

# **DERBYSHIRE PARTNERSHIP FORUM (DPF)**

**23 September 2011**

## **Agenda**

1. Welcome and apologies
2. Minutes of the last meeting and matters arising
3. Big Society - Alison Adams  
- Nick Hodgson
4. Transforming Local Infrastructure - Sylvia Green
5. Apprenticeships - Nick Hodgson
6. Broadband – Nick Hodgson
7. Derbyshire Partnership Forum Governance Arrangements - David Lowe
8. Derbyshire Partnership Forum Priorities and Performance Framework – David Lowe
9. Derbyshire Infrastructure Plan - Allison Thomas
10. Financial Inclusion Derbyshire - Emma Bates
11. Partnership Annual Report – to be available at the meeting
12. Any other business
13. Date of next meeting 10am Friday 9 December 2011

**NOTES** of the **DERBYSHIRE PARTNERSHIP FORUM** held on 20 May 2011 at County Hall, Matlock

**PRESENT**

Councillor A Lewer  
(in the Chair)

<b>Amber Valley Borough Council</b> Councillor S Bradford P Carney	<b>Derbyshire County Council</b> Councillor J A Allsop Councillor J P Harrison Councillor C W Jones Councillor B Lewis Councillor K L Parkinson B Buckley S Eaton N Hodgson B Laurence M Molloy B Robertson I Stephenson M Whelan J Wildgoose
<b>Amber Valley CVS</b> L Allison	<b>Derbyshire Fire and Rescue</b> S Helps B Sims
<b>Big \Lottery Fund</b> M Rowe	<b>Derbyshire Probation</b> D White
<b>Bolsover District Council</b> Councillor A Tomlinson	<b>DOPAG</b> P Frakes
<b>Chesterfield Borough Council</b> Councillor J Burrows	<b>Environment Agency</b> S Quinlan
<b>CHART LSP</b> S Lee	<b>Erewash Borough Council</b> L Poyser
<b>Churches Together in Derbyshire</b> R Jordan	<b>Erewash CVS</b> P Edwards
<b>CVP</b> L Wallace	<b>High Peak Borough Council</b> D Larner
<b>Derbyshire Association of Local Councils</b> B Wood	<b>North East Derbyshire District Council</b> G Baxter
<b>Derbyshire Constabulary</b> M Creedon	
<b>Derbyshire Dales District Council</b> Councillor L Rose D Wheatcroft	
<b>Derbyshire Dales &amp; High Peak LSP</b> J Herbert	
<b>High Peak CVS</b> N Caldwell	

<p><b>Job Centre Plus</b> B Kendall</p> <p><b>LINKS CVS</b> C Lawton</p> <p><b>Natural England</b> T Moat</p> <p><b>North Derbyshire Voluntary Action</b> D Timcke</p>	<p><b>Rural Action Derbyshire</b> S Green</p> <p><b>Skills Funding Agency</b> M O'Reilly</p> <p><b>South Derbyshire CVS</b> J Smith</p> <p><b>South Derbyshire District Council</b> Councillor B Wheeler</p>
--	--

Apologies for absence were submitted on behalf of J Birkin (Chesterfield Royal Hospital), P Coleman (Peak District National Park Authority), C Collins (Skills Funding Agency), Councillor C Corbett (Erewash Borough Council), T Favell (High Peak Borough Council), K Fletcher (Third Sector Support for Derbyshire), S Frayne (Derbyshire Fire and Rescue), R Gent (Derbyshire County Council), S Goodwin (Derbyshire County Council), E Green (Derbyshire Wildlife Trust), Councillor Mrs C A Hart (Derbyshire County Council), Councillor J C Jackson (Derbyshire County Council), W Jones (Derbyshire Health United), E Michel (NHS Tameside and Glossop), E Morton (Chesterfield Royal Hospital), N Moulden (Derbyshire Dales CVS), D Porter (Derbyshire Arts Partnership), Bishop H Southern (Churches Together in Derbyshire), A Thomas (Derbyshire County Council), Councillor Ms A Western (Derbyshire County Council), T Whittaker (Derbyshire Older People's Advisory Group), and A Wright (Derbyshire County Council)

**52/11**        **MINUTES** The minutes of the previous meeting held on 10 December 2010 were confirmed as a correct record.

**53/11**        **MINUTES OF THE DPF THEMATIC PARTNERSHIPS** The minutes of the following DPF Thematic Partnerships were received:-

- Children and Young People's Trust Board – 20 January 2011 and 17 March 2011
- Culture Board – 17 December 2010 and 17 February 2011
- Health and Wellbeing Partnership – 6 January 2011
- Safer Communities Board – 17 February 2011
- Sustainable Communities Board – 24 February 2011
- Transformational Management Board – 24 January 2011

It was noted that meetings of the Health and Wellbeing Partnership, scheduled to take place on 3 March 2011 and 5 May 2011 had been cancelled, as had the meeting of the Sustainable Communities Board scheduled for 26 May 2011. The last meeting of the Children and Young People's Trust Board had been held on 19 May 2011, and the minutes would therefore be published on the DCC website when available. The next meeting of the Safer Communities Board was to be held

on 1 June 2011, and the Transformational Management Board was to be held on 26 May 2011.

#### **54/11 DERBYSHIRE PARTNERSHIP FORUM GOVERNANCE ARRANGEMENTS**

The Forum was informed of progress relating to the development of revised governance arrangements. Partners had previously been asked to consider and provide views on the future working of the partnership, the thematic partnerships and the need for high level priority and target setting. The findings from the consultation had been reported to the last meeting of the Forum, at which some broad principles for developing the governance structures had been agreed.

Since the last meeting, the governance arrangements had been developed to reflect issues raised during the consultation process, and to address the demands of new and emerging partnership issues. The proposed governance structure was presented to the Board. As a result of issues raised, it was proposed that:

- The main purpose of the Forum should continue
- The Derbyshire Partnership Forum should meet twice a year
- The current two tier decision making structure involving a Board and Executive should be abolished
- The new Health and Wellbeing Board, Safer Communities Board, Culture Derbyshire and Derbyshire Economic Partnership should present reports twice per year to the Derbyshire Partnership Forum on wider work alongside progress on any relevant Sustainable Community Strategy priorities
- The Children's Trust and Adult Care Boards should report into the Health and Wellbeing Board
- The remaining partnerships should each review their purpose in light of new governance proposals moving forward
- All partnerships should review and revise their terms of reference as appropriate, and consideration should be given to the use of time limited task groups to deal with single issues in place of standing partnerships and sub-groups

A key role for the Derbyshire Partnership Forum would be to review, monitor and challenge progress against Sustainable Community Strategy priorities and targets. It was the intention that a small number of priority issues from the Strategy be identified for focussed activity. Each of the priorities would be allocated to a lead officer who would report progress to the Forum.

With fewer meetings and reduced representation on existing partnerships, the issue of communication both across sectors and around wider partnership issues would need to be addressed, as ensuring that information was shared across the partnership would be essential.

Further reports on the implementation of the governance arrangements and more detailed proposals on the terms of reference for the Forum would be presented to a future meeting for formal ratification.

On the whole, partners were in agreement of the general principles outlined. However, questions were raised on the timescale for implementation and fitting meetings into an appropriate cycle. A query was also raised as to how the time limited task groups would fit into the structure. With regard to the timescale, a meeting of the Forum would be arranged in the near future to discuss this, along with any other outstanding issues. It was the intention that, by the next meeting, all issues would be finalised so that the new arrangements could be fully implemented. It was also agreed that there would be a commitment to review the new arrangements after approximately one year.

**RESOLVED** that (1) the proposals to manage partnership work from April 2011 onwards, as set out in the report, be agreed;

(2) further reports on the implementation of the governance arrangements and more detailed proposals on terms of reference for the Derbyshire Partnership Forum be brought to a future meeting of the Forum for formal ratification; and

(3) lead officers be tasked with developing governance arrangements and terms of reference for the thematic partnerships outlined in the report.

**55/11**      **PUBLIC HEALTH AND THE WELLBEING BOARD** The Public Health White Paper set out proposals to transfer public health responsibilities to the County Council. This and other changes to the NHS, including proposals for upper-tier authorities to establish a statutory Health and Wellbeing Board, were set out in the Health and Social Care Bill. The Chief Executive of the NHS had written to stress the importance of continuing with the work to develop local Health and Wellbeing Boards.

With regard to Public Health, it was reported that responsibilities currently undertaken by Strategic Health Authorities and Primary Care Trusts would be divided between a new body – Public Health England – and upper-tier local authorities.

The County Council would receive a ring-fenced Public Health Grant from Public Health England from 2013/14, and there would be a shadow allocation in April 2012/13 to plan prior to its formal introduction. A new 'payment by results' system had been proposed, which would reward councils for making progress in improving health outcomes and reducing health inequalities. The County Council would be required to appoint a Director of Public Health, jointly with Public Health England. Details were given of the work that the County Council would be the primary commissioner for, and it was stated that the commissioning of health visitors would also transfer to the County Council. There would be joint Public Health England/County Council primary commissioning responsibilities, and the County Council would provide a supporting role to Public Health England in relation to infectious diseases and emergency planning and pandemic influenza preparedness.

