

# **Derbyshire - Leading the Way**

**Council Plan  
2010 – 2014**

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# Foreword

## **We are pleased to introduce our new Council Plan which sets out our key priorities for 2010-2014.**

We are a new council with new plans and a new approach. Our Council Plan “Derbyshire – Leading the way” is proof of that - setting out what we intend to do over the next four years.

We have listened to what local people say is important to them. We will build on the best of what’s been done in the past. There will be changes – not for change’s sake but so we can be even more efficient and effective.

It means we will work hard to address the five main priorities we have identified to help us achieve our ambitions.

The next four years will not be easy. We face big challenges – cuts in public spending and higher demands for our services. However, we also see opportunities. We need to change the way we deliver some services, cut out more red tape and give you better choice and control.

Cllr Andrew Lewer  
Leader of the Council

Nick Hodgson  
Chief Executive

# Introduction

Over the last year we have been asking local people about their priorities for the future and what makes for a good quality of life. The views of over a thousand local people, along with information we have gathered about our communities, has helped us to get a really good understanding of what matters most.

Together with our partners, we have used this information to produce the Sustainable Community Strategy for Derbyshire, an overarching guiding framework for partnership working, and our new Council Plan 2010-2014.

In developing the Council Plan, we have identified five key priorities which we believe will help us achieve our ambitions over the next four years. These are:

- 1. Leading the way** - At the heart of public services in Derbyshire, the county council is leading the way, shaping the development and delivery of excellent quality services for local people and communities. We want to be known across the county for our can do approach, for finding innovative solutions when tackling problems and for transforming local services so that they improve quality of life.
- 2. Making good use of public money** - Having to do more with less will mean we will be looking more creatively at how we provide and deliver our services over the next four years – on our own and together with our partners in the public, private and voluntary sectors. We will be taking a radical look at our assets - working hard to keep council tax low and seeking out efficiencies in all that we do.

- 3. Raising aspirations** – Helping people and communities achieve their full potential is one of our main ambitions. By raising aspirations we can address a number of the challenges that we face. We want to provide an excellent education for all, ensuring that all children are able to achieve to the best of their ability and local people have the skills and experience to secure local jobs. We will be encouraging more local people to lead healthier and more active lifestyles because we know that this is so important in supporting a good quality of life.

- 4. High quality personalised services that meet individual needs** – Responding to the diverse needs of those that we support, including the increasingly older population, is a huge challenge. That is why a key priority for us over the next four years will be to modernise care and support services and implement personalisation so that support is designed around individual needs. The importance of protecting vulnerable people within our communities also means that we will identify and target support to those most at risk from harm at the earliest opportunity.

- 5. Places where people want to be** - Making Derbyshire places where people want to be - either to live, work, visit or invest - is essential for the future prosperity and sustainability of the county. Over the next four years we will be working hard to reduce fear of crime and keep crime levels low. We want to improve Derbyshire's economy so that it is more competitive and dynamic and make the most of the county's rich environmental and cultural heritage. We also want to ensure that people are able to travel easily and safely within the county. So improving our roads, particularly those in rural areas, is a key priority.

We will measure our success by how well we deliver the ambitions set out in this Plan. For each priority we have identified a range of targets which will allow us to measure our progress. We will monitor and report how well we are doing against these, and other targets set out in our service plans and the Derbyshire Local Area Agreement (LAA). We will be challenging under-performance wherever this exists to ensure that our services continue to improve. We will also carry on with work to better demonstrate the difference that our services make to the lives of local people.

We will continue to gather information about our communities, through for example: our area profiles; the Joint Strategic Needs Assessment (JSNA); and the Local Economic Assessment (LEA). We will also be reviewing the Council Plan each year to make sure that our priorities continue to reflect the needs of the communities that we serve and that our services are delivered fairly across the county.

# About Derbyshire

## Places

Derbyshire is a spectacular county with a rich, diverse heritage set against a beautiful backdrop. It lies within the centre of England in the north west of the East Midlands region.

