

**CABINET****31 JANUARY 2019****Report of the Strategic Director - Commissioning,  
Communities and Policy****ENTERPRISING COUNCIL STRATEGY****Strategic Leadership, Culture and Tourism****1. Purpose of Report**

To seek approval for the Council's draft Enterprising Council Strategy 2018-2021 and to provide an update on work taking place to develop the authority's enterprising council approach.

**2. Information and Analysis**

On 22 February 2018, Cabinet approved the Council's new enterprising council approach. Thinking and doing things differently, not shirking bold decisions and making the most of new opportunities is driving the approach - an approach which is bold, ambitious and enterprising.

Being an enterprising council requires a rapid pace of change and a hugely challenging and ambitious one council programme of transformation which will result in long lasting culture change. Moving away from more traditional and paternalistic approaches to service delivery and fundamentally changing relationships with local people and communities will be vital.

A number of key steps to take forward work and support the delivery of the changes highlighted above were agreed as follows:

- Developing a draft Enterprising Council Strategy and plans
- Establishing work streams and governance arrangements to take forward key areas of work
- Developing programme management arrangements
- Progressing agreed early start service areas
- Establishing a commissioning framework
- Communicating with employees and stakeholders

Since that time work has been taking place to develop and embed the approach. Recent progress on identified actions includes:

- **Developing a draft Enterprising Council strategy and overarching action plan** – work has been taking place to develop a draft strategy, attached at Appendix A for consideration and approval, which articulates the Council’s ambitions, sets out the key drivers whilst identifying five key outcomes to focus activity:
  - 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

These have been developed to ensure there is clarity about the scope of the enterprising council approach which will support the development of a stronger narrative for communication with both employees and stakeholders. The strategy will drive forward a one council approach and transformation programme. It will be supported by a focussed action plan which will set out clear deliverables and agreed milestones which will enable the Council to monitor action and measure progress moving forward.

- **Establishing work streams and governance arrangements to take forward key areas of work** – the Council has established an Enterprising Council Board to drive forward the approach. The Board has led the development of the Strategy and is supported by the following six work streams and leads identified below:

<b>Work Stream</b>	<b>Lead</b>
1. Enterprising Council Approach and Strategy	Emma Alexander
2. Thematic/Service Reviews	Kathryn Boulton
3. Organisation Development, Skills and Resources	Emma Crapper
4. Systems and Processes	Peter Handford support by Joe Battye
5. Customer Focus	Julie Vollar supported by Angela Glithero
6. Budget and Savings (existing Budget Strategy Group)	Peter Handford

Each of the work streams have developed governance arrangements, identified their scope, established terms of reference and produced an action plan detailing the key deliverables in order to embed and deliver the strategy. Each work stream lead reports into the Enterprising Council Board on a monthly basis providing updates on progress.

- **Developing programme management arrangements** – Given the scale of the approach and whole council transformation, effective programme management of the approach is critical. The new Programme Manager has now been in post since August 2018 and is putting in place disciplined systems and processes. The Programme Manager is responsible for coordinating and managing the enterprising council programme and ensuring that effective monitoring and reporting of the programme takes place as work on the programme grows. Monthly reports on progress to the Board, which identify risks, issues, challenges and opportunities to ensure effective management and governance of the approach, is now taking place. This will support effective reporting to Cabinet on a regular basis.
- **Progressing early start service areas** – to test the approach and explore new commissioning and delivery models to deliver Council and service priorities, a number of early start service areas were identified. A summary of progress on each area is set out below:
  - **Occupational Health** – The Council’s Occupational Health Service provides support to employees and their managers and falls under the Health and Wellbeing area of HR. The in-house service includes a small number of staff, including occupational health nurses alongside business services staff and operates a mixed delivery model, with a large proportion of services delivered by external providers.

Consultation with stakeholder groups, staff, managers and schools to assess the effectiveness of the existing service has been completed. Feedback has been generally positive and areas identified for improvement have been used to inform the review process. An analysis of other councils’ delivery models has also been completed and this has shown the range of services on offer are largely comparative across the local authority sector with a mixed model of provision.