There was a requirement to establish a Health and Wellbeing Board, and the requirements of the Board were highlighted. The Council had accepted an invitation from the Government to be an early implementer for Health and Wellbeing Boards,

and the aim was to establish a shadow Board at the earliest opportunity. The shadow Board would act as an advisory body to the County Council's Cabinet, NHS Derbyshire Board and the GP Commissioning Consortia, and the full Board would be in place from April 2013.

In terms of membership of the Board, a number of statutory members had been stipulated, and the likely core membership of the shadow Board was stated. The Board would determine the supporting structures to ensure engagement from a wider range of organisations, including all district and borough councils, providers (including hospitals and the voluntary and community sector) and other stakeholders. The aim would be to ensure that the Board engaged with all partners effectively. Regular formal reports would be made to the Forum on progress and email and the website would be used to update and involve the wider membership in the work of the Board.

The issue of membership was queried, as it was felt that there were perhaps some sectors/agencies that were not represented. It was stated that there could be further changes to the membership if Government guidance changed, and a further discussion with partners would take place prior to any final agreement.

**RESOLVED** to note (1) the current proposals in relation to public health responsibilities; and

(2) the proposed framework of arrangements for the Health and Wellbeing Board.

**56/11 DERBYSHIRE PARTNERSHIP FORUM – PRIORITIES MOVING FORWARD** Over the last three years, partners had played a key role in supporting the delivery of the Sustainable Community Strategy and the Derbyshire Local Area Agreement 2008-2011. The abolition of local area agreements and the National Indicator Set had led to greater local freedom to determine performance management arrangements. This had presented an opportunity for the Forum to review the focus of its activities and to develop a framework that worked locally. As part of the consultation on partnership governance arrangements, partners had been asked to consider the need for high level priority and target setting. The responses had indicated wide support for high level priorities supported by a reduced number of agreed targets.

The Derbyshire Sustainable Community Strategy 2009-14 still had three years to run, and many of the issues and priorities contained were still relevant. However, a new performance framework for the partnership was required. Partners had recently attended a workshop to review existing priorities and to identify key issues which still needed to be addressed. The findings from the workshop were presented, and gave a relative sense of priorities.

Initial views at the workshop had indicated that there was scope to aggregate a number of the identified issues into cross cutting overarching outcomes. These, alongside underlying measures, would provide the basis of a performance framework for the partnership. It was also proposed to allocate responsibility for

priorities to individual lead officers, who would be responsible for reporting progress on activities in support of priorities.

Work would be undertaken over forthcoming weeks to refine the priorities and to further develop the performance framework for the partnership. This would be circulated to partners for consideration in due course.

**RESOLVED** that (1) the findings and issues identified from the recent workshop be noted;

(2) partners agree the approach for further developing priorities and the performance framework for the partnership, as set out in the report; and

(3) further reports on progress be brought to future meetings of the Forum in due course.

**57/11**      **THE ENGLISH INDICES OF DEPRIVATION 2010** The Forum was informed of the key findings from the English Indices of Deprivation 2010 and the latest position for Derbyshire. The most deprived Lower layer Super Output Area (LSOA) within Derbyshire was Hopewell North, which was within the Ilkeston North Ward and covered part of the Cotmanhay area. This ranked in the top 3% most deprived areas in England.

There were 17 LSOAs within the 10% most deprived areas in England, and 60 in the 20% most deprived in England. The number of LSOAs in the least deprived 10% in England had increased to 42, and this had maintained the upward trend. Across all the LSOAs in the county, there had been an improvement over time, and the average rank of Derbyshire's LSOAs nationally had fallen by 1%. It was stated that populations in urban areas in Derbyshire were more likely to live in deprived areas than elsewhere. However, the average rank for both urban and rural populations had improved.

Bolsover and Chesterfield were ranked as the most deprived of Derbyshire's districts taking account of the five local authority summary measures. In comparison to the 2007 indices, six of the eight districts in Derbyshire had shown improvement. Chesterfield had shown the greatest improvement, followed by North East Derbyshire, Bolsover, South Derbyshire, Amber Valley and Derbyshire Dales. However, there had been a worsening in High Peak and particularly Erewash.

Amongst the 152 county/unitary authorities in England, Derbyshire ranked between 78<sup>th</sup> and 102<sup>nd</sup> on the five local authority summary measures. Derbyshire's position had improved relative to other areas in four of the five summary measures, and was the only county in the region to show net improvement across all five measures.

Across the seven domains of deprivation, Derbyshire had scored worst on the Health and Disability Domain, and the second worst was Education, Skills and Training. There were almost 93,000 people in the county who were classed as income deprived, including nearly 23,000 children and over 30,000 people aged 60

or over. With regard to employment deprivation, over 44,000 people of working age had fallen into this category.

The results for the Barriers to Housing domain had highlighted that of the 16 highest LSOAs, 11 were in Derbyshire Dales. For the crime domain, 13 LSOAs were within the 10% most deprived areas in England, and an analysis of the average rank of all LSOAs in the county showed that there had been a significant worsening for this domain.

On the Living Environment domain, there were 8 LSOAs in the county in the 10% most deprived areas in England, but there were 34 LSOAs in the least deprived 10% in England.

A report containing more detailed analysis of the Indices of Deprivation 2010 would be available on the Derbyshire Observatory website in due course. This would provide analysis on the individual domains, and the report would also examine deprivation at district and county level and the change in deprivation ranks between 2004, 2007 and 2010.

**RESOLVED** to note the latest position for Derbyshire on the English Indices of Deprivation 2010.

**58/11**      **GETTING BRITAIN WORKING INITIATIVE** The Forum received a presentation from Bob Kendall, Job Centre Plus, on initiatives to reduce unemployment. It was reported that in Derbyshire, the number of 18-24 year olds that were unemployed at April 2011 was at the highest since the previous year, and it was anticipated that this trend would remain over the coming months. More than 1,000 18-24 year olds had been unemployed for more than six months.

The range of proposed initiatives were detailed, and included:-

- Work clubs throughout the county
- Work Together - an initiative to help unemployed people to undertake volunteering work to obtain skills to help them get back into paid employment
- New Enterprise Allowance – this would be in operation from the Autumn, and would help people set themselves up in business
- Enterprise Clubs – these were being developed with partner organisations, and it was the intention to have three running soon
- Work Academies – these would provide skills to individuals prior to them obtaining employment
- Apprenticeships
- Work Programme – this was to commence on 1 June, and was primarily to assist people who had been unemployed for a long period of time
- Work experience

Partners were asked to give support wherever possible to any of the initiatives. It was stated that the County Council intended to create 500 apprenticeships over the next four years, and support was to be given to S.M.Es to



allow them to have an apprentice. It was also felt that disabled young people needed to be considered for apprenticeships.

The use of volunteer centres was highlighted, as it was felt that their support was very important, particularly in the securing of work experience placements.

**59/11**      **YOUTH ENGAGEMENT SCHEME** The Forum received a presentation from Bex Sims, Derbyshire Fire and Rescue, on the Youth Engagement Scheme, which had been operational since 2007, particularly in deprived areas of the county. Information was given on the scheme, and the type of young people who were referred to take part. These were 13-16 year olds who were young carers, looked after children, from a pupil referral unit, someone who required a positive role model, someone with low self esteem, a young person with anti-social behaviour or failing in the school environment.

There were a number of positive impacts on the young people from taking part in the project, including increased attendance, increased self-esteem, improved relationships, improved aspirations, a return to education, improved ability to manage behaviour, and an ability to solve problems and make positive choices. Once the twelve week scheme was completed, each young person had the opportunity to join the Fire Cadets.

With regard to funding the scheme, £25,000 had been allocated from the Working Neighbourhoods Fund to fund the Cadet units at Chesterfield and Staveley for the next two years. Courses had been planned for a further year under the current funding arrangements, and grant applications would be submitted in September to allow the project to continue. Bespoke courses had been created to sell to schools, and work had now commenced with families, so that parents/carers had greater involvement in the scheme.

**60/11**      **FOOD AND DRINK FAIR** The Forum was reminded that the County Council's Food and Drink Fair was to take place at Hardwick Hall on 21-22 May 2011.

**61/11**      **DATE OF NEXT MEETING** The next meeting would be arranged on a date to be advised.

**DERBYSHIRE PARTNERSHIP FORUM**

**23 September 2011**

**Report of Third Sector Support for Derbyshire**

**TRANSFORMING LOCAL INFRASTRUCTURE**

The Transforming Local Infrastructure Fund (TLI) is funding from the Office for Civil Society, administered by Big Lottery Fund. The ideas behind the fund emerged from the Supporting Stronger Civil Society consultation which Nick Hurd, Minister for Civil Society, describes as having shown how highly front line vcs agencies value good infrastructure support but “revealed real concerns about inconsistent quality, duplication and fragmentation.”

The Office for Civil Society view this fund as “a final national level investment in this area”....

**Aim of TLI**

The aim of the TLI funding is to help transform local voluntary sector infrastructure services to provide better support for frontline civil society organisations. The fund will support transformational activities that meet all of the following outcomes;

- Frontline civil society organisations can access a wider range of high quality support, networking and volunteering brokerage opportunities and value them more highly.
- There is stronger local leadership for civil society organisations which contributes to better partnerships with local businesses and the local statutory sector;
- Infrastructure organisations, including volunteering infrastructure, are transformed so that they are more efficient, effective and are able to learn and grow with less dependence on state funding.