A county of strong contrasts, Derbyshire is largely rural and has a range of sparsely populated and larger urban areas. With no major urban centres, Derbyshire has 28 market towns which play a significant role in the local economy, both as employment hubs and as providers of valuable services to residents and outer-lying rural areas. In the north east of the county, Chesterfield is the largest town.

The major cities of Derby, Manchester, Sheffield, Nottingham and Leicester lie in close proximity to Derbyshire's border. This makes Derbyshire easily accessible from surrounding areas, with more than 8.4 million people living within 18.6 miles of its boundary. The M1 runs through eastern Derbyshire and a direct rail link connects Derbyshire to London in just over two hours. Manchester, Birmingham, East Midlands and Doncaster airports are also nearby.

Advantage has been taken of the county's excellent location to attract new investment, for example, the Toyota factory at Burnaston in south Derbyshire and Markham Vale Business and Industrial Park at Junction 29a on the M1. Derbyshire is still heavily reliant upon manufacturing, which accounts for over a fifth of all employment in the county - twice the national rate. The economy of the north west of the county and the Peak District is based on traditional quarrying and agriculture, although hill farming is becoming less central to the local economy. The development of tourism and new leisure activities is helping to

supplement incomes and support farm diversification in these areas.

The number of people who own their own homes is high and above the national average but there is a shortage of affordable housing. In a number of areas within the county it is also difficult for young people to afford to live in the places where they grew up.

Some communities in Derbyshire, particularly in the north east of the county, have higher levels of deprivation and people on out of work benefits. These areas also tend to have poorer health and lower skills. Derbyshire communities do however have great strengths. The county provides an attractive living environment with a mixture of market towns and villages, relatively inexpensive housing, lower living costs and a strong sense of place. The availability of sites and premises – from small centres through to strategic employment sites - to support business growth and expansion, is a key asset.

Derbyshire boasts the important landscapes of the Peak District National Park - which is one of the most visited in the UK, as well as other unique attractions such as Chatsworth House, Derwent Valley Mills World Heritage Site, Creswell Crags and the National Forest.

The county also has a wealth of significant industrial and cultural heritage and abundant wildlife and habitats giving the different parts of Derbyshire - upland and lowland, industrial and rural - their unique and distinctive character.

## People

The number of people living in Derbyshire is just over 762,000 and is expected to grow.

The county has an ageing population profile with fewer people of working age. The age profile of Derbyshire differs from that of England, with children making up 18% of the county's population, slightly lower than the national average. There are also fewer people of working age, currently 61%, within the county but a higher proportion of people, 21% of Derbyshire's population, of retirement age.

Over the next ten years, Derbyshire's population is set to increase by 8%. Whilst the number of children and people of working age are forecast to increase by small amounts, the number of people of retirement age is forecast to increase significantly by 25%. Although population growth in Derbyshire is below the national average, growth varies considerably across the county's districts ranging from 3% in Derbyshire Dales to 19% in South Derbyshire.

Derbyshire's Black and Minority Ethnic (BME) population stands at approximately 39,900, forming 5.3% of the county's population. In both the county and England the BME population has a much younger age structure than the White British population.

Internal migration is the main contributor to population change in Derbyshire. Young adults leave the county in greater

numbers than they arrive, but for other age groups the converse is true.

Derbyshire has also attracted relatively low numbers of international migrants registering for national insurance numbers. In 2007/8 there was an inflow of 1,730 migrants, representing just 0.3% of the UK's total. Almost a half of Derbyshire's international migrants are from Poland.

Population growth and changes to the population profile present challenges for the council when delivering our services. The increasingly older population, particularly those aged 85 and over who require additional support, is a key issue in the provision of health and social care services.

Ensuring that the right kind of good quality services – schools, transport and affordable housing - are provided in areas where the population is growing, is also an important issue for the council and our partners.

Additionally, retaining young talent in Derbyshire and enabling young people who have grown up in the area to stay will be vital for the future prosperity and sustainability of the county. The need to understand and respond to an ever changing, more diverse population is therefore key.

## Our services

With a revenue budget of over £1 billion, 64 local councillors representing the residents of Derbyshire, and employing more than 35,000 people, the county council delivers services for people of all ages in every community across the county.