A review of the current service in terms of cost, income and external contracts has also been completed. Benchmarking of the in-house occupational health nursing service against other external providers in the market has also been completed and the analysis has shown that the current service is competitive on price, when compared to the private sector. Further work is required to assess the effectiveness and impact that occupational health has on reducing sickness absence and the links to employee health and wellbeing. A report setting out recommendations for the future delivery of the service will be considered shortly.

- **Assistive Technology** - This service provides alarm monitoring and telecare services for older and vulnerable people. The Council has a

range of external contracts with a variety of providers but will assess the opportunities to buy these services in a more efficient way through the review process. This will give the Council better value for money and enable people with a health or social care need to be better supported to achieve their outcomes.

The Council has undertaken visits to other local authorities to look at their Assistive Technology delivery model to assist in shaping the Council's provision moving forward. On the 8 November 2018, Cabinet approved a report to consult with the users of the current community alarms and telecare service with a view of changing the provision to focus on those who are eligible via the Care Act (2014). A consultation exercise is currently underway to gain views on the proposed change to eligibility and closes on 25 January 2019.

- **Learning Disabilities Day Services** - The service costs £14.4 million and employs 207 day service workers who work with 950 people. An engagement exercise: My Life, My Way, involving discussions with people with learning disabilities and or Autism, families, carers and staff was undertaken. This included 14 workshops with over 450 people with a learning disability and or Autism and their family/carers. At these sessions, discussions took place regarding what current and potential future service users and their family carers felt is important and what day time support and services should look like in the future to enable people to achieve their ambitions.

The Council has undertaken visits to other local authorities to look at the provision of Learning Disability day services. On 20 December 2018, Cabinet approved a reshaped offer of Learning Disability services following the My Life, my Way consultation, and agreed for further consultation on the proposed reshaping offer. The consultation is currently live and runs from 2 January – 31 March 2019.

- **Libraries** - The Council has 45 libraries and two mobile libraries. On 5 April 2018, Cabinet approved proposals to consult on a new strategy for the public library service, 'Libraries for Derbyshire'. Consultation on the strategy concluded on 30 July with over 7,000 responses received. The responses were analysed and the strategy was revised to reflect the feedback received during the public consultation. For example:
  - Grant funding for Community Managed Libraries (CMLs) extended to five years
  - Funding of £50,000 identified to pay for independent support for CMLs
  - Enhanced financial support over the first two years, with the Council taking more ownership of financial processes on behalf of CMLs

- Assistance with the recruitment and training of volunteers e.g. through the development of eLearning packages
- Ensuring any new staffing structure includes support for CMLs
- Trialling the smart library concept before any implementation
- The retention of DVD collections to loan free of charge until 31 March 2021

The revised strategy was approved by Cabinet on 20 December 2018 and implementation has now commenced.

- **Property** – The review of Property Services extends to all activities of Corporate Property. A draft report has been prepared by Ernst Young, incorporating both a qualitative and quantitative analysis of the property service, informed by Member, Officer and Trade Union consultation as well as benchmarking undertaken by CIPFA Property. The objective is to deliver a more sustainable and cost effective property service that meets the requirements of the County Council whilst addressing weaknesses in the current service. The recommendations, when approved will be incorporated into an implementation programme, which will provide for both immediate actions including the preparation of an Asset Management Framework (property strategy) to guide future property service priorities and significant transformational activity of Corporate Property to be completed in 2019.

A report detailing the findings of the review, recommendations and implementation programme is being prepared.

- **Highways and Fleet Management** - This includes highways network management, maintenance, street lighting, traffic and safety, highways structures, design, construction, laboratory, strategy, highway tree management, road safety, County Transport fleet management service and associated business support. These services employ around 430 staff and have over 150 different contracts with organisations.

The Highways Service joined the Future Highways Research Club (FHRC), a benchmarking group managed by Proving Services Ltd from Cranfield University and made up of other high-performing and innovative highway authorities across the country. Work with Proving and the FHRC helped to develop a New Commissioning Model which was independently assessed against a range of alternative delivery models and found to provide the highest comparative performance by a clear margin. Elsewhere on this agenda is a report recommending a new commissioning model for the future highways service.

