

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**Report of the Chief Executive**

**1 September 2015**

**THRIVING COMMUNITIES – DERBYSHIRE CHALLENGE FUND BID  
(Strategic Policy, Economic Development and Budget)**

**1. Purpose of the Report**

To set out proposals to progress the Thriving Families project under a broader remit of “Thriving Communities” and to seek approval for a bid to the Derbyshire Challenge Fund to finance development costs associated with the project.

**2. Information and Analysis**

**Background**

Public services are increasingly looking at ways in which to involve local people in designing and shaping services in their area to ensure that decisions are devolved to the lowest level and to ensure that scarce resources meet real need. Supporting Councillors to take on the role of community leaders and putting local people at the heart of decision making are key priorities set out in the Authority’s Council Plan 2014-2017. Whilst there are pockets of good support in many local areas to support these ambitions, and a number of staff tasked with supporting local communities, this is not consistent across the county or part of an overall framework.

Over the last eighteen months detailed work has taken place in Cotmanhay to meet the aims of the Thriving Families project. The project has begun work in three other areas of the county - Gamesley, Shirebrook and Danesmoor, with an expectation that detailed proposals for each area would eventually be developed as part of a phased approach moving forward.

Work on Thriving Families has developed thinking on the co-design and co-production of services in local communities and also provided a detailed evidence base about relationships between individuals, families, communities and services and the complex challenges that exist. Evidence gathered has challenged the way in which services are currently delivered suggesting that an innovative and radical approach will be required in the future. Public sector resources are diminishing rapidly and this will continue into the future going beyond the planned reductions to 2017/18. There will inevitably be a disinvestment in services across

the county and this is likely to impact on areas such as Cotmanhay the most. An initial audit of resources in Cotmanhay for example suggests that more than £36 million is spent by the wide range of public services in the area such as the County Council, Borough Council, Police, Health Services etc. each year. This is a rough figure and more than likely to be an underestimate. Despite this investment, the area still struggles to meet its potential and has lower than average outcomes.

The County Council has also recently been supporting the Health and Wellbeing Board's priority to develop a collective approach to the creation of social capital across Derbyshire as well as exploring ways in which to strengthen the community leadership role of local Elected Members. Initial thinking has also taken place on the development of virtual teams, connecting local Councillors more effectively to resources within their patch.

Work on Thriving Families alongside recent work identified above fits under a broader remit of **Thriving Communities**, Looking at new and different ways of delivering services in a climate of reduced public sector resources will be a challenge which tests existing practice and ways of working. Proposals set out in this report seek to link the various strands of work together to ensure a coordinated locality response, supporting the overall ambitions of the Council and partner agencies moving forward.

### **Thriving Communities Model**

The proposed model builds on the work outlined above whilst formalising a "Team around the Elected Member" approach across the Council. Proposals aim to reduce duplication from within the system (the processes and systems which the Council and partner agencies use to get things done) concentrating resources where they are needed the most and freeing up staff time to undertake more face to face work with people in the local area. They also aim to move demand away from high cost to lower cost services by building on the support and networks that families are already providing to each other.

The proposals aim to equip the local community with the skills and confidence to support itself in the future. They offer a very different model of working to models currently in place, providing opportunities to test community based approaches to governance and the delivery of services which recognise the strong links and networks between individuals, families and the community.

The model will initially be piloted in the following four/five areas in the county over a two year period:

- Cotmanhay
- Gamesley moving across Glossopdale
- Shirebrook
- Danesmoor
- Swadlincote

The model seeks to use existing resources that are available in each of the areas, but recognises that additional support may be required during the earliest stages of project development in communities with the greatest need, particularly to support community capacity and confidence building. The model has a number of key elements as follows:

- Connected team/team around the elected member
- Community “out and abouts”
- For the Community, By the Community
- Thriving Communities Workers
- Families Supporting Families

Further details on the key elements of the model are set out below. Whilst distinct, these elements are interlinked and need to be considered and implemented together in each locality if radical change is to be achieved. They build on the existing strengths and assets within local communities whilst addressing a number of the key challenges set out above. The approach will require the County Council and partner agencies to think and work differently, challenging existing ways of delivering services, ensuring that scarce resources deliver better outcomes for local communities at a reduced cost to the public purse.