Together we:

- Support 423 schools with 8,000 teachers, teaching 103,000 children.
- Run 54 children's centres and support 137 day nurseries, 157 pre- schools, 137 out of school clubs, 2 creches, 26 holiday schemes and 697 childminders providing early years support.
- Run 7 Youth Resource Centres and 16 mobile youth units.
- Support 415 foster carers, run 9 children's homes, 7 family support centres and 1 residential respite care home looking after more than 600 vulnerable children.
- Help more than 25,832 vulnerable and older people to live at home through directly provided services, housing-related support, and services through the independent and voluntary sector.
- Support 3,223 people in residential care.
- Assist 1,409 people to arrange their own services through Direct Payments.
- Maintain 3,100 miles of roads, 1,063 bridges, 3,216 miles of public rights of way and over 88,000 street columns which have more than 92,000 street lights.
- Operate a gritting route that covers 1,500 miles, 50% of our roads each year.
- Run 46 branch libraries, 12 mobile libraries, 1 museum, the records office and issue approximately 4.5 million items each year.
- Manage 5 country parks, 6 visitor centre, own 10 nature reserves and provide positive contributions at 352 local sites
- Dispose and recycle more than 400,000 tonnes of waste each year.
- Manage a network of 468 miles of multi user trails/greenways.
- Provide 270 school crossing patrols.
- Have 900 businesses that are members on our Trusted Trader scheme, with over 3,000 consumers using the scheme each year
- Provide over 3,000 businesses with trading standards advice and support each year
- Manage over a million transactions to Call Derbyshire annually and have over 100,000 visitors to our website each month
- Respond to approximately 400 emergency planning incidents each year

# Our priorities

## Leading the way

### Good use of public money

### Raising aspirations

### High quality personalised services that meet individual needs

### Places where people want to be

## Leading the Way

- Giving local people better choice and more of a say
- Achieving more in partnership
- Working with local communities to help them flourish
- Doing things better and being open to doing things differently

## Good use of public money

- Services that provide excellent value for money
- Strong and effective financial management
- Well managed assets
- A valued workforce

## Raising aspirations

- Giving children in Derbyshire the best start in life
- Providing an excellent education for all
- Helping local people achieve their full potential
- Encouraging healthy, active and rewarding lifestyles

## High quality personalised services that meet individual needs

- Giving people the choice and flexibility to live independent lives
- Safeguarding and providing excellent support to those who need it most

## Places where people want to be

- Confident and safe communities
- Making places easier to reach
- A resilient economy
- Rich, diverse and protected environments
- A county of cultural opportunity

## **Giving local people better choice and more of a say**

Having a good understanding of our communities and residents is essential for delivering services that meet local needs. Giving local people more of a say means that we can better understand what matters most, and provide improved choices about the way in which our services are delivered.

While many people tell us that Derbyshire is a good place to live, we know that we need to do more to make people in the county feel that they can influence decisions that affect their daily lives. Being a Council that really listens to local people, understands the issues that they face and is responsive when delivering services that meet their needs are, therefore, our key goals.

We will be promoting the many ways in which local people can get more involved through the many consultative forums that exist across the county. We will listen to those who represent communities, particularly Parish and Town Councils, and the voluntary and community sector. We will explore ways in which we can use new technology to involve those groups of people who are harder to reach and we will also take into account the needs of vulnerable people who are unable to access online services.

We want to improve the profile of our local elected members as advocates and key points of contact in their local communities, emphasising the important role that they can play as community leaders.

## **In the next four years we will:**

- Promote comprehensive information and advice services
- Increase the number of self service and on-line services available for local people
- Develop the “You said, we did” programme to report back on progress and achievements in addressing issues of local concern
- Provide more support for children and young people to participate in youth and school councils
- Hold regular meetings of the Parish and Town Council Liaison Forum

## **We will have succeeded if, by 2014:**

- More residents say that the council listens to concerns of local people
- More people, including children and young people, feel they can influence decisions in the county
- Parish and town councils tell us that we have improved the way in which we communicate and consult with them

## **Achieving more in partnership**

Experience tells us that by working with our partners we can achieve more to improve our communities than we can on our own. Working in partnership with the public, private and voluntary sectors is no longer a choice, but an essential part of the way in which we shape and deliver our services more efficiently.