County Transport, although part of the above, have identified and agreed the objectives of their review to be:

- To assess the viability of the service in the external market
- To maximise income generation ensuring all costs are fully recovered and the service generates income for the council
- To maximise opportunities to reduce costs and become more efficient

A SWOT analysis has been undertaken and an action plan produced. The project board is working through the Council's commercial frameworks to identify future opportunities for increasing income as part of a commercial strategy; reviewing the financial model and costs to ensure value for money; and understanding existing and prospective customers' needs.

- **Leaving Care** - This service supports children in our care to make a positive move to an independent life. Increasing numbers of children coming into care and new responsibilities to support care leavers up to the age of 25 are putting additional pressure on the service. Progress has been made and block accommodation for Care Leavers has now been successfully recommissioned. The new accommodation and support service commenced on 1 October 2018 and offers 75 units of accommodation across Derbyshire. This will allow young people to access emergency accommodation, offering immediate support to care leavers who are in crisis. The service outcomes will ensure young people leave their accommodation with the necessary skills to live independently.

The Care Leavers Support Service contract was extended for one further year, until 30 June 2019. A consultation and review took place 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 is to be bought in-house after being delivered by an external organisation for the last 14 years. Care leavers will continue to be involved in the design of the new service.

- **Sports and Outdoor Education** - The Sports and Outdoor Service, which includes two residential centres at Lea Green and Whitehall, and the school swimming service, needs to reduce the amount of money it receives from the Council from £607,000 to zero by 2019/20. Initial research has taken place to look at different operating models and

further work is taking place to assess the different ownership models in greater detail.

- **Thriving Communities** - Thriving Communities is one of the Council's key flagship projects. Supporting people to achieve bigger and better lives, creating more resilient and enterprising communities, reducing demand for high cost services and redefining the Council's relationship with local communities are all key aims.

Plans to mainstream the approach have now been approved with a focus on three priorities: radically reshaping demand; unlocking community potential; and creating the best employment and skills offer in the country. All three ideas build on work undertaken in five communities across the county, however the ideas will look to identify and address barriers to change systems and improve outcomes for all communities across Derbyshire. An accelerator programme, to build momentum around the mainstreaming of the approach, is currently being put in place.

- **Communicating with employees and stakeholders** – A communications strategy has been produced and agreed by the Enterprising Council Board detailing mechanisms for communicating and engaging with employees and stakeholders. Several employee communications have been issued including a payslip message, a video from the Council Leader and a variety of articles in the Our Derbyshire employee newsletter. In terms of external stakeholders, an enterprising council message in on the footer of all council emails and an area on the council's website produced for information relating to the enterprising council programme. As the programme continues to progress further communication materials will be produced to articulate and embed the enterprising council approach across the organisation.

### **Moving Forward**

Progressing the identified early starts service areas is a priority for departments moving forward and these will be the subject of separate reports to Cabinet as the reviews are completed and recommendations on future service delivery are made. Momentum will need to be built on the delivery of the Strategy. Work will take place to develop a detailed overarching action plan which will monitor and assess the Council's progress in achieving its ambitions. Reports on progress will be presented to Cabinet on a six monthly basis to ensure the overall approach is fit for purpose.

### **3. Other 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 and Enterprising Council 22 February 2018  
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 the progress made on the development of the Council's new enterprising council approach.
2. Consider and approve the draft Enterprising Council Strategy attached at Appendix A to support the delivery of a one council approach and transformation programme.
3. Note the work that has taken place to establish effective programme management arrangements.
4. Note the progress made on the implementation of the early start service areas set out in the report and receive further reports on progress in due course.

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

# **Enterprising Council Strategy 2018 - 2021**

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## Foreword

Enterprising Council is a bold and innovative plan to modernise and transform the way we deliver services for the people that we serve. In doing so it will deliver on our desire to provide maximum value for money by providing the best possible services and support at the lowest possible cost to our taxpayers.

It responds to significant changes in the way that council services are funded. Over the next five years we need to save £63.2m which is a major portion of our overall budget. Quite simply the status quo is no longer an option. If we are to make these savings, while protecting and improving services that matter to our community the most, then we have to do things in a different way.