Examples of the types of activity that meet the criteria are: restructuring, alliances and mergers, developing or redesigning services, training or advice to enable different kinds of support, peer to peer support, sharing back office functions, leadership development.

**Eligibility**

Applications are to be made by partnerships of VCS infrastructure organisations and other partners they feel have a contribution to make. Each Partnership must have a lead body that is a VCS infrastructure agency. Only one application can be made from each upper local authority tier area.

**The amounts of TLI**

Nationally there is £30million available in short term funding.  
This translates to £250-400K per upper tier local authority area.  
Funding is for upto 18 months  
Mainly revenue but can include £5K capital.

**Timescales**

The fund was launched 15<sup>th</sup> July  
Agencies were asked to register their interest by 5<sup>th</sup> August  
Expressions of interest from Partnerships to be submitted by 2<sup>nd</sup> September  
Full applications to be submitted by 31<sup>st</sup> October 2011  
Results announced January 2012  
Successful projects will receive funding from end of March 2012

### **Derbyshire Response**

This was initially co-ordinated through 3D, Third Sector Support for Derbyshire.  
40 agencies registered an interest in Derbyshire County, this has been reduced to a partnership of 19 agencies. For a full list of members see appendix 1.  
Rural Action Derbyshire is the lead agency in Derbyshire.  
A facilitated planning meeting is scheduled for 21<sup>st</sup> September at which partners will be working to reach agreement about what will go into a Derbyshire bid.  
A separate bid is being developed for Derby City but it is hoped the two bids can be linked.  
BLF are running an information day for TLI lead agencies in Birmingham on 22<sup>nd</sup> September.

### **Appendix 1**

TLI Partner list

Advice Derbyshire  
Age UK  
Amber Valley CVS  
Bolsover CVP  
Buxton Volunteer Centre  
Community Action Derby  
DCIL  
Derbyshire Dales CVS  
Derbyshire Dales Volunteer Centre  
Derbyshire Learning and Development Consortium  
Erewash CVS  
Glossop Volunteer Centre  
Groundwork Derbyshire  
High Peak CVS  
Links  
NDVA  
RAD  
SDVSMHF  
South Derbyshire CVS

**Sylvia Green**  
**Third Sector Support for Derbyshire**

## DERBYSHIRE PARTNERSHIP FORUM

23 September 2011

### Report of the County Council Chief Executive

#### DERBYSHIRE PARTNERSHIP FORUM (DPF) GOVERNANCE ARRANGEMENTS

##### **Purpose of the report**

To inform partners about progress on the development of revised governance arrangements for the Derbyshire Partnership Forum.

##### **Background**

During Autumn 2010, partners were asked to consider and provide views on the future working of the Partnership Forum. The general direction of travel towards localism, additional freedoms and greater autonomy for local authorities alongside a reduction in the top down performance framework presented an opportunity to review the future role of the Forum in responding to these issues.

Partners were asked to consider the existing governance arrangements, which had been developed to support the delivery of the Sustainable Community Strategy for Derbyshire, and the need for high level priority and target setting. The Forum agreed a high level partnership structure, attached at Appendix A for information, at its meeting in May 2011. The new arrangements reflect issues raised during the consultation process and address the demands of new and emerging partnership issues.

##### **Current Position**

Since May 2011, further work has taken place to develop governance arrangements for both the Forum and supporting partnership structures. The revised terms of reference for the Forum are attached at Appendix B for information.

New terms of reference for the Culture Board and Shadow Health and Wellbeing Board have also been developed and these are now attached at Appendices C and D respectively. An outline role and function of the Adult Care Board is attached at Appendix E for information and detailed terms of reference will be presented to a future meeting of the Forum as due course. Revised terms of reference for the Derbyshire Economic Partnership (DEP) are also attached at Appendix F for consideration.

Governance and participation structures for the Children and Young People's Trust Board and Local Safeguarding Children's Board are currently being developed to reflect new arrangements and will be presented to a future meeting of the Forum.

The Safer Communities Board terms of reference are still appropriate and as such will not change.

A key role for the Derbyshire Partnership Forum will be to review, monitor and challenge progress against the delivery of the Community Strategy. The suggested approach for further developing the performance framework of the partnership is contained in a separate report to this meeting.

### **Next Steps**

Further reports outlining more detailed proposals and terms of reference for the Adult Care Board and the Children's Trust will be brought to a future meeting of the Forum for consideration.

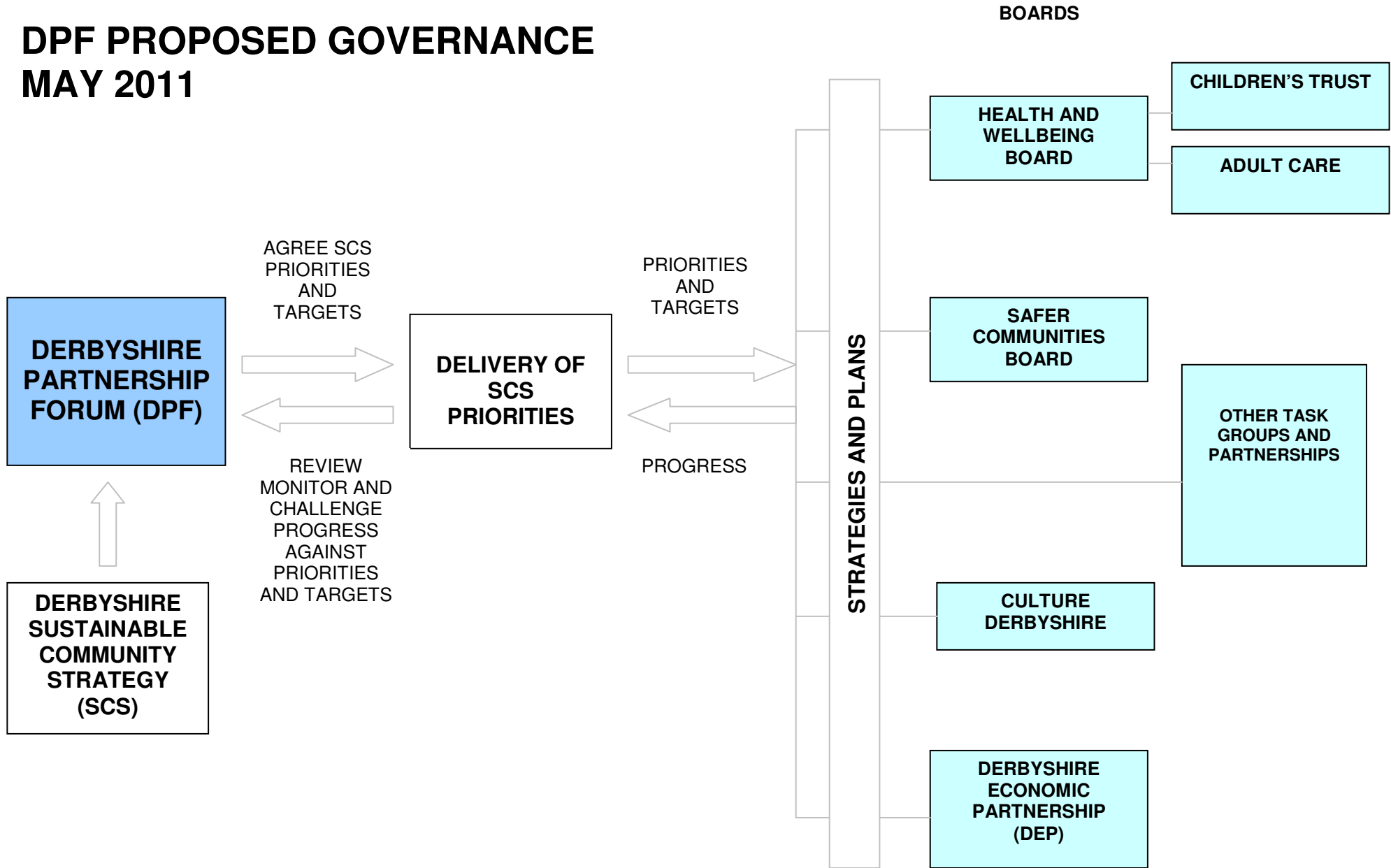
In addition, it is recommended that governance arrangements be reviewed after twelve months to ensure that they continue to be fit for purpose.

### **Recommendations**

It is recommended that:

1. Revised terms of reference for the Derbyshire Partnership Forum set out in Appendix B be agreed.
2. Terms of reference for the Shadow Health and Wellbeing Board and Culture Derbyshire, set out in Appendices C and D respectively be agreed.
3. The outline role and function of the Adult Care Board, set out in Appendix E be noted.
4. Revised terms of reference for the Derbyshire Economic Partnership set out in Appendix F be agreed.
5. Detailed terms of reference for the Adult Care Board and Children's Trust be brought to a future meeting of the Forum.
6. A review of governance arrangements take place after twelve months to ensure that they remain fit for purpose.

# DPF PROPOSED GOVERNANCE MAY 2011



### Derbyshire Partnership Forum (DPF)

The DPF, as the county-wide LSP, brings together a wide range of organisations from the public, private and voluntary sectors to consider the big issues and priorities for Derbyshire. It is supported by four Boards and relevant task and finish groups and is responsible for ensuring that agreed shared strategic priorities for the partnership, are delivered.

