

North East Derbyshire District Council

Cabinet

22 November 2017

**Corporate Plan Targets Performance Update – July to September 2017
(Q2 – 2017/18)**

Report of Councillor G Baxter MBE, Leader of the Council

This report is public

Purpose of the Report

- To report the Quarter 2 outturns for the Corporate Plan 2015-2019 targets.

1 Report Details

1.1 The attached contains the performance outturn as of 30th September 2017 (information compiled on 1st November 2017).

1.2 A summary by corporate plan target is provided below:

1.3 Unlocking our Growth Potential

- 16 targets in total (3 targets achieved previously – G02, G05 and G16)
- 11 targets are on track.
- 2 targets have been flagged as ‘alert’ i.e. they may not achieved their intended outcome this year:
 - **G12** *Through a programme of targeted refurbishment bring 20 empty properties per year back into use by March 2019, and*
 - **G14** *Through the Private Rented Sector Leasing Scheme deliver 5 additional units of affordable housing each year.*

Please see the detailed note in the appendix providing an update of the activities undertaken or being progressed to support these targets.

1.4 Providing our Customers with Excellent Service

- 16 targets in total (1 target achieved previously – C07)
- 15 targets on track.
 - **C08** – *Promote the Council website and increase (unique) visitor numbers by 7% year on year.* Agreed at quarterly Budget & Performance meeting held on 31st October 2017 to recommend to Cabinet to withdraw this corporate plan target as the lead officer cannot measure unique visitor numbers accurately as noted on the appendix.

1.5 **Supporting our Communities to be Healthier, Safer, Cleaner and Greener**

- 12 targets in total
- 12 targets on track

1.6 **Transforming our Organisation**

- 12 targets in total (5 targets achieved previously – T02, T03, T05, T08 and T10 and 1 target withdrawn – T01)
- 6 targets on track including 1 target previously extended.

2 Conclusions and Reasons for Recommendation

2.1 Out of the 56 targets 44 (78%) are on track (including 1 previously extended), 9 (16%) have been achieved (previously), 2 (4%) have been flagged as 'alert', and 1 (2%) 'withdrawn' previously.

2.2 This is an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

3 Consultation and Equality Impact

3.1 Not applicable to this report as consultation was carried out on the original Corporate Plan. However individual projects may require consultation exercises and equality impact assessments.

4 Alternative Options and Reasons for Rejection

4.1 Not applicable to this report as providing an overview of performance against agreed targets.

5 Implications

5.1 Finance and Risk Implications

5.1.1 No finance or risk implications within this performance report. Finance and risk implications will be assessed for individual targets.

5.2 Legal Implications including Data Protection

5.2.1 No legal implications within this performance report.

5.3 Human Resources Implications

5.3.1 No human resource implications within this performance report.

6 Recommendations

6.1 That progress against the Corporate Plan 2015-2019 targets to be noted.

6.2 That target C08 be withdrawn.

7 Decision Information

<p>Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> NEDDC: Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies</p>	No
<p>Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)</p>	No
<p>District Wards Affected</p>	Not applicable
<p>Links to Corporate Plan priorities or Policy Framework</p>	All

8 Document Information

Appendix No	Title
1.	Corporate Plan Targets Update – Q2 July to September 2017
<p>Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)</p>	
Report Author	Contact Number
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North East Derbyshire District Council