This strategy sets out our approach. It is important to stress that these are not just words on a page because in many ways we are already beginning to deliver. This is seen in areas like Highways where we are seeing significant improvements in performance, along with libraries where we are looking to work as a team with our communities to protect local services.

This is not a strategy driven by ideology. There is no fixed view on how services should be delivered because it is about tapping into the talents and creativity of our own staff, our partners, our contractors and most of all, our community, with one thing and one thing only in mind: protecting and improving life in our county while delivering value for money.

**Councillor Barry Lewis**  
**Leader of the Council**

## Introduction

This strategy sets out the approach to become an Enterprising Council. It recognises the need to modernise and transform to achieve better outcomes for local communities. The strategy describes how the Enterprising Council principles will be embedded across the authority and demonstrates how these complement the Council's commitment to working with local people and partners to achieve better outcomes for local communities.

The strategy includes:

- An introduction to Enterprising Council
- The strategic context and key drivers
- Our strategy aims, priorities and principles
- Key actions we will be undertaking
- Our approach moving forward and details of how we will measure progress

## Strategic Context

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 local people need and want with available resources.

### Key drivers

- Rising population and demographic pressures
- Increasing demand for services
- Estimated additional costs of between £12 million and £14 million per annum

#### Service pressures

- Significant savings made but an additional £70 million to find
- A reduction in net spend per capita from £1,351 in 2010 to £1,206 in 2017
- Uncertainty about future funding

#### Reducing resources

- A shrinking public sector at a time of greater reliance and need for the integration of services
- Advances in technology and changing expectations
- Rising costs

#### External factors

- Desire to transform into a council fit for the 21<sup>st</sup> century
- A shift from paternalistic to enabling and doing with
- Keeping taxes as low as possible, ensuring fair cost of services for residents

#### Ambitious plans for the future

The Council has made huge progress in recent years, delivering budget reductions amounting to £263 million. However more needs to be done and the Council will need to take the bold but necessary steps to drive forward the radical transformations needed to continue to improve performance and ensure the sustainability of the organisation in the short, medium and long term.

The Council has an ambitious agenda to radically transform the way in which services are delivered, to modernise, take advantage of new technologies and become a council fit for the 21<sup>st</sup> century. Moving forward the Council will need

to be innovative, think differently about the way services are delivered and not be afraid to make the bold decisions that are ahead.

## An Enterprising Council

Being an Enterprising Council requires a rapid pace of change and carries a hugely challenging and ambitious one council programme of transformation. This will need to drive wide reaching and long lasting cultural change.

The Council currently has a mixed model of provision with around half of existing services provided externally by a range of stakeholders including voluntary and community services and commercial organisations. Exploring creative ways to enable the delivery of better services for less, working collaboratively with partner agencies, communities and staff and doing more 'with' local people rather than 'to' them will be critical to the Council achieving its ambitions and addressing the challenges that lie ahead.

Building confidence and capacity and encouraging people to help themselves and be less dependent on public services will be a key thrust in plans moving forward. Streamlining systems and procedures and speeding up decision making will play an important part of this.

The Council has already made a start. The modernisation and transformation of nine service areas identified as early starts, is currently taken place, with this approach being extended to all service areas across the organisation over forthcoming years. Work is taking place to transform the Council's Leaders to ensure they have the vision and skills to support the Council through this challenging programme of change and the Council's Constitution has been rewritten to enable the Council to be an organisation fit for the future. However, we need to do more.

The Enterprising Council strategy sets out our one council approach which will see plans put in place to modernise, innovate, transform and collaborate and meet our ambition to be an efficient and high performing council enabling the delivery of improved outcomes and value for money services for people in Derbyshire.



## Aims, Outcomes and Principles

The following aims, outcomes and priority actions will guide the authority's Enterprising Council approach moving forward.

### Our strategy aims

The aim of this strategy is to:

**Drive forward the Council's ambitions to be an enterprising and efficient one council fit for the future**

### Our strategy outcomes

Our plans to modernise, transform, innovate and collaborate will help the Council achieve the following strategy outcomes. It is these outcomes that will define the success of the Enterprising Council approach and will shape the way on which we operate.



## Our principles

The following principles will guide the development of the approach and support us in achieving our ambition to be an Enterprising Council.