The Forum is responsible for securing ownership of the partnership's work programme and delivering the vision for Derbyshire as outlined in the Community Strategy. It is also responsible for ensuring that any issues arising from the four Boards, particularly those of a cross cutting nature are identified, considered and addressed. It will be a Forum to share ideas and good practice and identify solutions to achieve Community Strategy priorities.

#### Terms of reference

- To agree a vision for Derbyshire which reflects the needs and aspirations of local communities
- To approve the governance framework arrangements for the Forum and its sub-structures
- To approve the Community Strategy for Derbyshire and to oversee its development, delivery and implementation
- To provide accountable leadership and strategic direction for the Community Strategy
- To influence the plans and strategies of key partners to deliver identified priorities
- To commission and decommission work, including the use of task and finish groups where appropriate, to ensure successful implementation of agreed priorities
- To recommend relevant plans and strategies for endorsement
- To review and oversee the work and performance of the Boards, relevant task and finish groups and the partnership as a whole
- To receive reports on progress on the delivery of the agreed priorities and Community Strategy to review and monitor progress against agreed targets
- To report back on progress made on the Community Strategy and agreed priorities to members of the public
- To ensure wherever possible that knowledge, best practice and experience is shared between partner organisations
- To rationalise communications between partner organisations reducing duplication and effort
- To oversee the rationalisation of county-wide partnerships, plans and strategies
- To champion, lobby and campaign on issues that are important to Derbyshire to national government

## **Membership**

- Membership is open to any partner who feels that they can contribute to the development and implementation of the Community Strategy for Derbyshire and who signs up to the Derbyshire Compact.
- Members of the Forum should be of sufficient seniority within their organisations/sectors to participate in decision making.
- Wherever possible there should be a continuity of representation

## **Appointment of Chair/Vice Chair**

- The Chair and Vice Chair of the Forum shall be appointed by the county council.

## **Roles and responsibilities of individual members**

The individual partner organisation roles and responsibilities in relation to the Partnership Forum are as follows:

- To reflect the views of the organisation(s) that they represent in meetings and workshops, being sufficiently briefed and able to make decisions about future policy developments/service delivery
- To inform the organisation that they represent about the work and priorities of the Partnership Forum and to ensure that decisions are fed down to other relevant individuals
- To feed in information about local issues, needs and priorities in the development of the Community Strategy
- To consult about the work of the Partnership Forum where appropriate
- To act on what the Partnership has agreed
- To influence any consequent changes to policy development/service delivery in their own organisation/sector
- To influence the alignment of mainstream budgets within their own organisation/sector to key priorities and the delivery of Community Strategy priorities.
- To champion the work of the Forum in their wider networks and in the community

## **Meetings of the Partnership**

### **Frequency**

- There shall be at least two meetings of the Forum each year.
- Additional meetings may be convened at the request of the Chair

### **Voting**

- Decisions will be reached by consensus.



**Declaration of Interests**

- Any personal or prejudicial interests held by members should be declared on any item of business at a meeting.

**Access to Information/ Freedom of Information**

- The Forum shall be regarded as a “working group” for Access to Information Act purposes and consequently meetings shall not be open to the press/public.
- Freedom of Information (FOI) Act provisions shall apply to all DPF business

**Papers**

- The agenda and supporting papers shall be in a standard format and circulated at least ten days in advance of meetings.
- The minutes of decisions taken at meetings will be kept and circulated to partner organisations as soon as possible.
- Minutes of the Forum will be published on the county council web site.

## Appendix C

### Derbyshire Shadow Health and Wellbeing Board

The shadow Derbyshire Health and Wellbeing Board will lead and advise on work to improve the health and wellbeing of the people of Derbyshire through the development of improved and integrated health and social care services.

#### Terms of Reference

The Board will:

1. Identify and develop a shared understanding of the needs and priorities of local communities in Derbyshire through the development of the Derbyshire Joint Strategic Needs Assessment (JSNA). Specifically, the Board will ensure that:
  - The Derbyshire JSNA is reviewed, refreshed and further developed taking into account the latest evidence and data so that it is fit for purpose and reflects the views of local people, users and stakeholders.
  - The JSNA drives the development of the Joint Derbyshire Health and Wellbeing Strategy and influences other key plans and strategies across the county.
  - The County Council, NHS Derbyshire and Clinical Commissioning Groups demonstrate how the JSNA has driven commissioning decisions.
2. Prepare and publish a Joint Health and Wellbeing Strategy for Derbyshire to ensure that the needs identified in the JSNA are delivered in a planned, coordinated and measurable way. Specifically, the Board will:
  - Take account of the health needs, inequalities and risk factors identified in the Derbyshire JSNA along with recommendations set out in the Director of Public Health's Annual Report.
  - Develop an agreed set of strategic priorities to focus both collective effort and resources across the county.
  - Ensure that plans are in place to deliver the Board's strategic priorities and outcomes.
  - Challenge the performance of delivery plans taking action as necessary to support underperformance through the agreement of recovery and improvement plans.

- Review the commissioning plans for healthcare, social care and public health to ensure that they have due regard to the Joint Derbyshire Health and Wellbeing Strategy and take appropriate action if they do not.
  - Receive reports from other strategic groups and partners in the county responsible for delivery, including specialist commissioning groups.
  - Develop mechanisms to measure, monitor and report improvements in health and wellbeing outcomes ensuring linkages with performance frameworks for the NHS, public health and local authorities.
3. Develop effective mechanisms to communicate, engage and involve local people and stakeholders in Derbyshire to ensure that to the work of the Board reflects local needs. Specifically, the Board will:
- Ensure that appropriate structures and arrangements are in place to ensure the effective engagement and influence of local people and stakeholders.
  - Represent Derbyshire in relation to Health and Wellbeing issues across localities and at a sub regional and national level.
  - Work closely with the Derbyshire LINKs and support transition to the local HealthWatch ensuring that appropriate engagement and involvement with existing patient and service user involvement groups takes place.
4. Oversee the totality of public sector resources in Derbyshire for health and wellbeing and drive a genuine collaborative approach to commissioning. Specifically, the Board will:
- Oversee and develop a shared understanding of the totality of health and wellbeing commissioning expenditure in Derbyshire.
  - Retain a strategic overview of the work of commissioners in the county.
  - Support joint commissioning of NHS, social care and public health services and identify those service areas in Derbyshire where additional improvements in joint commissioning are required to achieve the Board's priority outcomes.
  - Recommend the development of aligned or pooled budgets and encourage partners to share or integrate services where this would lead to efficiencies and improved service delivery.

- Make recommendations on the allocation of resources and on the priority of key projects to service providers and/or localities to achieve jointly agreed objectives.
  - Have an overview of major service reconfigurations in the county by relevant service providers and make recommendations to those providers to enable improved and integrated service delivery.
5. Ensure robust arrangements are in place for the smooth transition to the Statutory Board by April 2013. Specifically, the Board will ensure that its work develops in tandem with other local and national policy developments and relevant legislation building close working relationships between partners.

### **Membership**

The composition of the shadow Derbyshire Health and Wellbeing Board will broadly follow the statutory model. It will comprise:

- Leader of County Council (Chair)
- Cabinet Member for Public Health
- Cabinet Member for Adult Care
- Cabinet Member for Children and Young People
- Director of Public Health
- Strategic Director of Adult Care
- Strategic Director for Children and Younger Adults
- Strategic Director of Policy and Community Safety
- Two elected representatives of the District Councils (supported by one Chief Executive)
- One representative from each of the Clinical Commissioning Groups
- One representative of the local HealthWatch (initially from the Local Involvement Network (LINK))
- NHS Derbyshire County (until the PCT is abolished)
- NHS Tameside and Glossop (until the PCT is abolished)
- NHS Commissioning Board (when required)
- Public Health England (when required)

The Board can co-opt additional members as it considers appropriate.

### **Meetings of the Board**

#### **Frequency**

- The Shadow Health and Wellbeing Board will meet initially on a bi-monthly basis.
- Meeting frequency will be reviewed after 12 months.

- The date, time and venue of meetings will be fixed in advance by the Board and an annual schedule of meetings will be agreed.
- Additional meetings may be convened at the request of the Chair.

### **Voting**

- The Shadow Health and Wellbeing Board will operate on a consensus basis.
- In exceptional circumstances, and where decisions cannot be reached by a consensus of opinion, voting will take place and decisions agreed by a simple majority.
- Where there are equal votes the Chair of the meeting will have the casting vote.

### **Declaration of Interests**

- Any personal or prejudicial interests held by members should be declared on any item of business at a meeting.

### **Quorum**

- A quorum of five will apply for meetings of the Shadow Health and Wellbeing Board including at least one elected member from the County Council and one representative of the Clinical Commissioning Groups.

### **Access to Information/ Freedom of Information**

- The Board shall be regarded as a County Council committee for Access to Information Act purposes and meetings will be open to the press/public.
- Freedom of Information Act provisions shall apply to all business.

### **Papers**

- The agenda and supporting papers shall be in a standard format and circulated at least five clear working days in advance of meetings.
- The minutes of decisions taken at meetings will be kept and circulated to partner organisations as soon as possible.
- Minutes will be published on the County Council web site.

### **Review**

The Terms of Reference will be reviewed to support the functioning of the Health and Wellbeing Board from April 2013 onwards.