- **Connected Teams/Team around the Elected Member** - The aim of the Connected Team proposal is to bring together and harness the true value of resources which are being deployed in local communities. There are significant numbers of staff from different council departments and other public sector bodies working in local areas but limited opportunities to work across themes/departmental boundaries. For example, in Cotmnaahay, staff working with children and families rarely meet with staff delivering services for adults – local people, however, do not live their lives in the same public sector “boxes” and this way of working limits the ability of staff to develop solutions which work for the whole family.

The **Connected Team** will link existing teams, and groups of staff from within the Council and partner agencies to work with and around the community, supporting and enhancing teams around, and strengthening the role of, local Elected Members, identifying local problems and putting in place local solutions. Staff involved in the Connected Team will be empowered to work flexibly across departmental and agency boundaries to address individual, family and community needs. This will encourage a “Think Community” approach which will be supported by the following:

- **Corporate Management Team Lead/Cabinet Team Lead in DCC/Strategic lead in partner agencies** - to provide leadership and accountability, direct resources, drive forward change and unblock problems

- **A Core Group** made up of senior locality based employees which will empower local staff and local people to instigate change and act as a team around the Elected Member
- **Virtual staff and community networks** working across teams, departments, agencies tasked with identifying duplication, sharing information and problem solving
- **Shared understanding of need and provision i.e. who is doing what and where** which will be developed through ongoing dialogue, a live shared needs assessment for the area and an understanding of what activity is taking place and where
- **Single community budget for each locality** which will pull together, either through alignment or pooling existing funding streams/budgets into one place
- **Joint investment/commissioning strategy** to maximise the resources that are available in the area and to ensure that scarce resources are allocated where they are needed the most

A key priority of the Connected Team proposals will be to identify and reduce areas of duplication and decommissioning provision that does not work or is not needed. Staff involved in the project will be asked to support the process of “unpicking” public sector resources spent in the area as part of their role in the Connected Team with a view to mapping existing provision and identifying need. Work will also take place to develop a single community budget for each area, initially looking at aligning, but subsequently pooling, spend and resources in the area. Over time the aim will be to significantly reduce the demand for, and the amount of public sector funding which is spent on, high cost services. This will be important in a climate of reduced public sector funding where resources in local communities are likely to shrink significantly.

- **Community “out and abouts”** aim to increase the visibility of local Elected Members whilst gathering local information and knowledge, addressing local issues and concerns and undertaking local problem solving. Led by local Councillors, a programme of community door knocking will be supported by key locality based staff from the County Council and partner agencies where appropriate. “Out and abouts” will focus on a small number of streets within an area and on a specific issue. Given the cross cutting nature of issues that arise at a local level, partner agencies and district and borough Councillors and locality based staff will be encouraged to be involved.
- **For the Community, by the Community** aims to increase confidence and capacity in the community by harnessing the good ideas and enthusiasm of local people, creating spaces for people to meet and actively encouraging the development of locally based activities. Support will be available to build the confidence of the community to do things for itself without being “driven” or “overpowered” or provided by external agencies. This approach will be supported by:

- **Welcoming and friendly spaces** for people to meet, socialise and create community capacity
- **Community Researchers** from the local community who will undertake research on behalf of the community on local issues and problems, particularly targeting harder to reach individuals and families
- **Volunteer Mentor Scheme** initially within the County Council to pilot an approach to volunteering which would see the skills and experience of staff transferred to local community members.

A number of quick wins have already been identified in Cotmanhay – these are ideas for projects which have emerged from work undertaken in the area to date and include ideas to improve the local environment, create opportunities to increase sustainable food options and provide activities for children and their families over the summer holidays. Involving the local community in the co-design of co-production of the quick wins is essential. Delivering the quick wins in each of the four/five pilot areas will undoubtedly increase levels of trust and show that partner agencies are serious about the project moving forward.

