

## DERBYSHIRE COUNTY COUNCIL

## CABINET

10 SEPTEMBER 2020

Report of the Executive Director - Commissioning,  
Communities and Policy

## ENTERPRISING COUNCIL PHASE 2

## Strategic Leadership, Culture and Tourism

**1. Purpose of Report**

To provide an update on progress on the Council's Enterprising Council programme and to seek approval to take forward proposals for Phase 2 of the approach.

**2. Information and Analysis**

The role and shape of public services has changed dramatically over recent years. Reduced public sector funding and increasing demand for services driven by demographics and long standing social, health and economic pressures mean that the Council, like many other authorities across the country, continues to face significant challenges in providing the services that local people need and want with available resources.

The Council Plan 2020/21 outlines the Council's **strategic approach** focusing on **three key pillars of activity** - Enterprising Council, Thriving Communities and Vision Derbyshire. This approach is fundamental in ensuring an adaptive and dynamic response to the increasingly complex issues, such as the recent coronavirus pandemic and climate change, facing the Council, partner agencies and local communities.

Significant progress on all three pillars has been made in recent months. However, this report sets out the importance of the Enterprising Council approach and its role in driving forward whole council transformational change. Whilst the initial focus of the programme was on a small number of early start service areas, the Enterprising Council approach has subsequently been embraced and has proved critical in the review and redesign of services across the full landscape of Council activity.

Progress, since the launch of the approach in early 2018, has been significant and fast paced resulting in a corresponding change to the culture of the

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organisation and the way in which the council undertakes reviews, explores new and innovative service models and commissions and delivers its services, to secure better outcomes and value for money services for local people. This provides a robust foundation on which to build and deliver the Council's future ambitions as it moves forward. The report outlines:

- Progress on the delivery of **Phase 1**, identifying key achievements to date
- Proposals to take forward **Phase 2**, focusing on three priority areas which will be critical in driving forward the approach and future plans for organisation, community and economic recovery and renewal over the next twelve months.

A key focus of the Enterprising Council Strategy has been its emergent approach which has been designed to be flexible and agile, responding to challenges and opportunities and ensuring the conditions within the Council support the culture change required to deliver whole council transformation as the approach embeds and matures. Proposals for Phase 2 and the future approach take account of the new landscape in which the public sector and communities find themselves and direct effort and resource to those areas of council activity which will have the most impact moving forward.

### **2.1 Progress on Phase 1**

The Enterprising Council approach was launched in February 2018, with an initial focus on the creation of five workstreams tasked with developing and embedding the approach across the Council. Ten early start service areas were also identified to explore new commissioning and delivery models and to test the approach.

The five initial work streams and early start service areas have proved critical in taking forward Phase 1 and supporting the development and implementation of the Council's Enterprising Council strategy which was approved by Cabinet on 31 January 2019. The strategy identified five key outcomes to focus activity as follows:

- A creative and confident workforce
- Forward thinking, collaborative and ambitious leadership,
- Improved outcomes and value for money services
- Strong, resilient and self-sufficient communities
- A flexible, agile and financially sustainable organisation

The Council's focus over the last eighteen months has been on the delivery of activity under each of the five outcomes. Key achievements over this period include:

- Driven forward the development of a new and ambitious collaborative model for local government – Vision Derbyshire - to support the

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achievement of better outcomes for local people and places in Derbyshire, and to secure additional funding and resources into the county.

- Taken a strong leadership role through the Local Resilience Forum in responding to unprecedented challenges such as the recent coronavirus pandemic, the Toddbrook Dam emergency in Whaley Bridge and numerous flooding incidents across the county, providing reassurance and vital support to local people, communities and businesses.
- Taken the lead on recovery, chairing the Strategic Recovery Group, the Local Outbreak Board, securing £15 million to support economic recovery across Derbyshire.
- Developed a new innovative approach to deliver the Council's Library Strategy, working with local communities to transfer a number of local libraries to community management, securing the future of the service.
- Played a significant role in reshaping health services and improving health outcomes through increased collaboration on the development of the Integrated Care System (ICS) and leadership of Prevention and Population Health Management Boards.
- Radically reshaped the Council's Property Service, creating two arms-length Joint Ventures with Suffolk County Council - Concertus Derbyshire and Vertas Derbyshire to deliver Cleaning and Caretaking Services and Design Services on behalf of the Council and a limited Liability Partnership with Public Sector Plc to support the transformation of the Council's property portfolio which will achieve significant savings.
- Implementation of the Council's Better Lives programme designed to assess of the Older People and Whole Life Disability Pathways delivered by Adult Social Care and Health and Children's Services to improve outcomes and reduce Council expenditure by an estimated £21 million a year.
- Improved outcomes for children and young people through the review and redesign of early help services and children's centres working collaboratively with Public Health to implement the Section 75 agreement.
- Reviewed and developed the Council's Executive Leadership model to ensure the organisation's operating model is effective in delivering the transformational and adaptive change required to meet ambitions.
- Completed an ambitious programme of reviews across a wide range of corporate functions, putting in place new centralised models of delivery to secure savings and create more efficient and value for money services.
- Revised and refreshed the Council's Financial Regulations, lowering financial approval levels and providing greater flexibility and agility in decision making
- Developed a new People Strategy which will set out the values and behaviours the Council will be looking to embed across the organisation.
- Completed the accelerator of the Thriving Communities Programme in Shirebrook and developed a new innovative model for rolling out the approach to 13 areas from September 2020 onwards.

