadband Programme in Derbyshire**

1. Purpose

1.1 The purpose of this report is to update the Scrutiny Committee members on the progress made under the Digital Derbyshire Superfast Programme and plans for the future rollout of Gigabit-capable broadband across the County. This report will be accompanied by a brief presentation at the Scrutiny Committee meeting.

2. Information and Analysis

2.1 The Digital Derbyshire Superfast Programme has now concluded. The Programme was delivered nationally by British Telecom's Openreach, under contract with the Department of Culture, Media and Sport (DCMS) and commenced in 2013, finally concluding in November 2021.

2.2 Over the nine year period, broadband access has improved for over 120,000 residential and business premises across Derbyshire as a direct result of the £24 million Programme. The funding package was made up of the following financial contributions: £4.89m contribution from Derbyshire County Council (DCC); £9.58m from state subsidy; £4.81m from British Telecom (BT); £2.5m from European Regional Development Fund (ERDF); and £2.19m match funding from the Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) Local Enterprise Partnership.

2.3 The chart below demonstrates the current level of broadband coverage across Derbyshire. A total of 97% of all premises now have access to Superfast broadband (>24 Mbps) and 41.84% have access to an Ultrafast service (>100 Mbps). However, around 4,000 premises do not have access to broadband speeds above 10Mbps; the majority of these are in rural, hard to reach locations in the Derbyshire Dales and High Peak. This situation needs to be addressed to ensure Derbyshire residents and businesses are not excluded or left further behind – a critical consideration in our efforts to fully achieve 'levelling up'.


Derbyshire Superfast and Fibre Coverage

Latest Figures | History | (?)

Superfast 97%

Superfast (>24 Mbps):	97.53%	Below 2 Mbps down:	0.32%
Superfast (>=30 Mbps):	96.99%	Below 10 Mbps down: (Legal USO)	1.02%
Gigabit (DOCSIS 3.1 or FTTP):	38.82%	Below 10 Mbps, 1.2 Mbps up:	1.12%
Full Fibre (FTTP or FTTH):	26.75%	Below 15 Mbps: (High Speed Broadband)	1.61%
Alt Net FTTP: FTTP excluding Openreach, KCOM and Virgin Media RFOG	0.40%	Ultrafast (>100 Mbps):	41.84%
		Virgin Media Cable:	30.76%
Openreach FTTP:	14.72%	Openreach (>30 Mbps):	96.28%
'Fibre' partial/full at any speed: (FTTC/VDSL/G.fast/Cable/FTTP)	99.52%	Openreach G.fast:	3.62%

2.4 The second graph demonstrates the increase in Fibre Broadband coverage across Derbyshire since 2010. The blue line represents Superfast availability.

Derbyshire Superfast and Fibre Coverage

Source – think broadband https://labs.thinkbroadband.com/local/E10000007
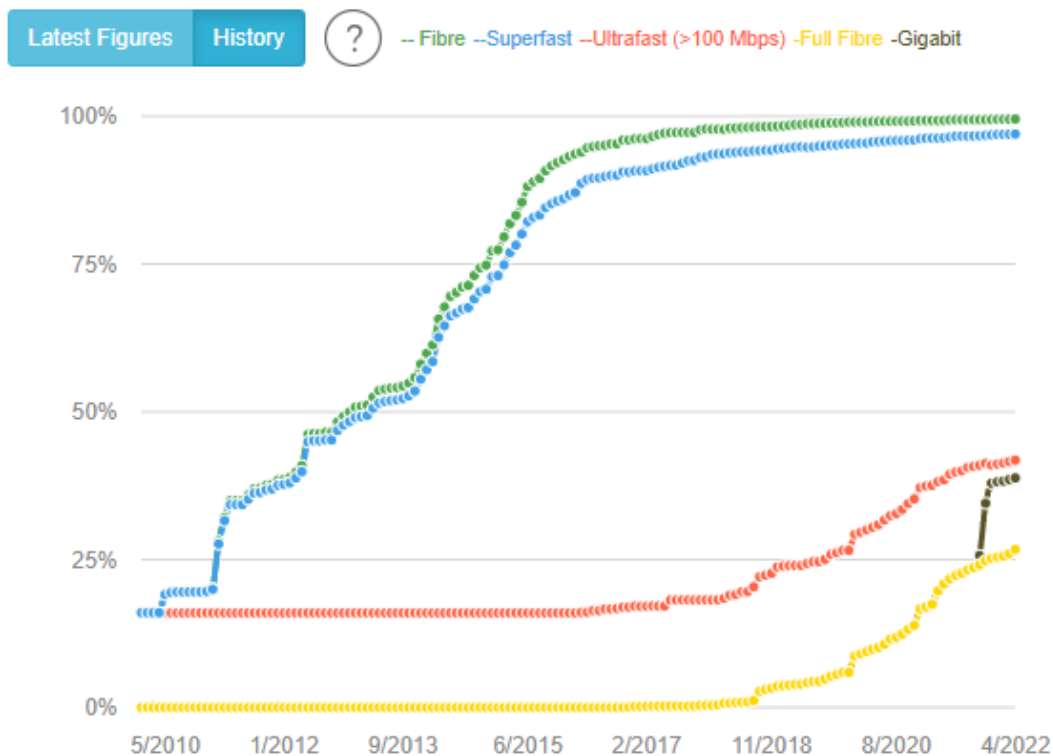
Closing the Gap for Hard to Reach Locations