### DERBYSHIRE PARTNERSHIP FORUM

#### CULTURE DERBYSHIRE

Culture Derbyshire is a multi-agency partnership which is the delivery mechanism for the Derbyshire Partnership Forum, exercising strategic leadership of the cultural sector in Derbyshire. Culture in this context includes Archives, Arts, Libraries, Museums, Sport and Active Leisure and Tourism. It also has close links with heritage and conservation bodies. Culture Derbyshire will champion cultural services and act as a focus for their co-ordination and development within the county and with external partners.

#### TERMS OF REFERENCE

1. Provide strategic direction for cultural services within the Derbyshire Sustainable Community Strategy;
2. Take wider responsibility for championing, co-ordinating and developing cultural provision across Derbyshire, engaging with public and private enterprise in the cultural domain;
3. Work with partner agencies and cultural providers regionally and nationally, including Arts Council England and the Local Government Association, as appropriate;
4. Co-ordinate performance improvement activity across the sector: for example, overseeing a Collaborative Doctoral Project with the University of Sheffield to create a methodology for establishing outcomes from cultural services;
5. Work with the Derbyshire Partnership Forum and its thematic partnerships on cross-cutting priorities;
6. Ensure that the needs of service users, communities of place and communities of interest are reflected in strategy development;
7. Ensure that identified priorities are reflected in the key plans and budgets of relevant partner organisations;
8. Ensure that Derbyshire is effective in contributing to significant national and international initiatives: for example, playing a part in a successful London 2012 Olympic and Paralympic Games and maximising the opportunities arising from the Games;
9. Engage partners, including Derby City, to ensure a county-wide approach to cultural strategies and programmes: for example, the delivery of a Year of Culture in 2015.

#### Accountability

Culture Derbyshire will report its progress on a formal basis to the Derbyshire Partnership Forum.

Culture Derbyshire is not in itself an executive body. This means that the constituent partner organisations may require formal decision making through their individual structures in line with their governance and financial regulations.

## Membership

Chair	Cabinet Member for Culture, Derbyshire County Council
Vice-Chair	To be elected from the membership of the Board
Lead Accountable Officer	Strategic Director of Cultural and Community Services, Derbyshire County Council
Secretariat	Assistant Director of Cultural and Community Services
<b>Representatives</b>	
Derbyshire County Council	Cabinet Member for Culture
	Strategic Director of Cultural and Community Services
District/Borough Councils	Elected member or nominee
Derbyshire NHS	Associate Director of Public Health
VCS Infrastructure Consortium	Representative
Culture Derbyshire Executive Group	Chair
Derbyshire Sport	Board member (non local authority)
Derbyshire Arts Partnership	Arts Partnership Manager
Derbyshire Museums Forum	Elected Member
Peak District National Park Authority	Board member
Visit Peak District and Derbyshire	Board member
Derwent Valley Mills World Heritage Site	Chair
Creswell Crags	Board member
Chatsworth	Duke of Devonshire's nominee
Caravan & Camping Club	Regional Council member
National Tramway Museum	Committee member
Renishaw Hall	Alexandra Hayward or nominee
Arts Council EM	Board member
National Trust	Regional Manager
English Heritage	Regional Director
Heritage Lottery Fund	Regional Head of HLF
<b>Attending in an advisory capacity for specific agenda items as appropriate</b>	
Derbyshire County Council	Head of Arts
	County Museums Manager
	Conservation and Design Manager
	Senior Policy Officer
	Head of Adult Community Education Service
	Assistant Director, Environmental Services
	Head of Service, Partnership Development and Commissioning, Children and Younger Adults Department
Derbyshire Sport	Director

Visit Peak District and Derbyshire	Director
Derwent Valley Mills World Heritage Site	Director
Creswell Crags	Director
District/Borough Councils	Officer supporting elected member
Peak District National Park Authority	Officer supporting Board member
Arts Council	Officer supporting Board member

- Any vacancies should be notified in writing to the Lead Accountable Officer as soon as practicable.
- Members or their nominees should be of sufficient seniority within their organisations/sectors to participate in decision making.
- Wherever possible there should be a continuity of representation. In exceptional circumstances organisations may send their nominated substitute. The nominated substitute will be required to adhere to the agreed individual roles and responsibilities and participate in any decision making processes.

#### **Appointment of Chair and Vice Chair**

- The Chair shall be appointed by the County Council on a two yearly basis.
- The Vice-Chair shall be elected from the membership on a two-yearly basis.

#### **Co-option**

- Additional members may be co-opted on a temporary or permanent basis, subject to agreement by a majority of the voting members.

#### **Roles and responsibilities of individual members**

Members undertake:

- To reflect the views of the organisation(s) and sector(s) that they represent in meetings and workshops, being sufficiently briefed and able to make decisions about future policy developments/service delivery;
- To ensure that there are communication mechanisms in place within the organisation/sector that they represent to enable information about the work and priorities of the Partnership to be disseminated and to ensure that decisions are fed down to other relevant individuals;
- To feed in information about local issues, needs and priorities in the development of the Sustainable Community Strategy;
- To consult about the work of Culture Derbyshire where appropriate;
- To act on decisions taken by Culture Derbyshire;
- To influence any consequent changes to policy development/service delivery in their own organisation and sector;
- To champion the work of Culture Derbyshire in their wider networks and in the community.

#### **Meetings**

##### **Frequency**

- It is anticipated that Culture Derbyshire will meet three or four times per year.



- An annual schedule of meetings will be agreed at the commencement of each calendar year.
- Additional meetings may be convened at the request of the Chair.

### **Location**

- Meetings will normally be held at County Hall, Matlock.

### **Voting**

- Wherever possible decisions will be reached by consensus.
- In exceptional circumstances and where decisions cannot be reached by a consensus of opinion, voting will take place and decisions agreed by a simple majority.
- Where there are equal votes the Chair of the meeting will have the casting vote.

### **Quorum**

Meetings will be quorate if, at a minimum, there is attendance of:

- Chair or Vice Chair
- Lead Accountable Officer
- Six voting members

### **Declaration of Interests**

- Any personal or prejudicial interests held by members should be declared on any item of business at a meeting.

### **Access to Information/ Freedom of Information**

- Culture Derbyshire shall be regarded as a “working group” for Access to Information Act purposes and consequently meetings shall not be open to the press/public.
- Freedom of Information (FOI) Act provisions shall apply to all Culture Derbyshire business.

### **Papers**

- The agenda and supporting papers shall be in a standard format and circulated at least ten days in advance of meetings.
- The minutes of decisions taken at meetings will be kept and circulated to partner organisations as soon as possible.
- Minutes of meetings will be published on the county council web site.

### **Support Arrangements**

- The Assistant Director of Cultural and Community Services will act as Secretary to Culture Derbyshire.
- Culture Derbyshire will be supported by an Executive Officer Group. The terms of reference for the Executive Officer Group are shown at Appendix A.

## **Adult Care Board**

### **Draft Outline Role and Function**

#### **Reporting:**

The Adult Care Board is a non-executive body that reports to the Shadow Health and Wellbeing Board. Any executive decisions will be made through the constituent agencies' usual decision making processes.

The Adult Care Board is not a public meeting.

#### **Role and Function:**

The Adult Care Board will:

- ensure the effective development and delivery of agreed joint commissioning plans focussing on the themes of
  - prevention (non care based)
  - accommodation and support, including: housing related support, telecare, telehealth, extracare developments and adaptations
  - joint commissioning of health and social care services
  - adult safeguarding
- agree to the formation of any sub groups required to deliver tasks allocated to, or agreed by, the Adult Care Board. To provide guidance and support to and receive reports from
  - Prevention – Strategic Partnership Group for Prevention
  - Supported Accommodation – Commissioning Body for Accommodation and Support Services
  - Safeguarding – Derbyshire Safeguarding Adults at Risk Partnership Boardas and when required from any sub group.
- support the development of the Joint Strategic Needs Assessment and participate in delivering the actions to respond to its priorities.
- participate in the development and implementation of the Joint Health and Wellbeing Strategy.
- ensure that the joint commissioning processes and activities delegated by the Shadow Health and Wellbeing Board to the Adult Care Board are delivered effectively and efficiently.
- support the development of joint commissioning to achieve more efficient and effective outcomes through alignment and integration of resources as appropriate.
- ensure that the activities undertaken on behalf of the Adult Care Board are based on co-production with local people or their representatives. This work will include close involvement with the LINK (and Healthwatch when it is established) together with other established stakeholder groups.
- support the delivery of the key joint health and social care outcomes identified in national strategies, outcome frameworks and priorities.
- monitor the impact of the performance of constituent statutory organisation's budgets on local services.

- oversee any local adult health and social care pooled budgets agreed by the Shadow Health and Wellbeing Board.
- support the development of a skilled and sustainable workforce to commission and deliver adult health and social care.
- report to the Health and Wellbeing Board as required, including on matters delegated to the Adult Care Board.

**Frequency of meetings:**

The Adult Care Board will meet bi-monthly.

**Proposed membership:**

To be confirmed.

### Derbyshire Economic Partnership

DEP brings together business, community, government agencies and local authorities to influence government policy and support the sustainable economic prosperity of Derbyshire. Its purpose is to develop economic strategy, determine priorities for investment and delivery, oversee performance and represent Derbyshire's economic interests with one voice.