Derbyshire is well known for the way in which it has delivered better outcomes for local people by working together in partnership - but we want and need to do more.

We will continue to build on the successful partnership arrangements that we have developed over many years in the county. In particular, we will continue to lead and work with our partners through the Derbyshire Partnership Forum and its thematic Boards, to deliver the shared vision for Derbyshire set out in the Sustainable Community Strategy. We will look at ways in which we can deliver those priorities agreed with partners as most important through better coordination, marketing and targeted action.

We will also be looking closely at all our partnerships over the next four years making sure that they are still needed, fit for purpose and achieving the desired results for our communities.

## **In the next four years we will:**

- Promote wellbeing and tackle health inequalities across the county together with our District, Borough and Primary Care Trust (PCT) partners
- Support economic recovery and growth and work with partners to deliver the Financial Inclusion Strategy for Derbyshire
- Address the harm caused by drug and alcohol misuse
- Provide coordinated services which safeguard children and young people and vulnerable adults at risk of harm
- Encourage the Museums' Service to support those providing services outside of the public sector
- Improve waste management
- Promote the use of Derbyshire Compact principles to support and improve working with the voluntary and community sectors.
- Further develop relationships with the private sector
- Work with partners to increase prevention and early intervention services

## **We will have succeeded if, by 2014:**

- More local people think that the council works well with other agencies to provide services
- There is an increase in the number of voluntary and community organisations in the county who believe that there is an environment for a thriving third sector

## **Working with local communities to help them flourish**

We know that strong communities are those which work together to solve problems and celebrate success. The issues which join and divide our residents are very different depending upon where they live. We want to work with, and support our communities to develop the skills, confidence and capacity to help them flourish.

Many local people in Derbyshire believe that community spirit is still strong. However, local people do worry that this is diminishing and we know that there are many people who feel that people from different backgrounds don't always get on well.

Working with our partners, we want to make sure that there are a wide range of opportunities to bring local people closer together. Through our inter-generational projects, we want to bring older and younger people together by sharing experiences and developing common understandings. We want to celebrate the diversity of the county and its rich industrial and rural heritage. Moreover, we want to make sure that people from elsewhere are welcomed and can settle in the county.

We want to celebrate what is good about communities. Specifically, we want to show what can be achieved when people work together.

## **In the next four years we will:**

- Support strong and cohesive communities by a range of projects which promote better understandings across communities and bring more local people together
- Provide local members with budgets to help support their communities
- Improve opportunities for volunteering across Council services and promote volunteering across the county
- Make schools a centre of the local community for advice, support and community development

## **We will have succeeded if, by 2014:**

- More people believe that their area is a place where people from different backgrounds get on well together
- Participation in regular volunteering increases
- More people are satisfied with their local area as a place to live

## **Doing things better and being open to doing things differently**

As an organisation we strive to be the best in all we do, constantly looking at ways in which we can improve our services and seeking excellence. We can never stand still. There will always be room for improvement and newer ways of delivering services to achieve better results for our communities.

We want to be leading the way, as a 'Can do' organisation, finding innovative solutions to the complex issues, challenges and difficult decisions which we know are on the horizon. We will be flexible and creative in our approach, learning from the good practice we know exists within the Council and elsewhere in the public, private and voluntary sectors.

We will reduce bureaucracy and duplication in our back office operations and front line service delivery. We will look actively at ways in which new technology can help us transform and shape services for local people. Through our transformational services and by extending our 'Changing the Way Derbyshire Works' programme to our partners, we will be actively pursuing ways in which we can make public services in Derbyshire even more efficient and effective.

We will monitor and manage our performance against our priorities, challenging under performance wherever it exists, while developing better mechanisms for benchmarking our progress against others.