2.5 As stated above, around 4,000 premises do not have access to broadband speeds above 10Mbps in Derbyshire. The Digital Derbyshire Team has been actively lobbying Government over a number of years to redirect local Gainshare funding (secured as a performance reward in the BT contract) and encourage dedicated monies and programmes to be established nationally to address this gap – which is evident in many rural counties.

2.6 There are significant challenges in delivering full fibre to more remote premises with cost and commercial viability being the most prevalent; it is not unusual for infrastructure costs to remote premises to exceed £10,000 – and often more.

2.7 As a result, a number of schemes have been developed recently to help residential and business premises in these more remote locations access reliable and speedy connections. A summary is provided below:

2.8   Derbyshire has been allocated Government funding from **Project Gigabit** to help close the gap. This initiative is planning to upgrade broadband services to approximately 67,000 hard to reach homes and businesses with Full Fibre, Gigabit-capable broadband (FTTP). A consultation process commenced with the Derbyshire Open Market Review in October 2021. Officers are working with the DCMS to validate responses and agree a way forward that maximises benefit for Derbyshire residents and businesses, particularly in relation to 'not spots' of connectivity. A fuller update on the public consultation exercise, pending procurement and community engagement programme will be provided at the Scrutiny meeting.

2.9   The **Gigabit Voucher and Derbyshire "Top Up"** schemes enable residents, who have a poor broadband service to pool together to create a Community Partnership in which FTTP can be delivered to residents that take part. At a Cabinet meeting on 11 March 2021, Derbyshire County Council agreed to contribute a 'Top Up' fund of £500,000 to match Building Digital UK's (BDUK) original voucher contribution (this equates to £1,500 for residential and £3,000 for business premises). The primary benefit of the 'Top Up' scheme is that an even greater number of residential and business premises in the hardest to reach locations in Derbyshire have the opportunity to access exceptionally fast broadband or improve the speed and quality of their current provision. This opportunity was considered essential to levelling up economic advantage and supporting sustainable growth in areas which typically would not be able to access the current Digital Derbyshire programme. Currently, Council funding of £242,000 has been spent to facilitate 14 community projects serving up to 453 premises, with a total combined Council and DCMS investment of £559,000.

2.10   The **GigaHubs Programme** is an initiative funded through Project Gigabit to provide subsidy towards the delivery of Full Fibre broadband to community buildings in rural locations. DCMS requires this to be managed as a large procurement and the Council is participating in the regional project being managed by Midlands Engine. It is early days, but around 100 premises have been identified in Derbyshire that could potentially be included in the scheme. These are predominantly schools and medical practices but there are also a few libraries and community centres. There are a number of issues to be resolved with DCMS in relation to the procurement process, but work will continue with Midlands Engine to maximise any opportunities for Derbyshire locations.

2.11   **Supplier Commercial Plans**: several broadband infrastructure suppliers have announced plans to increase the availability of Full Fibre broadband in Derbyshire. These companies include, Openreach, VirginO2, Full Fibre Ltd, Glide, Gigaclear, City Fibre, Axione and

Netomnia. This upgrade work is taking place independently from Project Gigabit and is unlikely to benefit homes and businesses with poor broadband in the harder to reach parts of the County.