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- Accelerated plans to significantly improve customer and resident experiences, through the Channel Shift Programme which will rapidly expand access to a wide range of Council services moving forward.

A more detailed update on key enterprising council achievements and progress on the early start review areas can be found in Appendix A and Appendix B to this report respectively.

The first phase of the programme has now come to an end. The Enterprising Council Board has reviewed the programme, refreshed the approach and aligned the work streams to the five key strategic outcomes of the strategy and other key council priorities, such as Thriving Communities and Vision Derbyshire. Approval to close the first phase of the approach to enable the Council to progress to Phase 2 is now sought.

### **2.2 Phase 2 Proposals**

In reviewing Phase 1 of the approach, the Enterprising Council Board has identified that a more focussed, collaborative and one council approach is now required to deliver the larger scale strategic transformation necessary to maintain momentum on the approach and deliver the Council's ambitions. This will require the development of a strategic cross council approach to transformation which forms a one council view, as well as ensuring the organisation has the capacity and necessary expertise to deliver change at pace.

Phase 2 will continue to implement the priorities set out in the Enterprising Council Strategy, monitoring and reporting on progress on identified activity on a six-monthly basis. However, Phase 2 will also need to take account of the significant progress that has been made in developing relationships and collaborative working across the county through Vision Derbyshire alongside ambitions for the development of a new relationship with local communities through the Thriving Communities approach. The alignment and development of this strategic approach and the delivery of a high-level programmes of work across all three areas will be vital over the forthcoming year.

The recent coronavirus pandemic has undoubtedly seen a significant shift in the way that the Council, partner agencies, businesses and communities operate and the challenges and opportunities that this moment has presented will need to be embedded and built into the Enterprising Council approach as the response shifts away from restarting and reopening services, through the recovery phase into renewal and transformation.

The Council has played a key role in supporting the response to the pandemic, working with partners across Derbyshire and this has resulted in significant changes to the way in which the organisation works. The Council's Business Continuity Group has played a key role in responding to the

pandemic and taken responsibility for the restart and reopen phases. The Group will need to continue to perform this role over forthcoming months maintaining a watching brief for a potential second wave or local outbreak situation which will require both an agile and immediate response.

Ensuring that learning, gathered during the pandemic and throughout the restart and reopen phases, from across the Council, partner agencies, businesses, the voluntary and community sector and communities themselves, feeds into recovery and renewal will be fundamental. The Council now needs to focus its attention towards medium and longer-term efforts using the current state to accelerate longer term future organisational transformation. The development of a strategy to address organisational, community and economic recovery and renewal will be an important part of the Council's enterprising council approach moving forward.

**Phase 2 Priorities** - To maintain momentum and allow for greater collaboration, working as one council, the focus for Phase 2, will therefore be on the following **three** priorities:

- 1. Ongoing implementation and delivery of Enterprising Council Strategy** – the Council will continue to deliver actions set out in the Strategy under the five agreed outcomes. Over the next twelve months the Council will also:
  - a. Accelerate the delivery of the **three cross cutting projects** – modern ways of working, demand management and workforce and leadership behaviours.

The Council will be using action style learning and community of practice approaches to deliver the three cross cutting projects. A cross council project team for each of the three identified projects, featuring a range of staff from different levels of the organisation, will be involved in developing, shaping and taking forward each project from start to finish. Sponsored by a member of the Enterprising Council Board, who will have overall oversight, this approach will provide the opportunity for the Council to think and do things differently, be innovative and creative, and drive change throughout the organisation.

The Enterprising Council Board has agreed to initially focus on the implementation of a cross council approach to **modern ways of working** to maximise the opportunities presented during the recent pandemic. This will build on the significant shift in working practices, including the rapid implementation and use of new technology across the Council, greater homeworking and more flexible and agile working practices, that have been seen in recent months to ensure the Council accelerates this activity and puts in place practices that meet its

ambitions for the future. The scope and briefs to take forward the project have been developed and it is anticipated that the project team will be in place with work due to commence in early September 2020.

- b. **Develop a consistent approach to the implementation of service reviews** that take place across the Council, putting in place a framework and challenge panel, made up of internal and external stakeholders, to support service review leads.