## **In the next four years we will:**

- Develop a customer focussed approach, looking at ways in which services can be more responsive to local people's needs
- Roll out the 'Changing the Way Derbyshire Works' programme to contribute to £60 million efficiency savings
- Review processes and service delivery for equipment and housing adaptations
- Better integrate advice services across the county

## **We will have succeeded if, by 2014:**

- Satisfaction with the council improves
- We have delivered our "Changing the Way Derbyshire Works" programme
- We have improved outcomes for children and families by improving access to multi-agency support services situated in, or around, all secondary school sites
- We have implemented and integrated modern financial and human resource (HR) systems to help us manage our resources better

## **Services that provide excellent value for money**

The County Council spends over a billion pounds every year on delivering vital services to the people and communities of Derbyshire. It is important that the services we provide offer excellent value for money and that we make the best use of our resources.

There is no doubt that the next four years will be a difficult time for all public services. We have a huge responsibility to ensure that the public resources in our care are spent well.

Nevertheless, we will work to keep council tax increases low whilst striving to deliver high quality services. We will work across the Council to review our services and budgets, seeking greater efficiencies to ensure that we succeed in doing more with less.

Working more closely with our public, private and voluntary sector partners, we will also examine how we can better procure and commission goods and services.

## **In the next four years we will:**

- Work to keep council tax low
- Secure £60 million of efficiency savings
- Campaign for a fair share of Government grants for Derbyshire
- Improve opportunities for local voluntary, community and private sector organisations to win Council contracts

## **We will have succeeded if, by 2014:**

- We have kept council tax increases at acceptable levels
- We have delivered our five year efficiency programme
- We are performing well in our Audit Commission Use of Resources score
- More local people believe that the council provides good value for money

## **Strong and effective financial management**

The funds that we are charged with spending on behalf of taxpayers need to be managed as carefully as we would spend our own money.

Simply having an annual budget is not enough to manage our finances effectively. We need to set budgets in the context of a medium term 5 year financial plan. Having good systems and controls are only part of strong and effective financial management. High quality financial governance and leadership are also critical.

We want our financial management to be strong and effective so that we can improve the delivery of high quality services. We will closely monitor our financial position to make sure we control our costs and we will ensure our medium term financial plan is sound and achievable.

## **In the next four years we will:**

- Manage our performance through the introduction of consistent performance review meetings across the council
- Keep reserves at satisfactory levels
- Maintain effective investment of Council resources
- Continually review our financial position and 5 year forecast
- Keep a constant eye on risk through the Council's Risk Register
- Improve management and financial information to control costs better

## **We will have succeeded if, by 2014:**

- An increased number of local people believe that the council is efficient and well run
- We have maintained a robust, risk assessed level of reserves
- More accurate and timely financial and management information is available to improve our services or improved control of our costs through better management and financial information

## Well managed assets

Our extensive property, land, vehicle fleet and other physical assets are essential resources which enable us to effectively deliver our services across the county. Without these, we would not be able to look after older people in our care or educate our children. Our assets - schools, offices, day centres, residential homes and libraries, alongside industrial units and country parks, are a fundamental responsibility.

We want to take a radical look at the assets we own to ensure that they are not only fit for purpose but also well managed and efficient. We will be looking more closely at our assets to see how we can make savings, including a reduction in our carbon footprint. We will be looking at cleaner, greener and cheaper ways of heating and lighting our buildings, as well as ensuring that any new buildings, such as schools and care centres, are more efficient from the start.

Over the next four years, we will be examining our property portfolio and rationalising our administrative centres, looking at ways in which we can work more effectively across the county, together with our partners by sharing resources.

In seeking out efficiencies we will be reviewing our staffing structures and working practices, particularly looking at vacancy control and natural wastage. We will also be putting in place new financial and personnel systems which will make the management of our assets and people more effective and efficient.

## In the next four years we will:

- Reduce our carbon footprint
- Review the industrial property portfolio owned and managed by the Council and rationalise the Council's administrative centres
- Manage the county's £3.5 billion highway asset to make the most efficient use of resources
- Cut the 20 million miles our vehicle fleet undertakes each year
- Review staffing structures
- Introduce new finance and management systems to help secure savings

## We will have succeeded if, by 2014:

- Our administrative property portfolio has reduced by at least 50%
- CO<sub>2</sub> emissions from council activity have fallen

## **A valued workforce**

To be successful in delivering our plans for the future, and responding to the complex challenges that lie ahead, we want to develop and retain a high performing and skilled workforce to support and deliver high quality services.