Whilst delivering quick wins is important, ensuring that the community begins to test out, bring forward and develop its own ideas is imperative. Support will be available but this will not be there to deliver activity, instead support will be on hand to build confidence and skills to 'get things done'. A small pot of money and other appropriate in-kind support will be available to allow ideas to flourish. The proposals will also test a pilot volunteer mentor scheme initially from the County Council but potentially rolling this out to other agencies within the public and private sector. Employees will be freed up from their usual 'day job' for an agreed number of days per year offering the community access to unique skills e.g. setting up a club, finding sponsorship, etc. and access to connections and networks. This approach will be mutually beneficial allowing employees to transfer skills and experience, whilst gathering information and knowledge about local communities. Further details of the Volunteer Mentor Scheme will be the subject of a future report to Cabinet once proposals have been finalised.

Local (community) researchers, residents within each of the four/five communities, will also be identified and nurtured as a valuable resource, gathering intelligence and ensuring that ideas developed genuinely meet local need. The evidence gathered by researchers will feed into the live shared needs assessment (outlined above) which will be updated on a regular basis.

- **Thriving Communities Workers** will work with and encourage local people in the areas where community confidence and capacity is currently low, stimulating activity and increasing the number of people who get involved in local activities. Thriving Communities workers will lead work on the **For the**

**Community, by the Community** proposals set out above and will be directly accountable to Corporate Management Team Leads.

Whilst the majority of proposals set out in the report require no additional funding, investment is needed to ensure that there is support on the ground to drive through For the Community, By the Community proposals in the four/five communities set out in the report. Without this support, proposals will take time to establish and the current momentum and appetite for change in local communities may be lost. Funding to employ four workers for a period of two years is being sought from the Derbyshire Challenge Fund and an application is attached at Appendix A to this report for approval. After this date, it is expected that activity undertaken by workers will be mainstreamed into existing provision or, where a longer period of time is required within a particular area, funded through the single community budget.

Workers will initially be allocated to a designated locality potentially moving on to other areas in the county when system/behavioural changes have been embedded and there is a more positive and dynamic relationship between local people and public services.

Workers will be based in the designated locality but will need to have close links with each other and Policy and Research staff who are currently developing and supporting the roll out of the project corporately. This will ensure good stewardship of the project and will encourage the sharing of learning, experience and good practice. Staff will work directly to the Corporate Management Team Leads but will be directly line managed on a day to day basis through the Policy and Research Division.

- **Families Supporting Families** aims to enhance the informal (and mostly unrecognised) support which exists in Cotmanhay and replicate in other pilot communities. There are a number of services which local people do not feel able to access from public sector services, relying instead on support from family members, neighbours and the local community. **Families Supporting Families** will allow families who have developed confidence and coping skills to have the opportunity to support other families who may be struggling.

This proposal will be developed once the Thriving Communities Workers are in post. Workers will connect families together, linking in with those people who are willing and able to support others in the locality. Evidence gathered from the project suggests that volunteering, helping and caring for others is not just a selfless good deed but forms reciprocal supportive relationships and gives people a sense of purpose and community. For example, G52 a voluntary and community sector group in Gamesley, primarily comprising women from the local area, have been supporting families living in the area and each other for a number of years. The confidence of the group has grown significantly to such an extent that there are ambitions to establish and run a number of local services such as a community launderette.

Cabinet is asked to consider and approve proposals set out above as a basis for piloting the Thriving Communities approach across the county. It is recommended that each of the pilot areas be tasked with developing an implementation plan for their area to be in place by March 2016 setting out key activities to be undertaken over the next two years. This will be important in ensuring that the project maintains discipline and is able to monitor and report on progress at regular intervals.

### **Measuring Success**

Measuring the success of the project will be vital to show what difference is being made and to maintain momentum and involvement. A core set of measures will be developed for the project as a whole with locality specific measures and targets being agreed as proposals for each area are rolled out. However, further work to refine these will take place over forthcoming months to ensure that they are fit for purpose and to ensure that the full impact of the project can be measured. It is recommended that a final set of metrics will be brought to a future meeting of Cabinet for consideration.

### **Rollout and mainstreaming of proposals**

Proposals outlined in this paper have been developed and shaped with local people and local staff who are resident and based within Cotmanhay. As such care will need to be taken that geographically specific solutions are not overlaid across all parts of the county. There are clear differences in the four/five communities outlined above and this means that there may be additional or different local solutions to those which have been identified in Cotmanhay.