2. **Organisation, Community and Economic Recovery and Renewal** – delivered through the development of a clear strategy and roadmap to be in place from January 2021 onwards. The strategy will focus on the Council's approach to recovery, renewal and transformation using the current state to accelerate the delivery of the Council's future ambitions.

A number of renewal principles will drive the development of the strategy and roadmap. These include:

- Being future focussed and working now on the long term change we would wish to see for our future generations
- Focussing on the four 'E's - economy, efficiency, effectiveness, equity and the 'F' - fairness
- Providing strong leadership and assurance, reimagining the role of the Council, working in partnership with local communities and partners to deliver ambitious change
- Harnessing the potential of people who have mobilised during the current pandemic and identifying opportunities to devolve power to local communities
- Maximising opportunities to drive forward organisational change and reduce our carbon footprint.

Development of the Council's strategy and roadmap will need to take place between September and December 2020 to ensure plans are in place from January 2021 onwards. These will be the subject of a separate report to Cabinet in due course.

3. **A one council approach to transformation** – delivered through the development of a strategic transformation case and creation of a centralised Programme Management Office. Whilst the Council has made progress in delivering significant service transformation, the next Phase of the enterprising council approach will need to concentrate on whole council transformation. This will be particularly important given the nature of the complex challenges that are likely to emerge from organisation, community and economic recovery and renewal, the current public sector landscape and the Council's future ambitions as set out in the Council Plan.

To ensure the Council is equipped to deliver whole council transformation, the Council commissioned Price Waterhouse Coopers (PWC) in March 2020 to support the scoping and development of a new approach to strategic transformation and programme management across the Council. This work has now been completed and the Council is in the process of putting in place plans for the commissioning and implementation of work to take forward the following:

- **Strategic Transformation Case** – which will outline the Council's future approach to transformation and what this will achieve in a programmed way, acting as an anchor for all future council transformation
- **Programme Management Office** – which will ensure the Council has the right capacity, skills and expertise to take forward future change and has a one council view of the totality of the current and future change work

It is anticipated that this programme of work will commence in the Autumn subject to the necessary approvals, at the Cabinet Member for Strategic Leadership, Culture and Tourism meeting in September 2020. The implementation of this project will commence at the end of September 2020 onwards and is likely to last approximately 16 weeks.

### **2.3 Next Steps**

The Enterprising Council Board will play a key role in leading and taking forward Phase 2 of the approach, chaired by the Executive Director for Commissioning, Communities and Policy. It is recommended that a review of the Board's governance arrangements and membership take place during August and early September 2020 to ensure that this continues to be effective and fit for purpose, given the revised scope of work for Phase 2 as set out in the report.

A detailed programme plan will be developed to identify key deliverables, milestones and dates for project completion. This will enable the Board to understand the dependencies between key elements of Phase 2 as set out above and provide a formal mechanism for reporting on progress to both Cabinet and Corporate Management Team on a regular basis.

The Council will need to ensure that the focus of Phase 2 is adequately communicated across the Council and with wider partners and stakeholders. A variety of communications have already been issued to engage staff in the journey to becoming an Enterprising Council and an external area on the Council's website has been developed to provide regular updates on progress to wider stakeholder groups. As Phase 2 progresses, further communication

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materials will be produced to articulate and embed the enterprising council approach across the organisation.

To ensure the Council maintains momentum in taking forward Phase 2 of the enterprising council approach, it is recommended that an initial report be brought to Cabinet in December 2020 highlighting progress and that subsequent reports be presented to Cabinet on a six monthly basis.

### 3. Considerations

In preparing this report the relevance of the following factors has been considered: legal and human rights, equality of opportunity, health, environmental, transport, property and crime and disorder considerations.

### 4. Background Papers

Cabinet Report – Moving Towards an Enterprising Council 22 February 2018  
Cabinet Report – Enterprising Council Strategy 31 January 2019  
Council Plan Refresh 2020/21  
Background papers held on file in Policy and Research

### 5. Key Decision

No

### 6. Call-in

Is it necessary to waive the call-in period? **No**

### 7. Officer's Recommendations

It is recommended that Cabinet:

1. Note achievements and progress made to date on the implementation of the enterprising council approach and approve the closure of Phase 1 as set out in the report.
2. Approve proposals to take forward Phase 2 of enterprising council approach focusing on the four priorities set out in the report.
3. Note proposals to accelerate the delivery of the **three cross cutting projects** – modern ways of working, demand management and workforce and leadership behaviours, initially focusing on modern ways of working to



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maximise opportunities and challenges presented by the current pandemic.

4. Approve plans to take forward organisation, community and economic recovery and renewal through the development of the Council's strategy and roadmap by January 2021.
5. Approve proposals to develop a whole council approach to transformation through the development of a strategic case for transformation and creation of a centralised programme management office.
6. Note plans to review the governance arrangements of the Enterprising Council Board which will lead and take forward Phase 2 of the enterprising council approach.
7. Receive an initial report on progress in implementing Phase 2 of the approach in December 2020 and updates on progress on a six monthly basis thereafter.