## Priority actions

The following are actions which we will be taking to modernise, transform, innovate and collaborate and embed the Enterprising Council approach. We will be working hard over forthcoming years to ensure that the actions identified in this strategy are delivered.

### Outcome 1 - A creative and confident workforce

#### We will:

- Create an agile, responsive and independent workforce, equipping employees with the skills, competencies and behaviours fit for the 21<sup>st</sup> century
- Nurture a culture of ambition and innovation, motivating and inspiring creative thinking and new ways to deliver services
- Empower employees to make efficient and effective decisions and be accountable for them
- Maximise impact by encouraging greater collaborative working as one council to deliver shared outcomes
- Adopt a culture of continuous improvement, striving to do the best we can with what we have

### Outcome 2 - Forward thinking, collaborative and ambitious leadership

#### We will:

- Take a lead in shaping place in Derbyshire at a community and strategic level
- Be ambitious for the Council and Derbyshire, shaping strategies and supporting the transformation of public services
- Ensure our operating model is embedded understood and that this drives our one council approach
- Develop self-reflective, adaptable and resilient leaders who respond to change and continually learn from their experiences
- Ensure our leaders place residents and communities at the centre of what we do
- Make decisions based upon insight, intelligence and a shared understanding of need
- Cultivate collaborative leadership by building relationships with partners, developing networks and working at a county, regional and national level to meet shared objectives
- Take a more active and visible role on the regional and national stage

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

#### We will:

- Develop a consistent one council approach to planning and designing services
- Establish a coherent and sequenced list of commissioning priorities for the Council
- Improve and sustain quality relationships with key stakeholders to maximise joint working and collaboration
- Ensure that there is a shared understanding of commissioning and the opportunities this presents
- Build a diverse and vibrant marketplace of providers
- Ensure the Council develops and enables a wide range of commissioned services which offer value for money
- Take a one council approach to managing demand for services

#### Outcome 4 - Strong, resilient and self-sufficient communities

##### We will:

- Encourage greater, self-reliant communities and reduce dependency on council services
- Place increased emphasis on the genuine co-design and co-production of services with local people, groups and businesses
- Facilitate positive and inspirational collaboration between services and local communities and support the development of more responsive, efficient working practices at the community level
- Work collaboratively with the voluntary and community sector to support strong and resilient communities, ensuring resources are targeted where they are needed the most
- Develop active and positive relationships with local businesses and companies operating across Derbyshire