We want all our employees to continue our tradition as a Council with a 'Can do' attitude and we want them to know that their contribution is making a real difference.

We will plan our workforce requirements effectively and, through our new Workforce Strategy, identify the people and skills we require to take us forward. We will work hard over the next four years to develop the skills of our employees and provide them with the management support, leadership and training necessary to improve the quality and personalisation of our services.

As an organisation committed to equality, we will promote opportunities to people from a range of ages and backgrounds. Our workforce will enjoy terms and conditions of employment which promote the Council as an employer of choice, including flexible working arrangements to help employees balance work and home life.

## **In the next four years we will:**

- Develop our apprenticeship scheme
- Work to improve the diversity of our workforce
- Improve working conditions through the Changing the Way Derbyshire Works Programme
- Ensure adequate and appropriate training for our employees
- Implement a Workforce Development Programme
- Explore ways of working more closely on workforce training and development with our partners

## **We will have succeeded if, by 2014:**

- We have achieved excellence under the Equality Framework for Local Government
- Our apprenticeship scheme has helped us increase the number of young people we employ
- We continue to achieve Investors In People (IIP) across the whole council
- Satisfaction amongst our staff increases and more of our employees feel valued

## **Giving children the best start in life**

Our future lies in the hands of our children. Experiences at a young age shape our future as adults, who we become and what we achieve in later life. Because this is so very important, we want to make sure that Derbyshire children have the very best start in life.

We want our children to have high aspirations and the skills, knowledge and strength to become active and responsible citizens. Moreover, we want to make sure that our children are safe and protected from harm wherever they live, work or play.

We know that this will not be easy. Not all children and young people in Derbyshire have the same life chances as their peers. This means that the support we provide to children and their families is absolutely essential.

We will continue to support children during their early years through our network of county-wide and accessible children's centres. In addition, we will work with the most vulnerable children and young people to ensure that they have the same life chances as others.

We will provide parents, families and carers with information and advice, and work with them to ensure that they have the skills and confidence to support their children. We will also make sure that all children and young people have access to a wide range of positive activities and opportunities which enable them to fulfil their potential and ambitions.

## **In the next four years we will:**

- Expand Family Intervention Projects across the county as part of work to support “challenging families”
- Promote healthy lifestyles through our Children’s Centres and schools
- Improve access to pre-school provision
- Provide road safety education and training to children and young people
- Help parents to bring up their children through the provision of advice, information and support
- Support parents in their role as “first educators”
- Support a wide range of positive activities for children and young people to enjoy
- Improve attendance and reduce exclusions of children including disabled children and children in care

## **We will have succeeded if, by 2014:**

- Parents and disabled children tell us that our services for disabled children have improved
- Fewer children are obese
- More children and young people participate in positive activities
- Fewer children and young people are killed and seriously injured on Derbyshire roads

## **Providing an excellent education for all**

An excellent education provides our children with the knowledge, skills and qualifications that will give them the best chance of success in adult life. An excellent education can also expand horizons and open doors to a wider range of opportunities. Access to these opportunities is vital if our children and communities are to succeed.

We will work with, and support, head teachers and governors across the county to ensure that all children are able to achieve to the best of their ability. We want all of our schools, wherever they might be, to be good or outstanding, and we will work with them to reduce absences and exclusions. We will provide additional support to those children who need it the most, ensuring that children in care, those with special educational needs and disabled children have access to the specialist provision that they require.

We want to ensure that our school buildings are fit for purpose and provide inspirational educational environments. We will continue to transform our schools, with Government support. We also want to ensure that our schools are at the centre of our communities. We will continue to look at ways in which they can be opened up for access by the wider community.

It is never too late to learn. We will continue to provide a wide range of opportunities across the county for people of all ages to acquire new skills and qualifications.