**Emma Alexander**  
**Executive Director for Commissioning, Communities and Policy**

## **ENTERPRISING COUNCIL STRATEGY – KEY ACHIEVEMENTS**

The Council has made considerable progress in delivering actions set out in the Enterprising Council Strategy. Key achievements to date under each of the five priority outcomes are as follows:

### **Priority Outcome 1 - Forward thinking, collaborative and ambitious leadership**

- Developed a new collaborative model for local government – Vision Derbyshire, to support the achievement of better outcomes for local people and places, whilst delivering substantial savings.
- Worked with partners on the Local Resilience Forum, playing a key role in Derbyshire's response to the recent coronavirus pandemic.
- Taken the lead on recovery, chairing the Strategic Recovery Group, the Local Outbreak Board, securing £15 million to support economic recovery across Derbyshire.
- Played a significant role in reshaping health services and improving health outcomes through increased collaboration on the development of the Integrated Care System (ICS) and leadership of the Prevention and Population Health Management Boards.
- Redesigned children's partnership arrangements across Derbyshire establishing a joint partnership with Derby City Council and resulted in greater partner collaboration and involvement in the review and commissioning of services across the county.
- Reviewed and developed the Council's Executive Leadership model to ensure the organisation's operating model works effectively.
- Put in place a new Executive Director appraisal process and redeveloped the Council's My Plan approach to direct and manage performance.
- Implemented a strategic leadership programme for Executive Directors and Directors and developed adaptive leadership practice across the Council to support the delivery of the Council's strategic approach.

### **Priority Outcome 2 - A creative and confident workforce**

- Completed a review of HR, restructuring the Service and implementing a new centralised model of delivery across the Council.
- Developed a new People Strategy which sets out the values and behaviours the Council will be looking to embed across the organisation.
- Developed and launched a new Employee Health and Wellbeing Strategy to support employees and put in place effective processes to measure and monitor sickness absence across the Council.
- Reviewed and put in place effective council wide mechanisms to engage with employees, to ensure a one council approach.
- Re-engaged Managers through the use of Leadership Forums

### **Priority Outcome 3 - Improved outcomes and value for money services**

- Transitioned the Care Leavers Service to in-house service delivery following 14 years of external provision through Barnardo's.
- Reviewed and redesigned services for children and young people working collaboratively with Public Health on the children centre and early help reviews.
- Radically reshaped and improved the way the Council provides adoption services, working across a regional footprint to deliver better outcomes through regional delivery.
- Launched the Future Highways Model (FHM) as the new way of delivering Highways Services in Derbyshire.
- Completed a review of the County Transport Service and purchased eight electric vehicles to assist with the delivery of the Council's climate change strategy.
- Created two arm's length Joint Ventures with Suffolk County Council - Concertus Derbyshire and Vertas Derbyshire to deliver Cleaning and Caretaking Services and Design Services on behalf of the Council, following the review of Corporate Property.
- Created a Limited Liability Partnership with Public Sector Plc to support the transformation of the Council's property portfolio.
- Commissioned Newton Europe to implement the Council's Better Lives programme designed to assess of the Older People and Whole Life Disability Pathways delivered by Adult Social Care and Health and Children's Services to improve outcomes and reduce Council expenditure by an estimated £21million a year.
- Brought in house the Live Life Better Derbyshire Service, creating a more agile dynamic offer which has resulted in improved outcomes and savings of £500,000 a year.

### **Priority Outcome 4 - Strong, resilient and efficient communities**

- Completed the accelerator of the Thriving Communities Programme in Shirebrook and developed a new model for rolling out the approach to 13 areas from September 2020 onwards.
- Developed a programme of work to transition a number of local libraries to community management with Woodville library set to be first to move to Community Managed Status over forthcoming months, following a slight delay to implementation as a result of the Covid-19 pandemic.
- Undertaken a review of voluntary and community sector grants and developed a new outcomes framework and approach for working with voluntary and community sector infrastructure providers which will seek to secure better outcomes and longer-term sustainability of the sector.
- Refreshed the Council's Customer Charter and put in place mechanisms to procure new systems to improve the Council's customer focus moving forward.

## **Priority Outcome 5 - A flexible, agile and financially sustainable organisation**

- Revised and refreshed the Council's Financial Regulations, lowering financial approval levels and providing greater flexibility and agility for managers to take decisions.
- Refreshed the Council's Constitution and implemented Phase 1 of the Modern.gov roll out which has seen the introduction of a new committee management system.
- Commenced a review of Improvement and Scrutiny to explore the future role and function of the service in line with Council ambitions.
- Reviewed a wide range of corporate functions – Procurement, HR, ICT, Communications and commenced reviews of a range of other functions – Finance, Communications and Policy and Research - to ensure these support the Council's operating model and one council approach.
- Accelerated the use of technology and the Council's digital agenda through the implementation of the ICT Strategy.
- Capitalised upon the existing Covid-19 Pandemic to transform the way in which the Council works, with large proportions of office-based employees now working from home.
- Commenced the Channel Shift Programme to improve the resident experience which will see the introduction of three new corporate, citizen facing systems to the Council in 2020.