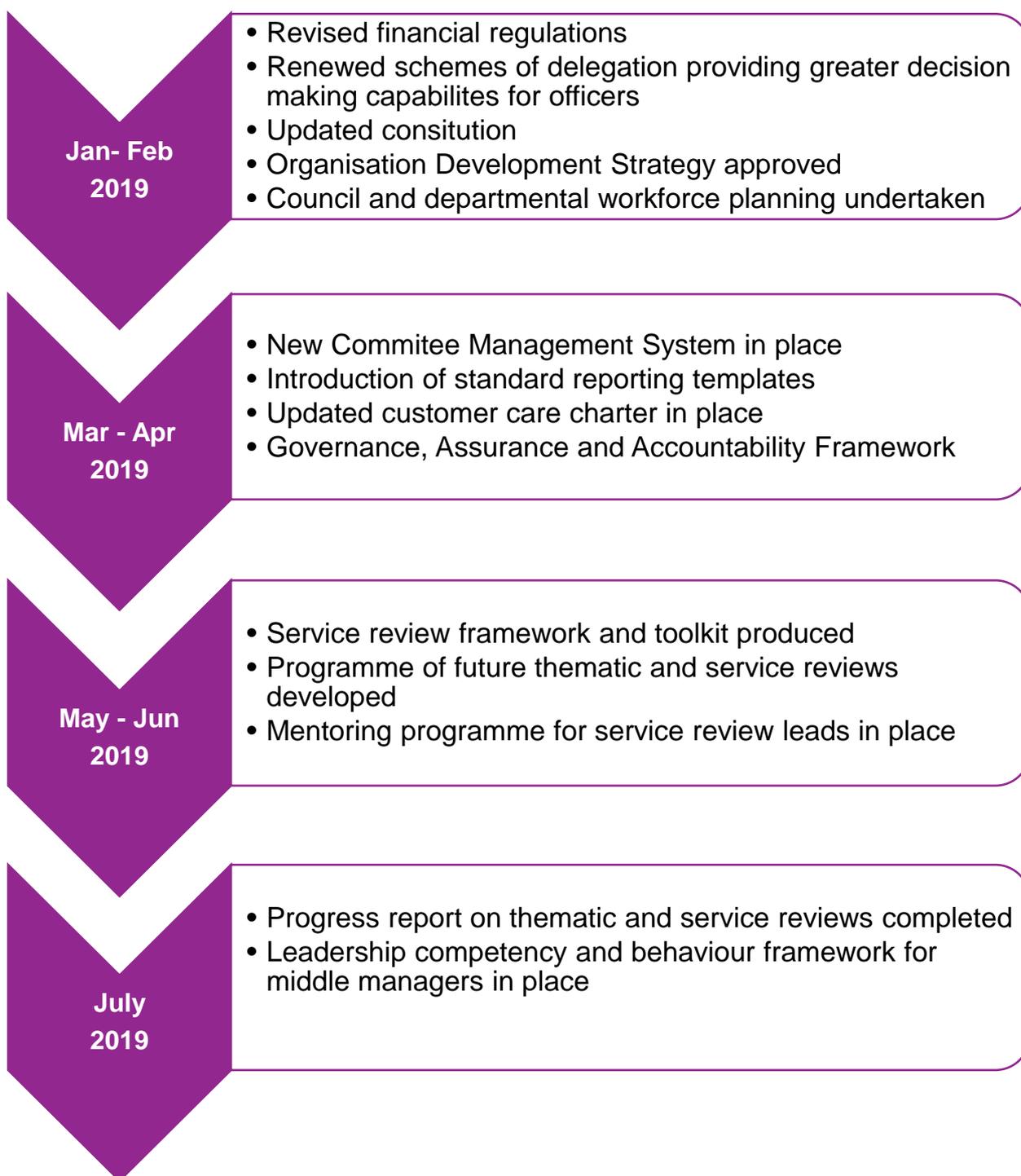
#### Outcome 5 - A flexible, agile and financially sustainable organisation

##### We will:

- Be clear about our priorities for the future and the outcomes we are seeking to achieve, putting in place enabling policies and plans to support delivery
- Drive forward performance
- Ensure our medium term financial planning creates resilience
- Embed a one council approach to transformation
- Make timely decisions in an accountable, transparent, efficient and effective way
- Harness the use of new technologies and tools to support flexible working practices
- Develop a greater focus on our customers and identify more effective and efficient ways to deliver council services

## Planned outputs and progress

The following are the outputs we are expecting to achieve over the next six months. A forward plan of planned outputs will be developed to support the implementation of the strategy and the monitoring of progress over the life of the programme.



## Implementing the Strategy

The Council’s Corporate Management Team and Cabinet will be responsible for ensuring that the Council modernises, transforms, innovates and collaborates and embeds the enterprising council approach over the next four years.

The Corporate Management Team and Cabinet are supported by the Enterprising Council Board will be responsible for driving this strategy forward and delivering priority actions ensuring that progress is made over the next four years.

The Board will be supported by the following cross cutting work streams, each of which have been charged with developing detailed and specific action plans to ensure the delivery of the strategy outcomes.



The work streams will play a key role in ensuring consistency and co-ordination of the approach as well as ensuring that the Enterprising Council strategy is progressed and learning and experiences are shared across the organisation.

The Council will ensure that there is effective programme management at a departmental and corporate level. This will ensure consistency of approach and will ensure that the Council meets its agreed timescales for delivery.

### Monitoring progress

The Enterprising Council Board will report directly to the Corporate Management Team and Cabinet on a regularly basis to ensure the approach is making progress and delivering intended outcomes.

The action plans supporting the strategy will be monitored and reviewed on a regular basis and Cabinet will be presented with an update on progress on a six monthly basis. The strategy itself will be reviewed on an annual basis to ensure that it remains current and fit for purpose.

### Further Information

**For further details about this strategy please contact:**

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