## **In the next four years we will:**

- Improve the performance of pupils at all key stages
- Secure further Government support to improve the quality of our primary and secondary school buildings
- Identify a site for a secondary school in the south of the county
- Develop a new model of 14-19 education by offering a wide range of curriculum alternatives to young people
- Enrich peoples lives by offering a broad and relevant range of adult education provision

## **We will have succeeded if, by 2014:**

- More of our schools are rated as good or outstanding by OFSTED
- There is an increase in the number of young people achieving good GCSEs, including English and Maths
- Young people report increased enjoyment at school
- More local people of working age are qualified at NVQ level 2 and above

## **Helping local people achieve their full potential**

Being the best that you can possibly be is an ambition we want all local people and communities to share. Unfortunately, we know that in some communities in Derbyshire, a lack of aspiration and expectation continues to perpetuate the status quo – those areas that were classed as the most deprived areas twenty years ago still feature highly today – this must change.

We want to help local people and communities achieve their full potential – whatever that might be. We believe that by supporting people to be the best they can possibly be, we can help raise the aspirations of both people and places. We want to ensure that local people have the right skills and experience to secure local jobs, because we know that this will ultimately reduce inequality and poverty across the county.

We want to find, encourage and support talented individuals of the future to achieve excellence in their chosen field whether this be academic, sport, music or the arts. We will provide access to a wide range of skills, training and support tailored to meet individual needs. We will celebrate success - because we know that these individuals will inspire and, in turn motivate our next generation.

## **In the next four years we will:**

- Increase the number of young people, particularly from vulnerable groups, in education, employment and training by offering good quality advice, support and information
- Celebrate success with our Derbyshire Young Achievers Awards and Excellence in the Community Awards
- Provide support to disabled children, young people and adults to help them to achieve
- Help talent to thrive and prosper

## **We will have succeeded if, by 2014:**

- Our family intervention projects result in fewer evictions, less anti-social behaviour, and non school attendance
- More 16-18 year olds are in education, employment or training
- More adults with learning disabilities are in employment
- Fewer people are claiming out of work benefits
- More Derbyshire children, young people and adults represent Derbyshire in national and international events

## **Encouraging healthy, active and rewarding lifestyles**

Enjoying a healthy, active and rewarding lifestyle is an essential ingredient of a good quality of life. Without good physical and mental health, our ability to participate fully in everyday life is severely limited. However, we know that not everyone in Derbyshire benefits from good health and that there are unacceptable differences in general health and life expectancy across the county.

We want to encourage all people in Derbyshire to become healthier and more active – in body and mind - because we know that good health has many other positive knock on effects for individuals and communities. Working with our partners, we will provide people with the advice and support they need to make better lifestyle choices by improving access to information about diet, exercise, alcohol, smoking, drugs and sexual health.

We want to make sure that older people continue to stay active through their later years. We also want our children to have the best start, so we will continue to promote healthy eating and healthy lifestyles within the school and the family environment. We will, therefore, encourage more residents, particularly children and young people, to participate in sport and recreational activities, and take advantage of Derbyshire's outstanding countryside which provides a wealth of outdoor opportunities.

We will provide a range of opportunities for people to become involved in positive activities through our adult education programme. We want to support the most vulnerable people in our communities, and in particular, disabled people and those with mental health problems by ensuring that there are a wide range of opportunities available for them to engage.

## **In the next four years we will:**

- Actively promote the 3 x 30 minutes a week of exercise and active recreation programme
- Promote healthy eating and physical activity, encouraging residents and employees to adopt healthy lifestyles
- Work with partners to encourage people to stop smoking
- Increase the number of facilities in schools, such as sports halls, that are available for community use
- Work with partners to tackle the growing problem of alcohol misuse
- Encourage more walking and cycling within the county
- Increase the amount of breast feeding by providing support services in partnership with health services
- Encourage people to take up opportunities which help maintain active minds
- Work with health partners to improve access to health care through community transport
- Work more closely with partners, to achieve enhanced sport and active leisure provision across the county
- Improve access to reliable health and well being information for example, through the promotion of health zones in our libraries

## **We will have succeeded if, by 2014:**

- More people are involved in sport and physical activity
- Fewer people in the county smoke
- Fewer teenagers become pregnant
- More adult drug users are in effective treatment
- Fewer young people are admitted to hospital as a result of alcohol
- Premature mortality rates have decreased

## **Choice and flexibility to lead independent lives**

Having choice and flexibility about the delivery of services that meet the most personal of needs is extremely important in supporting the most vulnerable people in our communities to live independent lives – whatever their age or circumstance. We want to make sure that we provide the right services at the right time where the need is greatest.