**PROGRESS ON EARLY START SERVICE REVIEWS – JUNE 2020****Introduction**

A number of early start service areas were identified to test the enterprising council approach and to explore new commissioning and delivery models to deliver Council and service priorities. A summary of progress on each early start service area is set out below:

<b>Early Start Service Area</b>	<b>Status</b>
<p><b>1. Occupational Health</b>  A report detailing the outcome of the Occupational Health service review was approved at Cabinet on 6 June 2019. The recommendation was that the current mixed model of delivery be retained in the short term as there was little or no operational or financial benefit in either bringing the current externally provided services in house or in moving to an external supplier.</p> <p>The future structure and function of Occupational Health services will be reviewed as part of the wider review of HR. A review of Health, Safety and Wellbeing will be undertaken this year, which will consider Occupational Health as part of this.</p>	Review Completed – Implementation underway as part of HR Review
<p><b>2. Assistive Technology</b>  This service provides community alarm and telecare services for older and vulnerable people. The Council currently has a range of external contracts with a variety of providers including Districts and Boroughs and provides an in-house service in three district areas. This service is a fragmented service with multiple providers providing different elements of the end to end service.</p> <p>As part of the review of the current service, the Council undertook a diagnostic evaluation of current service arrangement which is benchmarked against national best practice and learning from other countries that use technology to support people achieve health and social care outcomes. The outcomes of this assessment are currently being considered and reviewed to prepare for future procurement of a County Wide Assistive Technology service that will be responsive to the developments in technology.</p>	Review In Progress – Undertaken in conjunction with Better Lives Programme

	<p>Following Cabinet approval, the eligibility criteria for the service was revised to focus on supporting Care Act eligible health and social care needs clients and this was implemented from 1 November 2019.</p> <p>Implementation of the eligibility criteria for Assistive Technology across the county was through provision of training sessions for the social care staff, consultation and close working with the providers and processes and procedures were put in place for staff and clients through Call Derbyshire and ACAT team.</p> <p>The Better Lives programme has commenced, it will help reshape the service in line with other departmental transformation activity and inform commissioning intentions to ensure that the opportunities provided by new technology are maximised for people with a health or social care need.</p> <p>The introduction of new digital technology is still in the early stages, we are currently exploring, researching new technology and carrying out digital technology pilots to ensure suitability for the people, after which the new technology may be embedded as part of the Derbyshire Assistive Technology offer depending on the outcome of the pilot. The Alexa and Google home hub 6 months pilot was carried out in the Amber Valley area and will be commencing the 12 months Brain in Hand pilot this financial year.</p>	
<p><b>3.</b></p>	<p><b>Learning Disabilities Day Services</b></p> <p>The reviews for people with a learning disability commenced January 2020 in the High Peak (Alderbrook), Amber Valley (Parkwood initially) and South Derbyshire areas. Several engagement events for people with a learning disability and families/ carers had been held at two day centres. In addition, a number of drop-in sessions had been held in High Peak and Amber Valley aimed at carers/ families, to help support people with a learning disability to complete their 'This is me' contributions.</p> <p>Significant work has been completed across the service to understand how we could support people with a learning disability to gain independence and work towards volunteering or employment. A series of networking events for employment related services and</p>	<p>Review In Progress – Undertaken in conjunction with Better Lives Programme</p>