However, the proposals outlined in this report do offer a model of working which can rolled out to additional areas with similar needs across the county. Evaluating the outcomes of the project over the next two years will therefore be extremely important in providing a business case for the further extension of the project should this be required.

Work to identify those elements of the model which could be scaled up across the county, beyond geographical areas with complex needs, will also be required over the next two years. It is recommended that a small number of areas be identified, using existing research from the Derbyshire Quilt, to pilot proposals such as the team around the Elected Member, community “out and abouts” etc. without the additional support provided by the proposed Thriving Communities workers. Again these areas should be evaluated to establish and confirm a framework of activity which could be universally applied across the county if required.

### **Moving Forward**

To progress the project and to ensure that identified actions are implemented, there needs to be an investment from across the Council and partner agencies at a senior level. This will be vital if the project is to achieve its true potential. The

move away from traditional ways of working to a community based approach challenges current practice and the way in which services are currently delivered and requires “clout” and a real desire to see radical change on the ground. Without this commitment the project will fail.

The County Council has already nominated the Strategic Director for Children and Younger Adults as the Lead for Cotmanhay to enable a move away from existing ways of working and this is proving successful in directing work on the project at a local level. This approach will ensure that there is sufficient involvement at the highest level and also ensure that the Council starts to move away from service “silos” when delivering the project.

Corporate Management Team Leads for the remaining localities have now been identified and all members of the Corporate Management Team have been allocated a district area, as set out below, to support work on the project moving forward:

<b>Amber Valley</b>	Strategic Director for Environment, Transport and Economy
<b>Bolsover and Shirebrook</b>	Chief Executive
<b>Chesterfield</b>	Director of Finance
<b>Derbyshire Dales</b>	Assistant Chief Executive
<b>Erewash and Cotmanhay</b>	Strategic Director for Children and Younger Adults
<b>High Peak and Gamesley</b>	Strategic Director for Corporate Resources
<b>North East Derbyshire and Danesmoor</b>	Strategic Director for Health and Communities
<b>South Derbyshire and Swadlincote</b>	Strategic Director for Adult Care

This is mirrored by the allocation of a Cabinet Team Member Lead for each district and moving forward Cllr Allen, Cabinet Member for Health and Communities will take lead responsibility for the Thriving Communities project and its roll out across the county.

Partner agencies will also be asked to identify Strategic Leads from within their own organisations to be represented at a locality level. This will be particularly important in terms of developing a community budget and joint investment/ commissioning strategy for each area.

The majority of activity set out in the report and developing implementation plans will require the involvement and participation of staff across all County Council services at a strategic and local level. Employees will need to be encouraged and empowered by their departments to actively engage and participate in the project, over the next two years. This is a unique opportunity for staff to be involved in a new and innovative approach, working with local communities. Effective communication with staff, Elected Members and partner agencies throughout the life of the project will be essential and as such it is recommended



that a communication plan be developed to take this element of work forward. Resources from the Communications Team have been allocated to support this work moving forward. In addition, briefings to staff and Elected Members will be undertaken across the Council to advise and update on progress where necessary.

The project is gaining momentum and it is likely that significant progress will be made in implementing proposals over the next two years. It is therefore recommended that further reports updating Cabinet on progress be made on a regular basis.

### **3. Financial Considerations**

A key aim of the project is to reduce public sector spend and as such, where possible, resources to undertake identified activity in the four/five localities outlined within this report should be found and allocated from existing resources in the locality concerned. However, there will be costs associated with the initial development of the project which will require additional funding in the short term.

Funding from the Derbyshire Challenge Fund totalling £396,064 is predominantly being sought to recruit four workers within the County Council, to pilot the Thriving Communities approach across the county for a period of two years. During this time, workers will seek to embed the project within the locality to ensure it is sustainable and can be managed through existing resources deployed by the Council and partner agencies in the future. The job profile for workers has still to be evaluated and as such salary costs are subject to change.

A small amount of revenue expenditure has been included within the application to cover mileage and set up costs for each worker. Each worker has also been allocated a £5,000 annual budget to support small scale community activity.