#### Terms of Reference for the Board

- advising on the commissioning, selection and approval of investments in future projects;
- strategically monitoring the implementation and the effectiveness of existing programmes and flagship projects, reviewing performance in line with agreed objectives, targets and outcomes;
- commenting on the preparations and delivery of the planned economic assessment for Derbyshire including core priorities for future investment;
- setting the strategy for the Partnership's investment in economic regeneration activities including the development of the Derbyshire Economic Strategy;
- provide a reference point for the development of future investment plans that have an interest to Derbyshire partners;
- establish and agree policies and plans to achieve the objectives of the Partnership;
- approving the annual work plan and budget before external publication;
- establishing and overseeing a framework for delegation of its powers to committees and support officers with proper systems of control;
- advising on and progressing any other economic regeneration focused activities which the Partnership Board considers is for the benefit of the Community of Derbyshire;
- establish the evidence base for the local economy utilising information from the Local Economic Assessment;
- set the strategy for economic growth in Derbyshire;
- create the climate for investment in Derbyshire and co-ordinate approaches to lever private sector investment;
- seek to ensure that appropriate support is in place to assist start-up businesses and SMEs;
- identify high growth businesses and lever appropriate support;
- ensure businesses are involved in strategic planning decisions, particularly in relation to transportation and housing;
- work with training providers to ensure that the skill base matches the needs of employers and work to increase the number of apprenticeship opportunities in Derbyshire;
- become involved in national priorities, such as reducing carbon and improving the digital infrastructure;
- access funds for Derbyshire projects, including the Regional Growth Fund and lobby for local management of future programmes, such as successors to the current European programmes;
- work effectively with the LEP and other partnerships and with Government departments as appropriate.

## Membership

- The Partnership Board shall be comprised of members derived from public agencies, private enterprises and third sector organisations based in Derbyshire and/or with a Derbyshire remit.
- The Partnership Board shall consist of a maximum of 21 voting members, including a Chairman and Vice Chairman, who live, work or learn in the geographical area covered by the Board's remit.
- The Homes and Communities Agency (HCA), Business, Skills and Innovation Local (BIS Local) and the Department for Communities and Local Government (CLG) will be invited to send a representative to all Partnership, Board, committee and sub- group meetings as an observer. The HCA, BIS Local and CLG representatives will not be considered as voting members of the DEP Board or sub-groups. DEP reserves the right to co-opt others as and when required.

### Members and Observers

<u>Sector</u>	<u>Representative</u>	<u>Member Organisation</u>
Private	Richard Horsley (Chairman)	QED Public Relations
	Richard Brown	Eurostar International Ltd
	Christine Fisher	Peakdale Molecular
	Peter Swallow	Bolsterstone Group Plc
	Russell Thompson	Solicitor
	Frank Lord	Lord Corporate Associates
Public	Cllr Kevin Parkinson	Derbyshire County Council
	Cllr. Simon Spencer	Derbyshire County Council
	Cllr. Stephen Hayes	Amber Valley Borough Council
	Cllr. Alan Tomlinson	Bolsover District Council
	Cllr. John Burrows	Chesterfield Borough Council
	Cllr. Lewis Rose	Derbyshire Dales District Council
	Cllr. Geoff Smith	Erewash Borough Council
	Cllr. Caitlin Bisknell	High Peak Borough Council
	Cllr. Graham Baxter	NE Derbyshire District Council
	Cllr. Bob Wheeler	South Derbyshire District Council
Third	Prof John Coyne	University of Derby
	George Cowcher	Derbyshire and Nottinghamshire Chamber of Commerce
	David Croll	Derby College
	Eddie Morland	Health and Safety Laboratories
	Pete Edwards	Community and Voluntary Sector
	Andrew Pugh	Destination Management Partnership.
Observers	Maria Lyle	BIS Local
	Andrew Morgan	CLG

	Jane Tricker	HCA
--	--------------	-----

### **Sub-structures - Committees and Sub-groups**

- The Board will establish committees or sub-groups as and when deemed appropriate to fulfil the requirements of its strategic and operational remit.
- Committees and sub-groups will be set up with a specific focus and clear terms of reference and can be issue-based, sector-based or area-based as necessary.

### **Frequency of Meetings**

- The Board will meet at least 4 times a year but typically meetings will take place every two months.
- Further ad hoc meetings may be arranged as determined by the Board and at least 5 working days written notice will be given of other meetings.
- An agenda for the Partnership Board indicating the order of business along with any supporting reports and papers will be distributed to members and named observers at least 5 working days prior to meetings of the Board. Items of urgent business can be tabled at the meeting at the discretion of the Chairman.
- Dates for Board meetings scheduled for the year will be agreed and circulated to all members at the first meeting of each financial year.

### **Chairing of meetings**

- DEP Board members will elect a Chairman. The Chairman will be drawn from the private sector members.
- The Vice-Chairman will be the Derbyshire County Council nominee to the Board, to reflect that organisation's accountable body status within the partnership.
- The Chairman will be appointed for a maximum term of 3 years. This does not preclude the Chairman from standing for re-election at the end of this term

### **Decision Making and Voting**

- The Board's decisions will be based on the principles of consensus and consultation and at all times conduct its business openly and transparently.
- Decisions will be made at meetings by simple vote, carried by a majority of members present and entitled to vote.
- Each partner organisation will have a single vote, regardless of how many people attend from that organisation.
- Where members are unable to attend a meeting they may contribute points to the meeting by contacting the Secretariat in advance of the meeting who will pass these onto the Chairman, but they will not be able to vote.
- If there is an equality of votes on any issue, the Chairman is not entitled to a second or casting vote and any resolution will therefore be deemed to be defeated. The resolution may however be deferred for further discussion at another meeting or progressed between meetings using the written procedure mechanism to canvass a decision where approved by the Chairman and/or Vice-Chairman.
- Members will be required to declare verbally any organisational conflict of interest on agenda items at the start of a meeting and will not be eligible to vote on those items.
- In the event that an urgent decision is required before the next meeting, it will be canvassed by email using a 5 working day response, written procedure mechanism. The decision will be sought by the Chairman, or his or her nominee,

with the support of the any relevant committees, sub-groups Chairman's and/or Accountable Body Officers. Non responses to written procedure decision requests will be taken as consent.

- Financial decisions will be taken by the Partnership Board, other than where committees or sub-groups have been given delegated responsibility within their terms of reference by the Board.

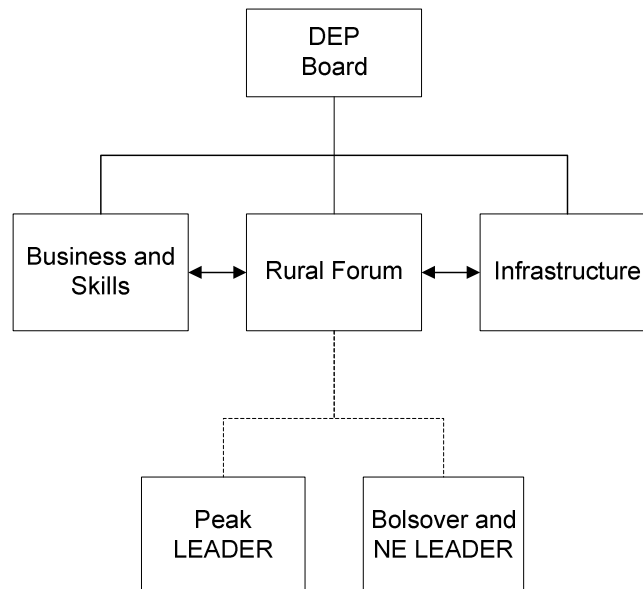
### Quorum

- If a meeting has less than 25% of its voting members present then it will be deemed not to be quorate.
- Every effort will be made to make sure at least one representative from each sector is present at a meeting; if this is not possible the Chairman and Vice Chairman will be notified in advance of the meeting.
- For the purposes of quorum, members of the meeting exclude observers and supporting officers.
- Where meetings are not deemed not to be quorate, items and matters on the agenda may continue to be discussed but no decisions can be made.

### Minutes

- Minutes of each Board, committee or sub-group meeting will be presented for approval as a correct record and signed by the Chairman at the next meeting.
- The minutes, once approved will be open to public inspection after 14 days, save where the Board decide otherwise for reasons of confidentiality.

### Board Structure



**DERBYSHIRE PARTNERSHIP FORUM**

**23 September 2011**

**Report of the County Council Chief Executive**

**DERBYSHIRE PARTNERSHIP FORUM (DPF) PRIORITIES AND  
PERFORMANCE FRAMEWORK**

**Purpose of the report**

To inform partners about the further development of a new performance framework and key priorities for the partnership moving forward.

**Background**

Over the last three years partners have played a key role in supporting the delivery of the Sustainable Community Strategy for Derbyshire and the Derbyshire Local Area Agreement 2008-2011. However, the abolition of Local Area Agreements and the National indicator Set has resulted in a shift in emphasis towards greater local freedom to determine performance management arrangements.

This additional freedom and autonomy alongside a reduction in the top down performance framework presents an opportunity for the Forum to review the focus of its activities and to develop a framework that works locally. As part of the consultation on partnership governance arrangements partners have also indicated wide support for high level priorities supported by a reduced number of agreed targets to concentrate effort and resource.

The Derbyshire Sustainable Community Strategy 2009 – 14 provides the overarching guiding framework for partnership working in Derbyshire and sets out a shared vision and priorities for joint action. The Community Strategy still has three years to run and many of the issues and priorities contained in the document are still relevant. However a new performance framework for the partnership, to target both effort and resource, will be required moving forward.