Corporate Plan Targets Update – Q2 July – September 2017

Aim – Unlocking our Growth Potential

Key Corporate Target	Directorate	Status	Progress	Target Date
<p>G 01 - Through the use of Key Account Management develop a relationship with a minimum of 50 local businesses by March 2019.</p>	<p>Growth</p>	<p>On track</p>	<p>Q2 - 3 New businesses this quarter. Cumulative 73 business</p> <ul style="list-style-type: none"> • Blachfords, Holmewood. Support with recruiting. Facilitated SBWA with guaranteed interviews for 6 residents. Meeting taken place on 28/7/17 to discuss skills needs with SCR Skills Bank. • Belinda King. Potential new start up florist in Eckington. Start up support and grant funding information. Telephone and email. • The Hub in Clay Cross. Support with BGF application <p>First edition of Business News delivered to over 2000 commercial addresses to alert companies to business support and growth opportunities</p> <p>Innovation event held and promoted in partnership with Nottingham Trent University at Markham Vale, 15 businesses attended. This was the District's 1st Innovation event and the feedback from the University was very positive with aspirations to promote further events into the District during 2018.</p> <p>An innovation event was held at Mill Lane in partnership with the University of Derby on the 12th September. The event was very well received by the 20 businesses that attended, with positive feedback on the joint working with the District and aspirations to promote further events in 2018.</p>	<p>Sun-31-Mar-19</p>

Key Corporate Target	Directorate	Status	Progress	Target Date
			<p>5th and 6th North East Derbyshire Business networks held in June and September at the Six Holts pub in Clay Cross, with a combined total of over 100 businesses in attendance.</p> <p>Meet the Buyer Day for Avenue development held at Mill Lane offices to provide opportunity for local construction business to secure contracts from developer (Kier Homes) for first phase of housing.</p> <p>Sector based work academy held for Marstons (Six Holts pub in Clay Cross) - 11 unemployed residents into employment</p>	
G 03 - Optimise business growth (as measured by gross NNDR) by £1.0m by March 2019.	Operations Growth	On track	<p>Q2 The forecast mid year position for net rates payable is £16.045m. This is slightly higher than the 2016/17 outturn position of £16.023m. (Baseline March 15/16 - £15,837,482)</p>	Sun-31-Mar-19
G 04 - Through the Bolsover North East Derbyshire LEADER Approach collectively support the creation of 65 sustainable jobs in the combined programme area by December 2020.	Growth	On track	<p>Q2: 26 of the 36 endorsed Expressions of Interest are from the NED area, and 7 of the 11 full applications currently in development. The LAG meeting held on 26th September 2017 approved a grant of £37,726.56 to Carlton Woodmill (Creswell), which will create 3 jobs. Three other projects in North East Derbyshire have been contracted to a total of £108,606, creating 5.5 jobs. Visits have been completed to eligible Industrial Estates and Business Parks across the area to share leaflets and have direct conversations and promotional businesses support events with D2N2 were held in Eckington and Doe Lea in late September. A recruitment process is currently underway to fill the vacant Programme Officer position.</p>	Thu-31-Dec-20
G 06 - Provide pre-employment activities to at least 60 unemployed	Growth	On track	<p>Q2 - 66 NED residents supported with pre-employment activities. YTD = 183</p>	Wed-31-Jul-

Key Corporate Target	Directorate	Status		Progress	Target Date
residents per year.					19
G 07 - Support at least 20 unemployed residents into employment per year.	Growth	On track		Q2 - 22 NED residents have been supported into employment. YTD = 39	Sun-31-Mar-19
G 08 - Produce a Local Development Scheme that seeks to publish the local plan at the earliest deliverable date and before March 2018	Growth	On track		Q2 - On target to publish the Local Plan for consultation in Oct 2017.	Sat-31-Mar-18
G 09 - Ensure preparation of the Local Plan is in line with the adopted timetable and report annually in December through the statutory Authority Monitoring Report	Growth	On track		Q2 - On target to publish the Local Plan for consultation in Oct 2017. On track to publish the AMR for 2016/17 by December 2017.	Sun-31-Mar-19
G 10 - Process all major planning applications 10% better than the minimum for special measures per annum.	Growth	On track		Q2 The outturn for the second quarter (2017/18) was 92% representing 11 of 12 "major" applications being determined in time. Target 2016/17: 70%, National Target 60%	Sun-31-Mar-19
G 11 - Enable the development of at least 1,000 new properties within the district by March 2019.	Growth	On track		Q2 Annual completion figure not available until end of the year. The large sites progressing through planning include: The Avenue, St Modwen Site Clay Cross, Hanging Banks, Wingerworth. The figure of 1,000 units is on track to be achieved.	Sun-31-Mar-19
G 12 - Through a programme of targeted refurbishment bring 20 empty properties per year back into use by	Growth	Alert		Q2 – no properties to date. Action Housing is a Registered Provider of Social Housing undertaking an empty property scheme on behalf of NEDDC. This is a collaborative	Sun-31-Mar-19