The Derbyshire Challenge Fund seeks to provide pump priming to projects which ultimately aim to achieve savings. The Thriving Communities project will look to radically reshape the way in which services are provided at a local level, maximising resources that are available in local areas and removing duplication which currently exists. A key aim of the project will be to deliver better services with less resources and local measures will contain targets for the reduction in mainstream spend in the areas concerned.

### **4. Human Resource Considerations**

Thriving Communities workers will be employed by the County Council and accountable to the Strategic Director lead for the locality concerned. However, for line management purposes, workers will be located in the Policy and Research Division of the Chief Executive's Office and will report to the Project Coordinator. Whilst for the most part workers will be based in local communities, ensuring that workers are linked together to share experience, learning and good practice

whilst working strategically with others involved in the project, will be important. Appointments will be made in accordance with the DCC Recruitment and Selection Policy and in the event that the project does not continue beyond the initial period, they will be subject to DCC Redundancy, Redeployment, Protection of Earnings and Buy out of hours policies.

The majority of activities outlined in the report will require staff involvement and time which will be important in ensuring that the project progresses. The involvement of staff in the piloting of the Volunteer Mentor Scheme will also be required, initially to test out the approach in Cotmanhay, with the aim of rolling out to other areas should the pilot prove successful. Commitment from all Council departments to release staff to be involved in project development and activities at a locality level as well as the Volunteer Mentor Scheme will be essential in driving forward the project forward over the next two years.

## **5. Other Considerations**

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

## **6. Background Papers**

Papers held on file in the Policy and Research Division, Chief Executive's Office.

## **7. Key Decision No**

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

## **9. OFFICER'S RECOMMENDATIONS**

It is recommended that Cabinet:

1. Note the contents of the report and the work that has taken place on the Thriving Families project in Cotmanhay.
2. Approve proposals set out in the report to pilot the Thriving Communities model in Cotmanhay, Danesmoor, Gamesley, Shirebrook and Swadlincote.
3. Approve the application to the Derbyshire Challenge Fund attached at Appendix A to the report, to finance four Thriving Communities workers for a period of two years to support work on the project.
4. Task pilot areas with the development of implementation plans to be in place by March 2016 setting out key activities to be undertaken over the forthcoming two years.
5. Receive proposals for a final set of metrics for the project at a future meeting.

6. Identify a small number of areas to trial key elements of the model such as the team around the Elected Member and community out and abouts to establish the viability of scaling up proposals.
7. Receive further reports on progress on a regular basis.

**Ian Stephenson**  
**Chief Executive**

## DERBYSHIRE COUNTY COUNCIL

## DERBYSHIRE CHALLENGE FUND BID PROPOSAL FORM

2015/2016

Please complete the below information as fully as possible and return your completed form to Wayne Sutton, Finance Manager Tel: 01629 538 894  
[wayne.sutton@derbyshire.gov.uk](mailto:wayne.sutton@derbyshire.gov.uk)

<b>Department</b>	Chief Executive's Office
<b>Service Area</b>	Policy and Research Division
<b>Lead Officer</b>	Sarah Eaton
<b>Grant Requirement</b>	£396,064
<b>Time Period</b>	September 2015 – Dec 2017
<b>Thriving Communities – Funding for Thriving Communities Workers</b>	
<b>Overview of Bid</b> – please include details of why this funding is required, the benefits that will be produced and the timescales involved (500 words max)	
<p>This application seeks funding to recruit four workers to support a new and innovative approach in a number of local communities across the county. Building on the work of the Thriving Families project, <b>Thriving Communities</b> seeks to secure better outcomes for local people and local communities with less resource whilst also supporting the community leadership role of local Elected Members, formalising a "Team around the Elected Member" approach across the Council.</p> <p>Proposals aim to reduce duplication from within the system (the processes and systems which the Council and partner agencies use to get things done) concentrating resources where they are needed the most and freeing up staff time to undertake more face to face work with people in the local area. They also aim to move demand away from high cost to lower cost services by building on the support and networks that families are already providing to each other.</p> <p>The project will initially be piloted in the following four/five areas in the county over a two year period:</p> <ul style="list-style-type: none"> <li>• Cotmanhay</li> <li>• Gamesley moving across Glossopdale</li> <li>• Shirebrook</li> <li>• Danesmoor</li> <li>• Swadlincote</li> </ul> <p>The model seeks to use existing resources that are available in each of the areas, but recognises that additional support may be required during the earliest stages of project development in communities with the greatest need, particularly to support community capacity and confidence building. This will be the main role of the Thriving Families workers who will be accountable to a Strategic Director lead for the relevant area.</p> <p>The model has a number of key elements as follows:</p> <ul style="list-style-type: none"> <li>• Connected team/team around the elected member</li> </ul>	