2.12   Improved Wi Fi in town centres: Last year a bid was put forward to obtain Community Renewal Fund (CRF) monies to deliver Wi-Fi in market towns across Derbyshire. The proposal was to start with three pilot towns (identified on the basis of CRF priority criteria) and to improve Wi-Fi connectivity and enable data collection that would support increased understanding of how our urban hubs were being used/ how patterns of behaviour changes following the pandemic. Unfortunately, the bid was not successful but currently officers are exploring a "Smart County" initiative as part of the Vision Derbyshire programme to assess how digital connectivity can be used to improve all aspects of living in, working in or visiting Derbyshire. The aim being to integrate this with the Council's new Integrated Transport plan, net zero objectives, and emerging County Deal proposals. This proposal is at a very early stage of development and more will be known when the initial scoping has been concluded.

3.   Consultation

3.1   No consultation is required as a direct result of this report, however, the Digital Derbyshire Team has a dedicated Engagement Officer undertaking outreach work with local communities to encourage greater understanding of the various schemes and opportunities, and increase take up as appropriate – particularly in relation to Project Gigabit.

3.2   The Digital Derbyshire Team is also working closely with infrastructure suppliers to maximise opportunities for broadband improvements under the Gigabit Voucher scheme.

3.3   Work has now commenced on developing a coherent communications campaign for local communities, households and businesses to ensure greater awareness of implementation issues, greater understanding of the funding opportunities available for improving connectivity and how best the Council can support those harder to reach properties.

4.   Alternative Options Considered

4.1   Do Nothing: This is not considered an appropriate option as approximately 4000 premises in Derbyshire do not have access to broadband speeds over 10Mbps; this means some communities, businesses and households are at risk of being left further behind.

4.2   Support for Government-funded schemes: Government is currently proposing to invest between £64m and £110m in Derbyshire under project Gigabit to subsidise the delivery of Ultrafast broadband to around 67,000 premises across the County. The target premises have been identified through extensive research supported by the Digital Derbyshire Team and this represents the best option for improving connectivity across the County to the poorest served communities. Suppliers' commercial delivery will not extend to many of these locations (due to high costs) without state subsidy. Consequently, Project Gigabit and its associated initiatives (supported by State Subsidy funding) represent the most realistic and achievable solutions for improving broadband coverage across Derbyshire.

5.   Implications

5.1   Appendix 1 sets out the relevant implications considered in the preparation of the report.

6.   Background Papers

6.1   None.

7.   Appendices

7.1   Appendix 1 – Implications.

8.   Recommendations

That the Committee:

a) Notes the strong progress that has been secured through the early Digital Derbyshire contracts in providing 97% of all premises with access to Superfast broadband (>24Mbps) and 41.84% with access to an Ultrafast service (>100Mbps).
b) Notes the challenges that remain in delivering full fibre connection to hard to reach premises in the County.
c) Notes the £500,000 funding commitment made to Rural Gigabit and the top up voucher scheme in bridging the gap on rural connectivity.
d) Notes plans to develop and deliver a coherent communications campaign targeted at hard to reach communities and ramp up communication strategy.
e) Notes the work that is being actively pursued to ensure full connectivity, including the recent investment by the County Council in Top Up provision, the drive to secure additional external funding to support programme delivery and lobbying of Government.

9.   Reason for Recommendation

9.1   To ensure fuller understanding of the programme of work that is taking place and that the County Council continues to make progress in achieving full fibre connectivity and the Government's levelling up agenda.

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<u>**Implications**</u>

Financial

1.1   The level of financial contribution made by Derbyshire County Council to digital infrastructure is set out earlier in the report, notably £4.9m as contribution to the BT Contracts 1 and 2 and an additional £500,000 as match funding to the Top Up Voucher scheme. Derbyshire County Council is not required to contribute funding directly to Project Gigabit, however, the Digital Derbyshire Team, which is also funded by the County Council for a further three years, will continue to work with local communities to improve full engagement in the various connectivity opportunities.

Legal

2.1   The original BT Contracts 1 and 2 have now concluded. Project Gigabit is being managed centrally by DCMS with the Council providing clear advice on the local issues and pressures – including 'not spots'. There will be no procurement contracts involving the Council in relation to Project Gigabit Lot 3 (Derbyshire).

Human Resources

3.1   There are no human resources issues directly associated with this report.

Information Technology

4.1   None.

Equalities Impact

5.1   Delivery of improved broadband services under Project Gigabit to harder to reach locations will deliver significant benefits to residents, businesses and communities across the County, contributing to the Council's "levelling up" objectives.

Corporate objectives and priorities for change

6.1   The Council has a clear commitment to ensure full Broadband coverage, including rural areas, in support of the Council Plan objective to create a green and prosperous economy in Derbyshire.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1   None.

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