Key Corporate Target	Directorate	Status	Progress	Target Date
March 2019.			<p>arrangement whereby the council makes connections between landlords and Action Housing. Below is a summary of activities that they are currently engaged with:</p> <ul style="list-style-type: none"> • A sheltered unit in Dronfield is potentially going to be decommissioned in early 2018, Action Housing have approached the current Housing Association to register their interest in purchasing the scheme. If agreed, this could bring 13 empty properties back into use and in total 33 units could be converted into affordable housing. • Following up expressions of interest from the event ran at Mill Lane (see below). • Action Housing can now access HCA funding (across the SCR) to continue Private Sector Leasing and Purchase and Repair projects. No funds accessed to date. <p>At NEDDC, Housing Strategy:</p> <ul style="list-style-type: none"> • Are progressing the enforcement route for empty properties. This requires a number of factors to be in place e.g. property to be in a certain state of disrepair, charges on the property, no engagement from the owner. • Also met with a utility company on a trial that they are creating to bring 100 empty properties back in to use. This trial is being looked at in detail as to the suitability of it operating in North East Derbyshire. • Ran a media campaign for Empty Properties week and held an event at Mill Lane bringing together landlords and empty property owners. This resulted in 6 properties that potentially could be brought forward by either Action Housing or private landlords. Of these 6 properties 2 of them could bring forward multiple units (conversion of a pub and a closed school) which would help achieve the target this year. 	

Key Corporate Target	Directorate	Status		Progress	Target Date
				<ul style="list-style-type: none"> Looking at ways to incentivise other registered providers to operate in North East Derbyshire. Previously other providers have shown no interest in carrying out an empty property scheme. Encouraging Action Housing to bid for SCR funding for Private Sector Leasing and Purchase and Repair projects and work within the district. 	
G 13 - Work with partners to deliver an average of 100 affordable homes each year.	Growth	On track		<p>Q2 - None completed this quarter but completion figures reported annually for accuracy at the end of the year.</p> <p>Currently there are on site under construction 134 affordable units.</p>	Sun-31-Mar-19
G 14 - Through the Private Rented Sector Leasing Scheme deliver 5 additional units of affordable housing each year.	Growth	Alert		<p>Q2 – None so far this year. Action Housing is the Council’s delivery partner for the scheme. Action Housing can now access HCA funding to continue Private Sector Leasing and Purchase and Repair projects. They have yet to bring any properties back into use through Private Sector Leasing or their Sustainable Tenancy Project. However they are in discussions with 1 owner who has 2 empty properties that may be suitable for Private Sector Leasing. (See update under G12 also)</p>	Sun-31-Mar-19
G 15 - Achieve an increase of at least £950,000 in additional New Homes Bonus by March 2019.	Growth	On track		<p>£219,479.36 is the additional NHB being received in 2017/18.</p> <p>(Cumulative figure for the corporate plan period = £849,071)</p>	Sun-31-Mar-19

Aim – Providing our Customers with Excellent Service

Key Corporate Target	Directorate	Status		Progress	Target Date
C 01 - Achieve Customer Service Excellence accreditation for the Contact Centre service by March 2017 (and/or) corporately by March 2018.	Transformation	On track		Q2: Work has commenced on the evidence collection and review for the corporate assessment in January 2018. Most departments have provided a return. Corporate evidence used for the Customer Service assessment in January 2017 has been reviewed and refreshed where necessary. Formal arrangements with the assessment body are being put into place.	Sat-31-Mar-18
C 02 - Achieve an overall biennial external satisfaction rate of 80% or above for services provided by the Contact Centre.	Transformation	On track		The satisfaction figure for the 2016 survey is 83.25%. The next survey is due 2018/19.	Sun-31-Mar-19
C 03 - Achieve a consistent quarterly satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	Transformation	On track		Q2-Results from 3x Leisure sites is 90% satisfaction based on the 'Value for money' criteria on the 'How did we do card'. Note: an improved measure will be used moving forward.	Sun-31-Mar-19
C 04 - Achieve an overall tenant annual satisfaction rate of 90% or above for services provided by Rykneld Homes.	Transformation	On track		Achieved 94% (Summer 17/18) (RHL)	Sun-31-Mar-19
C 05 - Reduce the average time to relet void Council properties to 30 days by March 2018 (HCA core definition).	Transformation	On track		Q2 - 16.9 days (RHL)	Fri-31-Mar-18
C 06 - Complete to target 98.9% of all responsive repairs on Council	Transformation	On		Q2 - 99.04% (RHL)	Sun-31-