- Community “out and abouts”
- For Cotmanhay, By Cotmanhay
- Families Supporting Families

Proposals offer a very different model of working to models currently in place, providing opportunities to test community based approaches to governance and the delivery of services which recognise the strong links and networks between individuals, families and the community.

<b>Is funding being sought from any other organisation or body for this piece of work?</b>		No
<b>If yes, please give details of this additional funding stream and where funds are pending or confirmed.</b>		
<b>Organisation</b>	<b>Amount £</b>	<b>Pending or Confirmed</b>

## FINANCIAL BUSINESS CASE

For bids please supply the below information

<b>Please detail the areas in which the Challenge Fund Grant will be spent.</b>			
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Salary</b>	70,430	169,032	108,602
<b>Running Costs</b>	9,980	24,000	14,020
<b>Total Revenue</b>	<b>80,410</b>	<b>193,032</b>	<b>122,622</b>
<b>Expenditure</b>			
<b>Capital Expenditure</b>			
<b>Additional Information – please detail below any other additional information you wish to be taken into account e.g. are there any on-going cost implications</b>			
<p>Funding is predominantly being sought for four workers to pilot the Thriving Communities approach in four/five areas across the county for a period of two years. During this time, workers will seek to embed the project within the locality to ensure it is sustainable and can be managed through existing resources deployed by the Council and partner agencies in the future. £10,000 has been added into the 2017/18 salary costs to cover redundancy costs, given that posts are being established for two years at this stage. This funding will be allocated back to the Derbyshire Challenge Fund if it is not required.</p> <p>The job profile for workers has still to be evaluated and as such salary costs have been calculated based on Grade 11 top of the scale plus associated on costs. Costings outlined in this application are therefore subject to change.</p>			

A small amount of revenue expenditure has been included within the application to cover mileage and set up costs for each worker. Each worker has also been allocated a £5000 annual budget to support small scale community activity.

During the life of the project the approach will be tested to establish whether it could be rolled out across other areas in the county. The roll out of the project could result in additional costs to the Council.

### Will the Challenge Fund Grant be used for Capital purposes?

**If Yes, what proportion of the Challenge Fund Grant will be used for capital purposes?**

Not applicable

### Other Resource Implications

Please give details of the impact the Challenge Fund Grant will have on	
<b>Property usage</b>	<p>Thriving Communities Workers will work predominantly in the four/five localities outlined in the Business Case and as such a local base for workers will be important to the success of the project.</p> <p>The project itself will seek to look at ways in which existing Council and partner agency properties can be used more effectively by the local community – in some areas looking at ways in which dedicated community space for local people to get together and share ideas, can be found. The project will seek to ensure that Property Services are involved in this work at a local level as proposals are co-designed and co-developed with local communities themselves.</p>
<b>IT usage</b>	<p>Thriving Communities workers will need to have access to IT within the Council and connected to relevant networks where necessary. Given the need for workers to be undertaking activity in local communities, access to mobile technology will be essential. The costs of purchasing such technology have been included in the costings for this application.</p>
<b>Other departments</b>	<p>The project has significant implications for staff working in all Council departments in the communities covered by the project. Relevant staff in each area will become part of a “Team around the Elected Member” and all staff will have the opportunity to be part of a virtual network tasked with developing proposals at a local level.</p>