<p>social care professionals (i.e. Community Connectors, CVS, DWP) had started and were being very well received. Welfare Rights expertise has been used to ensure the right information was given to people with a learning disability about volunteering and working and how this would affect any benefits. A vocational profiling tool was also developed.</p> <p>Working with Derbyshire Adult and Community Education Service (DACES) it had been identified that there were three courses suitable for people with a learning disability, these provided practical opportunities to develop life skills in a structured and enabling way. The courses were free to people with a learning disability and would have been at no cost to the Council as they draw down central government funding. The courses were due to start at Alderbrook and Parkwood during April 2020.</p> <p>With the Coronavirus pandemic, we were no longer able to continue with the reviews with people with a learning disability, as these did require face to face engagement with people, their families, carers and other professionals. Government guidance on social distancing has also meant that we had to close our Learning Disability day centres to all but the most vulnerable of people with a learning disability. These people have accessed a limited service at Parkwood. The day centre staff are currently redeployed to support other priority within the Adult Social Care Services.</p> <p>We have now refreshed the programme of work to focus on the creation of a new offer outside of the traditional building-based day centre. This recognises that as we adhere to Government guidelines on social distancing it is unlikely that our building-based day services will look the same as they did before the outbreak.</p> <p>We have collated the information and learning from the My Life, My Way consultation, the earlier reviews, learning from other Local Authorities and the national guidelines concerning the pandemic.</p> <p>The intention is to co-produce this new offer with people with a learning disability and their families /</p>	
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	<p>carers. The new offer will focus on different ways of working to enable people with a learning disability to achieve personal goals, learn new skills, gain employment or volunteering opportunities and be more involved in their local communities.</p> <p>A new working group has been formed, including colleagues from our partner consultancy Newton Europe, to create and implement this new offer for people with a learning disability. This group has a strong emphasis on the co-production of this new offer and will look to embed the creative opportunities that have come about through the pandemic, in relation to alternatives to day services now being enjoyed by people with a learning disability who live within their local communities or residential care.</p>	
<p><b>4.</b></p>	<p><b>Libraries</b></p> <p>The Library Strategy was approved by Cabinet on 20 December 2018. The first stage of implementation was focused upon transferring 20 libraries and two mobile libraries to community management. The community engagement work for the 20 libraries and two mobile libraries was concluded at the end of May 2019. By the end of July there had been a number of Expressions of Interest (EOI) from community groups/organisations interested in taking responsibility for providing their local libraries. The service subsequently concentrated on supporting those communities where there had been an EOI in the formulation and submission of their business cases. The first library, Woodville, was due to transfer to community management at the start of April 2020 but due to the Covid 19 pandemic this transfer did not proceed. The implementation of the strategy has been suspended as a result of the pandemic until further notice.</p> <p>Proposals to implement the staffing changes associated with a planned reduction in library opening hours were approved by Cabinet on 21 March 2019. Revised opening hours were implemented in 25 libraries from 30 September 2019, following a period of public consultation. Consultation on changes to the opening hours in libraries proposed for community management, where no expressions of interest have been received, started in October 2019 and concluded</p>	<p>Review Completed – Implementation of the Library Strategy</p>



	<p>in November 2019. Approval for the proposed changes was received on 23 January 2020 and revised opening hours were to be implemented from 6 April 2020.</p>	
<p><b>5.</b></p>	<p><b>Property</b></p> <p>In February 2019, Cabinet approved a new operating model for Corporate Property. This fundamentally changes all the activities of work delivered by Corporate Property and how the Council will manage property in the future. Council owned and/or occupied property is the largest capital asset the Council has, approximately £1.86bn and after staffing costs is the largest revenue cost. Accordingly, the new operating model recognises not simply the services required to be provided by Corporate Property but also the contribution an efficient and effective portfolio can make to the Council’s corporate objectives. The latter is addressed in the Council approved Asset Management Framework, which is the overarching strategy for the property portfolio. The operating model for Corporate Property is based on the property life cycle, which means all properties are considered and managed according to their position in the life cycle, which will lead to a more dynamic and effective portfolio. By focusing on property life cycle, Corporate Property will therefore concentrate on ‘Core’ activities of work, i.e. those property services that the Council is best placed to deliver and will externalise ‘Non-Core’ activities, i.e. those property services that could be provided more effectively by others.</p> <p>In July 2019, Cabinet approved a new senior management team for Corporate Property and in September, Cabinet approved an Outline Business Case for the supply chain components of the new delivery model.</p> <p>In February 2020 the first part of the supply chain was approved by Cabinet, a new Limited Liability Partnership with Public Sector Plc to support the transformation of the Council’s property portfolio. In March 2020, the second element of the supply chain, namely the externalisation of non-core services to two new Teckal Joint Ventures companies with subsidiaries of Suffolk County Council.</p>	<p>Review Completed – Implementation of New Operating Model</p>

	<p>The Teckal Joint Ventures are for the externalisation of, in the first phase, caretaking and cleaning services to Vertas (Derbyshire) Limited, and construction related design services to Concertus (Derbyshire) Limited. The go-live date for these Teckal Joint Ventures was postponed from 1 April until 1 September, a further Cabinet report on progress will be submitted before that date. A second phase of transfer will consider parts of the Grounds Maintenance service and this too will be the subject of a future Cabinet report.</p>	
<p><b>6.</b></p>	<p><b>Highways and Fleet Management</b></p> <p>At its meeting on 31 January 2019, Cabinet approved the Future Highways Model (FHM) as the new way of delivering highway services in Derbyshire. The FHM requires significant process and cultural change if the new model is to transform its performance and demonstrate success. As a result, a number of activities have taken place and are in progress.</p> <p>The Cabinet member and service director delivered a series of briefings to around 400 staff at various depots and offices across the county, aimed at informing employees about the new model and to answer questions.</p> <p>Proving Services Ltd, a consultancy based at Cranfield School of Management, provided the analytical tools and benchmarking data that helped to develop the plans for the FHM. The company has since been working with the highways service to develop the new model, including the approach to service delivery, associated improvement plans and a programme of commercialisation projects to boost income.</p> <p>The FHM has adopted an outcomes-led approach to service delivery. Outcomes include priorities such as ensuring network availability, user and community safety and delivering value for money. Analysis of all highway functions - for example, reactive maintenance, HGV routing, parking enforcement – have been mapped for their influence on the objectives, and the six priority areas with the greatest impact have been selected as the first areas to have improvement plans developed. These include communications, reactive</p>	<p>Review Completed – Implementation of Improvement Plans underway</p>