Key Corporate Target	Directorate	Status		Progress	Target Date
properties each year.		track			Mar-19
C 08 - Increase (unique) visitor numbers to the Council website by 7% year on year.	Transformation	On track		Q2 - Internal audit has looked at the target and found that it is not fit for purpose. The increase cannot be measured accurately due to residents logging onto the website with multiple devices. One of the drivers for this target was to support online transactions - corporate plan target T11 is monitoring/measuring the increase in online self service transactions. Agreed at the quarterly Budget & Performance meeting on 31/10/17 to recommend to Cabinet to withdraw this target.	Sun-31-Mar-19
C 09 - Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.	Transformation	On track		Q2 - Steady progress continues against the General Data Protection Regulation (GDPR) work plan. The first complete corporate round of desk top personal data audits has been completed. A review has taken place of the desktop questions to align with guidance now available for recording processing activities (one of the key accountability requirements for GDPR). Three year rolling programme of desk top audits to start again on refreshed template. Some preparatory work has started on some of the other actions - privacy notices and using processors. (GDPR to take effect from May 2018).	Sun-31-Mar-19
C 10 - Fully deliver the equality objectives identified in the Single Equality Scheme by March 2019.	Transformation	On track		Q2. Work progressing on the Single Equality Scheme action plan - notable actions this quarter: Hate Crime and Incidents Reporting workshops delivered to Members and more front line staff. Online reporting tool and publicity launched. 3 reports received to date. Reasonable adjustments form refreshed and re-launched including raising awareness at National Customer Service Week. Views are being sought from the community and voluntary sector on their perceptions of the council and its services from an equality duty perspective.	Sun-31-Mar-19
C 11 - Achieve an overall annual success rate of 80% for households who considered themselves homeless for whom casework resolved the	Growth	On track		Q2: To date we have made 8 homelessness decisions and prevented 52 cases of homelessness giving a success rate of 85%.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
situation.					
C 12 - Invest in voluntary and community organisations to assist over 13,000 vulnerable and disadvantaged households year on year.	Growth	On track		Q2: Numbers of residents regularly attended and benefitted from the older people and luncheon clubs supported by the Council and DCC are still awaited from DCC. Presentations to Cabinet from supported groups have generally been well received, prompting questions on local impact and added value where appropriate.	Sun-31-Mar-19
C 13 - Support the growth in membership of the Chesterfield and North East Derbyshire Credit Union by 230 new North East Derbyshire residents per year.	Growth	On track		Q2: CNEDCU membership rose by 64 people within the quarter, 18 from within the District. Membership now sits at 4035 members, 1143 from North East Derbyshire. The pay review has now completed. An away day was held on 3rd July to review progress - focus was given to increasing lending, developing the junior savers scheme, reducing bad debt and improving office processes. YTD = 85	Sun-31-Mar-19
C 14 - Process all new Housing Benefit and Council Tax Support claims within an average of 21 days.	Operations	On track		Q2 = 19.90 days (Estimate) Q1 = 19.65 days (Actual)	Sun-31-Mar-19
C 15 - Process changes to Housing Benefit and Council Tax Support within an average of 9 days.	Operations	On track		Q2 = 6.10 days (Estimate) Q1 = 5.33 days (Actual)	Sun-31-Mar-19
C 16 - Ensure all properties (with a gas supply) have a current gas safety certificate	Transformation	On track		Q2 - 100% (RHL)	Sun-31-Mar-19