## ORGANISATIONAL BENEFITS

How does your Challenge Fund bid contribute to the following?	
<b>Departmental Service Plans</b>	<p>The project is identified as a priority for the Policy and Research Division as set out in the Chief Executive's Department's Service Plan for 2015/16 as follows:</p> <ul style="list-style-type: none"> <li>• <i>Develop community budgets, identifying opportunities to pool resources and join up service delivery to support transformation and public service reform in Derbyshire</i></li> <li>• <i>Lead the development of Thriving Families and ensure new service ideas are mainstreamed across the county</i></li> </ul>
<b>Council Plan Pledges</b>	<p>The project is identified as a key priority in the Authority's Council Plan Update 2015/16 under the Local Derbyshire – An ambitious and dynamic Council pledge as follows:</p> <ul style="list-style-type: none"> <li>• <i>Implement new Thriving Families service models in Cotmanhay, rolling out the approach in Gamesley, Danesmoor and Shirebrook.</i></li> </ul> <p>The project contributes specifically to priorities identified within the Council Plan 2014-2017 pledge "A Local Derbyshire" as follows:</p> <p><b>An ambitious and dynamic Council</b></p> <ul style="list-style-type: none"> <li>• <i>Develop community budgets to support positive change across Derbyshire.</i></li> </ul> <p><b>Communities at the heart of decision making</b></p> <ul style="list-style-type: none"> <li>• <i>Identify more opportunities to involve local people and communities in the co-design and co-delivery of Council services.</i></li> <li>• <i>Look at ways in which we can devolve decision making processes and budgets to the lowest level</i></li> <li>• <i>Strengthen the role of local councillors as community leaders and advocates for the areas they represent</i></li> <li>• <i>Better understand the needs and challenges facing our communities so that we can target reduced resources effectively</i></li> <li>• <i>Explore ways in which more Council services can be delivered at a local level.</i></li> </ul>
<b>Service Transformation</b>	<p>The project looks to develop new and innovative ways of delivering services at a local and community level. The project challenges the way in which systems currently work and works with</p>

	local people to co-design and co-develop services to better meet their needs.
<b>Emerging Policy</b>	<b>Thriving Communities</b> is a new and innovative approach which aims to not only put local Elected members at the heart of their local communities but also to find new ways of engaging with local people. The project will be piloted in four/five areas across the county with the aim of rolling the model out across other parts of Derbyshire in the future.
<b>Risk Register</b>	<p>A key risk for the County Council and partner agencies is the reduction in public sector resources which impacts significantly of the ability of the public sector to deliver services in local communities. Communities with the most complex needs are likely to be the communities most at risk.</p> <p>The project seeks to find ways in which to reduce duplication of effort and move demand away from high costs services. It also seeks to increase confidence and capacity whilst improving resilience with the aim of reducing reliance on public services in the future</p>
<b>Compliance Requirements</b>	
<b>External Performance Review</b>	The project will be monitored externally by the Thriving Families Executive Group which provides a mechanism for partnership governance of the project. Draft metrics for the project have been developed and are currently being refined to ensure they are fit for purpose. The Executive have approved draft proposals for the roll out of proposals and have agreed to monitor progress on a quarterly basis.
<b>Internal Performance Review</b>	Performance measures related to the project are contained within the Chief Executives Service Plan. Given the corporate nature of the project, updates on progress will be provided to CMT and Cabinet on a regular basis. Work is taking place with the national Innovation Unit to find ways in which the impact of the project can be measured effectively and an evaluation of activity is planned to support a further rollout of the project.



**Please provide details of the anticipated improvement/benefits to local people/communities and communities of interest, including protection of frontline services.**

The project has been co-designed and developed with local people, communities and staff at all levels across a wide range of partner agencies. The project seeks to deliver better outcomes for local people and communities at a reduced cost to the public purse by using approaches to human centred design and the radical efficiency model, ensuring that services provided by the Council and its partners are more responsive and meet the need behind the need. Approaches used throughout the project including ethnography and prototyping have revealed rich information about inequalities that currently exist in local communities, engaging hard to reach individuals which will support the development of more effective services in the future. The four/five localities where the project will be piloted face complex challenges and the project seeks to provide mechanisms to increase the resilience and the sustainability of community based solutions.

<b>Bid Approval</b>	
<b>Departmental Strategic Director</b>	
<b>Date of Approval</b>	
<b>CMT</b>	
<b>Date of Approval</b>	
<b>Leader/Deputy Leader</b>	
<b>Date of Approval</b>	