**Development of key priorities**

Partners were invited to attend a workshop in April 2011 to review existing priorities and to identify key issues which still need to be addressed. The findings from the workshop gave a relative sense of partner's priorities for action but there was general agreement that there was scope to aggregate a number of the identified issues into cross-cutting overarching outcomes and to refine priorities further.



Following the workshop and Forum meeting in May 2011, further work has taken place to refine the priorities outlined in the current Community Strategy to eleven key priorities. Based upon the discussions and prioritisation exercise at the workshop, the actions or “we wills” in support of Community Strategy priorities have been streamlined to twenty five areas of focus for delivery over the next three years. These are set out in Appendix A.

To progress with the development of the framework, each of the priorities and “we wills” have initially been allocated to a defined partnership or group which will be responsible for ensuring that work on each issue is taken forward and that progress is monitored and reported back to the Forum every six months. Lead Officers, who will be accountable to the Forum for progress against their allocated priority issues and “we wills”, have also initially been identified.

It is recognised that discussions are currently taking place in respect of the roles and remits of a number of groups and that responsibility for moving priorities forward may well change. In addition, the four Boards may wish to allocate responsibility to other groups within their structures moving forward once agreed terms of reference and ways of working are embedded across the partnership. Any changes will be reported to future meetings of the Forum as appropriate.

Two key actions or “we wills” which ranked highly in discussions at the workshop have been selected as cross cutting outcomes that will need to be embedded across the partnership more widely and as such these have been removed from the single set of priorities. These outcomes are to:

- Coordinate communication and engagement to make best use of resources and information
- Support and engage a vibrant, diverse and independent VCS.

Although these do not form part of the single list of priorities, they have been embedded into the performance framework which is set out below and should be key considerations for partnership working moving forward.

### **Performance reporting**

Following discussions at the workshop and the last meeting of the Forum in May, further work has also taken place to develop a new approach to performance reporting for the partnership. The new approach places less emphasis on the reporting of performance indicators and targets, instead focussing on progress and achievements in each six month period. It is recognised that a small number of indicators to measure progress against each priority may well be agreed by the relevant partnership, with relatively fewer targets being set only where these are considered necessary.

To ensure a consistent approach to performance reporting, a suggested reporting template has been developed and is attached at Appendix B to this

report for consideration. The template will provide the Forum with both a backwards look over the preceding six months whilst also identifying key actions and activities for the forthcoming six month period. The template also encourages relevant partnerships and groups to identify where help from partners may be required.

In addition to reporting against the Community Strategy priorities outlined in Appendix A, each Board will continue to manage its day to day core business using existing performance arrangements as necessary. This will include monitoring the balance of Community Strategy priorities and “we wills” to ensure that any emerging significant issues are addressed.

The four Boards - the Shadow Health and Wellbeing Board, the Safer Communities Board, the Derbyshire Economic Partnership and Culture Derbyshire - will also be required to present a short written report at each meeting of the Forum on the wider issues and challenges facing their partnerships. This will ensure that partners are kept up to date on key issues and work being undertaken across the partnership as a whole. This will help to facilitate wider information sharing and understanding of the broader partnership landscape across the Forum.

### **Performance framework**

To address the need for a more balanced approach to performance and reporting, a new framework based on a balanced scorecard approach has also been developed for the partnership. This consists of four themes and will contain a mixture of performance indicators, costs, customer feedback and progress against projects and actions. The four themes and some key areas for monitoring are set out below. A diagram of the key elements is attached at Appendix C, for consideration.

#### **1. Managing change**

This section will help the Forum assess whether the partnership is meeting the challenges set out in the Community Strategy. Questions include:

- ◆ Are we delivering the SCS with partners?
- ◆ Has the partnership met its key priorities?
- ◆ Are we learning from our own lessons and other organisations?
- ◆ Are we changing quickly enough?
- ◆ Are we communicating effectively across the partnership?
- ◆ How are we supporting and engaging a vibrant, diverse and independent VCS?

When this theme is assessed alongside other themes, it will allow the partnership to see the extent to which priorities are impacting on performance and use of resources as well as the impact of the priorities on the people of Derbyshire.

## **2. Delivering the key priorities**

This section considers how well partnerships are progressing with delivery plans and measures the output and process indicators that show how efficiently and effectively partners are working. Questions include:

- ◆ What are we doing?
- ◆ Are we doing what we planned to do? Is it enough?
- ◆ Are we improving in the right areas?
- ◆ Are we as good as other areas?
- ◆ Are we delivering good quality services?

When this theme is considered alongside other themes the Forum will be able to assess how well activities are delivering priorities areas and to establish whether resourcing is having an impact on activity being carried out.

## **3. Using our Resources**

This considers both financial and non-financial resources and will provide information on how effectively partner agencies are deploying their resources in times of reduced expenditure and staffing. Questions include:

- ◆ Are our resources following our priorities?
- ◆ Are we avoiding duplication of effort?
- ◆ Are we co-ordinating our resources to communicate and engage effectively?
- ◆ What are the big risks ahead?
- ◆ Are we procuring resources in the most effective way?
- ◆ Can we do more in partnership to save costs?
- ◆ Are our costs and achievements as good as other areas?
- ◆ Are we providing good value for money?

When viewed alongside other themes, it will show whether resources are following priorities and whether actions impact on outcomes for local people.

## **4. Improving quality of life**

This final element focuses on outcomes and whether the partnership has sufficient understanding of the changing needs of Derbyshire people. Questions include:

- ◆ What difference have we made to people's lives?
- ◆ How have we improved their quality of life?
- ◆ Are we focussing on the things that are important to local people?
- ◆ What do we need to change to respond to people's needs?

When considered against other themes, this will show whether actions have delivered improved outcomes for local people.

## **Applying the framework**

The performance framework will include an annual review using the balanced scorecard methodology. The review will seek to answer the questions posed in the scorecard to assess how well the partnership is working to improve people's quality of life. In addition an Annual Report setting out the key achievements of the partnership over the previous year will be produced both for Forum members and the wider public.

## **Next steps**

Whilst it is intended to move forward with the approach set out in this paper, it is recognised that the wider operating environment of all agencies is changing rapidly and that partners will also be in the early stages of budget setting for 2012/13. Partners will therefore still have the opportunity to consider whether any amendments need to be made to the key priorities and "we wills" identified within the report before final agreement is sought at the Partnership Forum meeting in December 2011.

Work will also continue with the relevant partnerships to implement the reporting template as set out above. Reports on progress against key priorities and "we wills" for the first six months of 2011/12 will then be presented to the Forum meeting in December 2011.

During the next six months ongoing work with partners on the development and implementation of the performance framework will be undertaken to establish the information that will be used in the scorecard based review of the partnership. It is intended to present the review and annual report for 2011/12 at the June 2012 meeting.

## **Recommendations**

It is recommended that:

1. Partners agree the key priorities and "we wills" as set out in Appendix A of the report.
2. Partners agree the reporting and performance frameworks outlined in the report and further work be undertaken to ensure their effective implementation.
3. A final set of priorities be brought to the Derbyshire Partnership Forum for approval in December 2011

**Nick Hodgson  
Chief Executive  
Derbyshire County Council**

## Sustainable Community Strategy key priorities

<b>Sustainable Community Strategy priority</b>	<b>We will focus on...</b>	<b>Lead Officer</b>	<b>Lead partnership</b>
Reduce the harm caused by drugs and alcohol	Strengthening pathways to effective <b>drug</b> and <b>alcohol</b> services	David Lowe	DAAT
Reduce crime and the fear of crime	Prioritising and enhance successful programmes which have seen <b>crime</b> fall significantly and <b>improve the safety</b> of local people  Progressing Integrated Offender Management (IOM) approach <b>to reduce re-offending</b>	David Lowe	Safer Communities Board
Tackle anti-social behaviour and the effect it has on communities	Sustaining effective prevention and diversionary programmes to tackle <b>ASB</b>	David Lowe	Safer Communities Board
Promote health and well being and reduce health inequalities	Creating an environment which promotes <b>healthy lifestyles</b> – physical activity, smoke free environment, alcohol  Improving <b>emotional</b> and <b>mental ill health</b> and provide more mental health services in GP practices	David Lowe	Health and Wellbeing Board
Support a thriving local economy and sustainable communities	Providing affordable decent <b>housing</b>	Ian Stephenson	Derbyshire Economic Partnership (Infrastructure sub-group)
	<b>Supporting businesses</b> to help them grow	David Lowe	Derbyshire