Aim – Supporting our Communities to be Healthier, Safer, Cleaner and Greener

Key Corporate Target	Directorate	Status		Progress	Target Date
H 01 - Review partnership arrangements to enable the development of Healthy Communities Action Plan by March 2016, with delivery milestones by March 2019.	Growth	On track		Q2: Presently working with 7 young carers across the 3 schools who are all receiving advice and support around their varying needs. The Young People Personal Development Workshop Project is now operating from three secondary schools following re-commissioning (Dronfield Henry Fanshawe, Eckington and Tupton Hall) and 2 beneficiaries supported and successfully accessing independent accommodation via the Healthy Futures Homeless Hospital Discharge Project. The NEDDC/BDC Workplace Health project has seen 13 beneficiaries at the Arc and 28 at Mill Lane cumulatively attend 4 resilience sessions and one sleep session. 5 colleagues also attended a softball taster session held at the Arc. In association with the VARM Discretionary Fund a vulnerable adult being allowed to remain safely in his home, supported by five service providers.	Sun-31-Mar-19
H 02 - Increase participation/attendances in leisure, sport, recreational, health, physical and cultural activity by 5,000 per year.	Transformation	On track		Q2-Target for Qtr. 2 is 181,250, actual is 176,036. Slightly behind target but no concerns as this is largely due to profiling and seasonality (Summer months)	Sun-31-Mar-19
H 03 - Deliver a health intervention programme which provides 600 adults per year with a personal exercise plan via the exercise referral scheme.	Transformation	On track		Q2- Target 150 - actual 324 referrals (awaiting confirmation from DCC) Total combined referrals in Q1 & Q2 Target:300 - actual 635 (106% of annual target) Of those referred there is an additional annual target of 375 12 week completers - Q2 Target: 94 Actual: 126 (34% of annual target) Total combined completers in Q1 & Q2 Target: 187 Actual: 284 (76% of annual target)	Sun-31-Mar-19
H 04 - Tackle childhood obesity through the delivery of a child focused health intervention programme to all Key Stage 2 year groups	Transformation	On track		Q2 The delivery period for this programme does not run alongside that of a financial year - but runs alongside an academic year September 2017 - June 2018 (target is to deliver	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
by the end of each academic year.				<p>the ten week lifestyle programme to 28 primary schools across the School sports partnership, with the exception of those schools that have mixed classes, which are only delivered to once over a three year period)</p> <p>Over this quarters delivery period 7 schools across our cluster of 28 schools are being delivered to (Please note that due to previous years delivery a total of 24 schools require delivery).</p>	
H 05 - Support 492 inactive 16+ individuals per year increase their activity levels to more than 30 minutes of moderate intensity physical activity per week.	Transformation	On track		<p>Q2 - Year 3 Quarter 2 Delivery period (please note that delivery of this project is not that of a financial year)</p> <p>July - September figures are: Engaged Actual - 1116 Engaged - Target - 1476 SEF (registered) Actual - 408 SEF - Target 294 Interviewed Actual 43 - Target 27</p> <p>Unfortunately the reporting of the project sits outside the normal quarterly reporting cycle. In addition the project is delivered by several providers not just NEDDC. There are no provisions in the SLA to provide monthly / quarterly updates. The SLA asks for 6 monthly updates.</p>	Sun-31-Mar-19
H 06 - Assist partners in reducing crime and antisocial behaviour by delivering 10 targeted crime reduction campaigns with a minimum of 200 people attending each year.	Operations	On track		<p>Q2 1 x Dronfield McMillan Coffee Morning and cracking crime at Dronfield Police Station - over 30 people attended and were given crime prevention advice. 1 x Clay Cross event with PCSO's over 25 people give advice to. 1 x Pilsley door knock - over 15 households door knocked regarding shed breaks</p> <p>YTD = 5 events</p>	Sun-31-Mar-19
H 07 - Achieve a combined recycling and	Operations	On		Q2 - Waste Data Flow information is estimated on like performance at ending September 2016, in particular as WDF	Sun-31-