<p>maintenance and forward planning of work programmes.</p> <p>The communications improvement planning workshop was held in May 2019 and the other workshops, with staff and partners from across the service, have since been completed. Improvement plans have identified and linked benefits and service changes to the outcomes, and an action plan for the priority areas for improvement has been developed. Work on improvements such as materials recycling and better cost management in maintenance programmes are already underway and expected to deliver budget savings. The Covid-19 crisis illustrated the flexibility of the new model where construction resources were switched to focus on safety-critical issues, especially to support greater pedestrian and cyclist activity.</p> <p>A value for money assessment is planned for later in 2020 and is expected to demonstrate the value of the improvements already implemented.</p> <p>County Transport, although initially identified as part of the above, have progressed with their review with the help of Proving Services Ltd. The review demonstrated that the service performs well for effectiveness and strategic value, but economy and efficiency could be improved. The review also identified that an improvement plan would further strengthen the success of the service, particularly in light of the Council's Corporate Environment Policy and Carbon Reduction Plan which were both approved by Cabinet on 21 November 2019.</p> <p>A number of strategic projects were identified that could increase efficiency, reduce costs, or bring in additional income for the council. These included a review of the procurement policy around buying or leasing vehicles; reviewing grey fleet usage and options for using low emission pool vehicles; introducing a centralised vehicle hire booking system; charging for additional services currently provided free of charge; continued standardisation of vehicle fleet; a number of efficiency improvements; a review of the financial model and the extent to which the council expects County Transport to manage and control the Council's internal vehicle fleet</p>	
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<p>provision and usage in order to minimise costs and maximise benefits.</p> <p>An assessment of a nine different delivery models was undertaken to identify which would provide the best outcome to deliver the strategic drivers. A report was scheduled to go to Corporate Management Team and Cabinet on the outcome of the County Transport Review, however due to the Covid-19 pandemic this has not yet taken place. Work has continued to take place on the improvement planning work, most notably with the introduction of a fleet of electric pool vehicles to reduce grey fleet mileage and carbon emissions as part of the Climate Change Strategy.</p> <p>County Transport, although initially identified as part of the above, have progressed with their review with the help of Proving Services Ltd. The review demonstrated that the service performs well for effectiveness and strategic value, but economy and efficiency could be improved. The review also identified that an improvement plan would further strengthen the success of the service, particularly in light of the Council's Corporate Environment Policy and Carbon Reduction Plan which were both approved by Cabinet on 21 November 2019.</p> <p>A number of strategic projects were identified that could increase efficiency, reduce costs, or bring in additional income for the council. These included a review of the procurement policy around buying or leasing vehicles; reviewing grey fleet usage and options for using low emission pool vehicles; introducing a centralised vehicle hire booking system; charging for additional services currently provided free of charge; continued standardisation of vehicle fleet; a number of efficiency improvements; a review of the financial model and the extent to which the council expects County Transport to manage and control the Council's internal vehicle fleet provision and usage in order to minimise costs and maximise benefits.</p> <p>An assessment of a nine different delivery models was undertaken to identify which would provide the best outcome to deliver the strategic drivers. A report was scheduled to go to Corporate Management Team and</p>	
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<p><b>7.</b></p>	<p><b>Leaving Care</b></p> <p>The Care Leavers Support Service was contracted and delivered by the external organisation, Barnardo's. A consultation and review took place during 2018 to capture stakeholder's views on the current service and the new duties for local authorities to improve outcomes for care leavers, including offering support up to the age of 25. From the review and feedback from the consultation, it became clear that in order to respond to the new duties, a new approach was needed to make sure statutory duties as corporate parents were met and to improve outcomes for care leavers. On the 8 November 2018, Cabinet approved a change in the delivery model for the Care Leavers Support Service, rather than recommissioning the service, the service was to be bought in-house after being delivered by Barnardo's for the last 14 years. Care leavers were continually involved in the design of the new service.</p> <p>The Leaving Care Service was brought 'in house' on 1 July 2019 which coincided with an Ofsted Inspection which outlined improvements were needed to the Leaving Care Service although the report noted that whilst the inspection took place in the first week of the new service, there was a strong plan to develop the service. During the first six months of the service, there was significant focus on adopting a 'think family' relationship-based approach, with an emphasis on the fact that as corporate parents, the Council would never give up on our young people. It was felt that prior to July 2019, the balance had been too 'hands off', particularly with our most vulnerable young people. A Practice Improvement Day in January 2020 evidenced that workers consistently understood this.</p> <p>Offices, prior to Covid-19 were seen as young people's safe spaces, this approach has enabled a lot of potential crises to be avoided as young people knew</p>	<p>Review Completed – Care Service brought 'In-House'. Improvement plans continue to be actioned.</p>