			Economic Partnership
	<p>Raising <b>aspirations, confidence and skills of local people</b></p> <p>Reducing the numbers of people aged 16-19 <b>not in education, employment or training</b></p>	David Lowe	Derbyshire Economic Partnership
Provide well connected communities	Improving <b>local accessibility and sustainable travel</b> choices – well connected communities	Ian Stephenson	Derbyshire Economic Partnership (Infrastructure sub-group)
Improve and protect the local environment	<p><b>Providing advice and support</b> to enable local organisations, schools, communities and individuals <b>to reduce the impact, and be resilient and adaptable to climate change</b></p> <p>Managing <b>waste</b> in a more sustainable way</p>	Ian Stephenson	Derbyshire Climate Change Group/ Derbyshire Waste Group
	<p>Working with communities and organisations to <b>protect the natural and built environment</b></p> <p><b>Encouraging the sustainable use</b> of Derbyshire’s <b>landscapes, biodiversity, network of paths etc</b> for learning and sport</p> <p>Strengthening work in partnership to <b>conserve Derbyshire landscape, character and built heritage</b></p>	Ian Stephenson	TBA
	Increase participation in arts	<b>Engaging local people</b> in the responsibilities,	Martin Molloy

sports, cultural and leisure opportunities	<p>opportunities and benefits of taking part in <b>culture, arts and sports</b></p> <p>Encouraging more organisations to <b>recognise the value of sport and physical and mental activity</b> to improve quality of life</p>		Derbyshire
Ensure children and young people stay safe	<b>Protecting</b> children from <b>abuse, neglect and bullying</b>	Ian Thomas	Children's Trust
Help young people to enjoy and achieve	<p><b>Targeting children and young families</b> in greatest need <b>for early intervention</b> in order to improve their ability to benefit from education and life chances</p> <p><b>Raising the aspirations of young people</b> by increasing the level of participation in a range of positive activities</p> <p><b>Providing advice and support to families</b> on issues including good parenting, relationships, finance and debt</p>	Ian Thomas	Children's Trust
Enhance dignity and safety	<p>Promoting the <b>safeguarding of vulnerable adults</b> in Derbyshire</p> <p>Identifying, protecting and supporting vulnerable people to <b>prevent re-victimisation</b></p> <p>Providing <b>support</b> to informal <b>carers</b></p>	Bill Robertson	Adult Care Board

## Appendix B

### Derbyshire Partnership Forum Performance reporting template

#### ◆ **Priority**

- What is the key priority being reported?

#### ◆ **What are we focussing on?**

- Which specific areas of the priority need focus
- Why are these important?

#### ◆ **Where do we want to be by 2014?**

- What will success look like by the end of the current Community Strategy in March 2014?
- What are the key milestones on the way to achieving this?

This could be a narrative outcome based statement and / or may include a measurable position i.e. to have reduced / increased / achieved a particular situation.

#### ◆ **How will we measure progress?**

- What are the key performance indicators for this issue?
- How will we know if we are performing well?

#### ◆ **What can we learn from other areas?**

- How are we doing compared to other areas?
- How do we know?

This section may include performance data, cost data or the effectiveness of particular initiatives.

#### ◆ **What we are doing?**

- What key projects and activities have been undertaken over the last six months
- What significant milestones have been achieved over the last six months?
- What is being done to address the cross-cutting outcomes on co-ordinating communication and engagement, and supporting and engaging a vibrant, diverse and independent VCS?

#### ◆ **Are we improving in the right areas?**

- Are the actions being undertaken having the desired impact on the issues they are intended to tackle. If not, are new actions required and have these been identified?
- Have we done everything we intended to do over the last six months? If not, why not?



- ◆ **How are we working with the other partnerships and groups to contribute to the key priorities?**
  - How does what we are doing contribute to the other key Community Strategy priorities?
  - Have other partnerships undertaken activities that have contributed significantly to the priority?
  - Are there specific areas that need an input from the wider partnership to make particular activities happen?
  
- ◆ **What are we going to do next?**
  - What activities will we be undertaking over the next six months?
  - What significant milestones do you hope to achieve over the next six months?

Appendix C

**Derbyshire Partnership Forum Scorecard**

<b>Managing change</b>	<b>Delivering the key priorities</b>
<ul style="list-style-type: none"> <li>◆ Are we delivering the SCS with partners?</li> <li>◆ Has the partnership met its key priorities?</li> <li>◆ Are we learning from our own lessons and other organisations?</li> <li>◆ Are we changing quickly enough?</li> <li>◆ Are we communicating effectively across the partnership?</li> <li>◆ How are we supporting and engaging a vibrant, diverse and independent VCS?</li> </ul>	<ul style="list-style-type: none"> <li>◆ What are we doing?</li> <li>◆ Are we doing what we planned to do? Is it enough?</li> <li>◆ Are we improving in the right areas?</li> <li>◆ Are we as good as other areas?</li> <li>◆ Are we delivering good quality services?</li> </ul>
<b>Using our resources</b>	<b>Improving quality of life</b>
<ul style="list-style-type: none"> <li>◆ Are our resources following our priorities?</li> <li>◆ Are we avoiding duplication of effort?</li> <li>◆ Are we co-ordinating our resources to communicate and engage effectively?</li> <li>◆ What are the big risks ahead?</li> <li>◆ Are we procuring resources in the most efficient and effective way?</li> <li>◆ Can we do more in partnership to save costs?</li> <li>◆ Are our costs and achievements as good as other areas?</li> <li>◆ Are we providing good value for money?</li> </ul>	<ul style="list-style-type: none"> <li>◆ What difference have we made to people's lives?</li> <li>◆ How have we improved their quality of life?</li> <li>◆ Are we focussing on the things that are important to local people?</li> <li>◆ What do we need to change to respond to people's needs?</li> </ul>

**DERBYSHIRE PARTNERSHIP FORUM**

**23 September 2011**

**Report of the Strategic Director of Environmental Services**

**DERBYSHIRE INFRASTRUCTURE PLAN (FINAL DRAFT)**

**Purpose of the report**

To inform partners about the preparation of the Derbyshire Infrastructure Plan

**Information and analysis**

Derbyshire will change and grow over the next twenty years. New development can have a positive effect on an area, providing new homes, jobs and economic prosperity. However, projected demographic changes within the existing population and planned economic growth and proposed housing development will place pressures on the county's infrastructure, services and facilities.

Derbyshire County Council is preparing the Derbyshire Infrastructure Plan to help ensure the timely and cost effective delivery of infrastructure to accommodate development and help create sustainable communities over the next 15 years. The Plan can be made available by emailing [harriet.fisher@derbyshire.gov.uk](mailto:harriet.fisher@derbyshire.gov.uk).

Core Strategies are local plans prepared by district and borough councils that set out a vision for the area, including the scale and location of new development, and policies to deliver that vision. Government requires councils to consider service and infrastructure implications of future growth in their Core Strategies.

The Derbyshire Infrastructure Plan focuses on strategic infrastructure including services delivered by the County Council as well as major infrastructure delivered by our partners such as emergency services, flood defences and energy networks. To avoid duplication with local plans, it is assumed that local infrastructure such as affordable housing, open space and allotments, leisure facilities, community centres and village halls, job centres and advice services will be covered by local infrastructure plans within Core Strategies.

The Plan includes information on current infrastructure needs and provision in Derbyshire. This will help developers and local planning authorities (district and borough councils) understand where there may be surplus capacity in infrastructure networks, or where development may place pressure on services and cause problems. It helps to encourage a more positive and pro-active approach to locating new development in a way that makes best use of existing infrastructure first.

The Plan also draws together a county-wide vision of future growth and development from Core Strategies. This helps to understand the true cost of the infrastructure that is needed to support the sustainable growth of the county. It is crucial evidence for

Core Strategies and the new Community Infrastructure Levy which district and borough councils will charge developers to help fund new infrastructure.

The Plan is at the final draft stage. Consultation has already taken place on the draft Plan with County Council departments and a range of partners including:

District and Borough Councils	National Forest Company
Peak District National Park Authority	Derbyshire County NHS Trust
Derby City Council	Derbyshire Mental Health NHS Trust
Highways Agency	University of Derby
Network Rail	Derby College
Bus and Railway Operators	Chesterfield College
National Grid	East Midlands Ambulance Service
Energy suppliers	NHS Trust
Environment Agency	Derbyshire Fire and Rescue Service
Severn Trent Water	HM Prison Service
Yorkshire Water	Derbyshire Constabulary
BT	Derbyshire Probation Trust
Derbyshire Wildlife Trust	Home Builders Federation
Chesterfield Canal Partnership	Derbyshire Chamber of Commerce
Derbyshire Biodiversity Partnership	D2N2 Local Enterprise Partnership

This consultation has helped to ensure the Plan aligns with and reflects the priorities of partners who also play a critical role in delivering infrastructure in Derbyshire

The timetable for finalising the Plan is as follows:

- 13 October – meeting of the County Council Infrastructure Planning Group
- 18 November – meeting of district and borough council Chief Executives
- 13 December – County Council Cabinet meeting to seek approval to final draft for consultation
- January – March 2012 – stakeholder consultation on final draft
- April 2012 – County Council Cabinet meeting to seek approval for publication
- April 2012 onwards – implementation (subject to the above approvals).

The final draft Plan for consultation will be accompanied by an Equalities Analysis. Consultation with forums representing specified character groups will take place from 19 September - 3 October 2011 to explore the equality implications of the Plan. Subject to Cabinet approval being secured, it is intended that a final consultation will take place at the beginning of 2012. During this consultation the Plan will be available via a link to the county council's website. Cabinet will then be asked to approve the Plan for publication in April 2012.

### **Recommendations**

It is recommended that:

The Derbyshire Partnership Forum is asked to participate in the review of the final draft Plan and to engage in the forthcoming consultation at the beginning of 2012.

**Ian Stevenson**  
**Strategic Director Environmental Services**  
**Derbyshire County Council**

Author of this report and contact for further details:

Name: Harriet Fisher  
Organisation: Derbyshire County Council Environmental Services  
Email address: [harriet.fisher@derbyshire.gov.uk](mailto:harriet.fisher@derbyshire.gov.uk)  
Telephone number: 01629 539551