Key Corporate Target	Directorate	Status		Progress	Target Date
composting rate of 49% by March 2019.		track		information will not be available until December 2017. It is estimated 5,927 tonnes of recyclable\ compostable wastes will be diverted, yielding a combined estimated recycling rate of 52.3 % between April and September 2017 (Q1 to Q2). Q1 Actual 5893.67 tonnes of recyclable\compostable waste reported via Waste Data Flow, yielding a combined recycling rate of 51.90 % between April and June 2015.	Mar-19
H 08 - Sustain standards of litter cleanliness to achieve 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	Operations	On track		Q2 - LEQS's established 1.33 % of streets and relevant land surveyed fell below grade B cleanliness standards resulting in 98.67 % meeting the target standard. Combined (Q1 & Q2) performance is 3.56 % falling below grade B, resulting in 96.44 % just above the 96% target, representing an increase in performance from Q1.	Sun-31-Mar-19
H 09 - Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	Operations	On track		Q2 LEQS's established 1.33 % of streets and relevant land surveyed fell below grade B cleanliness standards resulting in 98.67 % land surveyed meeting the target standard. Combined (Q1 & Q2) performance is 0.89% falling below grade B, resulting in 99.11% achieving the 98% target.	Sun-31-Mar-19
H 10 - Annually undertake 10 local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.	Growth	On track		Q2 - Four enforcement/educational initiatives were delivered during the second quarter. One at Eckington, two at Clay Cross and one at Tupton. YTD = 6 enforcement/educational initiatives have been delivered.	Sun-31-Mar-19
H 11 - Develop an action plan for the improvement of two town centres by March 2019.	Growth	On track		Q2 Frameworks in place with action plans. Activities in Clay Cross, Killamarsh, Eckington and Dronfield being progressed.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
H 12 - Support the development and delivery of projects as part of the £1 million 'Grassland Hasmoor...' Big Local scheme by March 2019.	Growth	On track		Q2: A new Support Worker has been recruited. The summer activities in Eastwood and Barnes Park were very successful and Eastwood Skate Park opened. The Community defibrillators project was approved and opportunities for rolling it out were considered. Work to review the Big Local Plan commenced. Mill Lane Allotments was successful in the Big Local Vote Fund for a £2,000 grant to improve local facilities.	Sun-31-Mar-19

Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status		Progress	Target Date
T 04 - Assess the potential revenue impact and develop an action plan to address issues arising from the implementation of the Minimum Energy Standards on commercial properties by April 2018.	Operations	On track		Q2 - All investigation work complete and a report is being drafted to present the findings to Cabinet.	Mon-30-Apr-18
T 06 - Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral review by 1 December 2018.	Growth	On track		Q2 - A report is being prepared for December Council. Work to start in January 2018.	Sat-1-Dec-18
T 07 - Collect a minimum of 98% rent on Council properties each year.	Transformation	On track		Q2 - 52.02% (currently within tolerance (target 52.17%) (RHL)	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
T 09 - Through successful delivery of projects within the Transformation programme achieve total savings/income of £600,000 by March 2019.	Transformation	On track		Q2 - As a result of the current Transformation Programme, a total of £515k has been achieved across both Councils, with £260k attributable to Bolsover and £255k attributable to NEDDC. Items within the plan that have potential for budget savings have been completed and these savings built into base budgets. A review of the plan is taking place.	Sun-31-Mar-19
T 11 - Increase on-line self service transactions dealt with by the Contact Centre by 20% per year.	Transformation	On track		Q2 614 transactions received. YTD - 1205 transactions received online. 887 'self' accounts created. Target for 17/18 is 1768 on line transactions (1473 +20%)	Sun-31-Mar-19
T 12 - Develop an action plan to enable the delivery of the Derbyshire Thriving Families initiative by March 2017 and thereafter commence implementation.	Growth	Extended		Q2: The 'Work prototype' sessions were ongoing, to determine how best to maximise support for vulnerable people and share information between service providers.	Sat-31-Mar-18