	<p>they always get a positive response. There is also a freephone number young people can contact.</p> <p>The full management structure is now in place with three Team Managers and four Senior Practitioners. Due to the TUPE complications and ill health from previous Barnardo's managers, the management team was not fully staffed until later in 2019. Staff report feeling supported yet challenged. Now that the culture has been embedded, there is a focus on improving the quality and evidence of management oversight and supervision on files, which is an area that audits have identified as requiring development.</p> <p>Young people have reported positives since July 2019 including more stability in their workers. Further, a cohort of young people who reported a previous poor service to Ofsted, during the inspection in summer 2019, also noted demonstrable progress as part of the January 2020 Practice Improvement Day.</p> <p>There has been a consistent improvement since July 2019 in key outcomes such as assessment completion, young people being regularly seen and accommodation outcomes. Further work is needed to improve the number of care leavers in Education Employment and training (notwithstanding Covid-19 challenges) and to further drive forward key outcome indicators. A robust Service Action Plan is in place to ensure progress is maintained.</p>	
8.	<p><b>Sports and Outdoor Education</b></p> <p>The Service continues to develop new commercial models of operation in order to reduce the amount of core budget it receives from the Council. It has successfully reduced core budget from approx. £1.2 million (2013) to a current level of £115,462 for 2019/20. With the target of net-nil budget for 2022. The service has explored a variety of delivery models and has developed a joint operational venture with Derby City Council at Markeaton Park. However, the Sports and Outdoor Education has had its commercial operation put on hold during the Covid-19 pandemic. The service has suspended its programmes with schools and other groups and is at</p>	Review in Progress

	<p>present supporting Children’s Services by working with vulnerable groups, foster families and young people in the care of the council. Additionally, the two outdoor centres are currently providing emergency accommodation and support to children in crisis and disabled young people, as well as providing emergency staffing cover for children’s homes. Service teams are also working to reduce stress on families who are fostering by providing family based activities at weekends.</p> <p>Financially, there is the potential for a major impact from the pandemic and the consequent operational limitations of social distancing on income generation and the planned commercial transition. This already affected the outturn of the 19/20 budget and has the potential to continue to severely impact income levels through to 2022. The council has already recognised the challenge of the service meeting its net nil targets and, by reducing the level of budget cuts in 2020 and 2021, has extended the SORE transition targets to 2022, which will hopefully allow time for the service to recover and restart its commercial development.</p>	
<p><b>9.</b></p>	<p><b>Thriving Communities</b></p> <p>A Thriving Communities Acceleration Programme ran in Shirebrook between February and June 2019 to refine the programme’s model and ways of working prior to mainstreaming within the organisation and roll-out to more communities across the county. The Accelerator successfully mobilised local people and staff to create genuinely locally-led activity and trained a cohort of DCC staff in adaptive leadership skills, however it also exposed the continuing lack of understanding and support for this approach within the organisation’s culture, systems and structures. As a result, the programme shifted focus to provide space for the organisation to explore and embed a style of leadership focusing on supporting change within complex environments. This is due to be completed by the end of August 2020.</p> <p>The roll-out into eight new areas is planned to begin in September 2020. A Guidebook and tools to support Thriving Communities ways of working is being produced and will sit alongside the Council’s plans for</p>	<p>Review and Thriving Communities Accelerator completed.</p> <p>Work continues to build leadership capacity within the Council and on the wider rollout of Thriving Communities approach into new areas.</p>

	<p>Vision Derbyshire and Enterprising Council to provide a strong platform and vision for transformational change within the Council. The Covid-19 crisis has set back the programme's anticipated roll-out date of April 2020. However, the experiences of how communities and the system have adapted and mobilised during this period provides an unexpected and particularly helpful lens through which to view and enhance this work.</p>	
<p><b>10</b></p>	<p><b>Countryside Services</b>  The Countryside Service review commenced in October 2018. External support to assist with the review alongside a critical friend approach was identified as a key part of the review process. Mutual Ventures were appointed to support the Council and Cheshire East Council acted as a critical friend. The review has now concluded and alternative suitable service delivery mechanisms for the service have been assessed and are being implemented to ensure a future sustainable provision of the Countryside Service.</p>	<p>Review completed.</p> <p>Implementation of recommendations on hold for twelve months as a result of recent pandemic. Work to develop service and functions will continue during this time.</p>