We want to ensure that everyone has timely access to the right information and advice to help them live independently, and also to care and support which are designed around individual needs.

Responding to the diverse needs of those we support, particularly the increasingly ageing and diverse population, will be a huge challenge for the Council in the future and will bring about additional pressures on both health and social care provision. Working with our partners in the voluntary and private sectors, we will need to look closely at how we modernise our care services so that we can meet the anticipated increases in demand, as well as ensuring that there are adequate facilities to house older people and the most vulnerable in our society.

We want to ensure that people are fully involved in the assessment of their needs and the design of services they receive. Over the next four years we want to make significant progress implementing the personalisation agenda.

Working with our health partners, we want to improve the support that we give to families and carers, recognising the valuable role they play. We also want to ensure that they have access to support to enable them to live their own lives as independently as possible.

## **In the next four years we will:**

- Actively support carers, particularly recognising the importance of respite provision
- Introduce personal budgets and accelerate the take up of direct payments
- Continue to support 'Handy Van' services
- Extend the Trusted Trader Scheme
- Support people to access library services through the Housebound Library Service
- Continue to promote targeted advice through the 'Quids In' campaign
- Involve more young people in reviewing and planning their care and education
- Increase the range of supported accommodation and access to Telecare
- Ensure housing options services are available for all older people to help them live in a home setting that suits them best

## **We will have succeeded if, by 2014:**

- More people receive self directed social care support to improve their choice and control
- More carers receive support and we have increased the provision of respite care
- We have increased the number of vulnerable people who are supported to live independently
- Access to appropriate end of life care has improved

## **Safeguarding and providing excellent support for those who need it most**

Keeping those who are most vulnerable in our communities safe from harm is one of, if not the most important area of our work. We know that the consequences for individuals, families and communities, of not safeguarding and protecting our children, young people and vulnerable adults are too great. This is why we want to provide excellent support to those who need it most.

Working with our partners, we want to ensure that we identify and target support, at the earliest opportunity, to those most at risk from maltreatment, neglect, abuse, bullying, domestic violence and hate crime. We want to provide families and communities with appropriate information and advice so that it is clear where to go for help, either for themselves or someone they know is at risk of harm.

We want to make sure that the children in our care are safe, provided with security and stability, and have access to the best possible services that we can provide. Moreover, we want to make sure that the older people we look after are treated with the dignity and respect that they deserve.

## **In the next four years we will:**

- Protect children and vulnerable adults from abuse by getting help to those at risk quickly
- Promote anti bullying campaigns in all schools and elsewhere
- Recruit more foster carers and provide stable and secure places for children in care
- Encourage community support for children, older and vulnerable people through support mechanisms
- Work with our Primary Care Trust (PCT) partners to ensure a full range of high quality health and care services

## **We will have succeeded if, by 2014:**

- Improved the protection from abuse of children and vulnerable adults
- Fewer children experience bullying
- Assessments of children at risk are completed promptly
- The number of foster carers supported by the council has increased
- More local care services are rated two or three star
- Inappropriate admissions into hospital or nursing care have reduced
- Local people receive better care and support as a result of our new community care centres including those in Staveley and Swadlincote

## **Confident and safe communities**

Despite comparatively low crime rates, people across Derbyshire continually tell us that community safety is their number one priority. Crime rates overall continue to fall, and Derbyshire really is a safe place, but people's perceptions often do not reflect this reality. Increasing people's confidence, and reducing the fear of crime, is a real challenge in Derbyshire, together with keeping crime levels low despite the current economic climate.

Working with our partners, we intend to tackle anti-social behaviour, drug and alcohol misuse, and provide support to young people at risk of offending. We will also work together to ensure re-offending is kept low. We will robustly manage the most prolific offenders who are responsible for a disproportionate amount of crime and those who cause most harm in our communities.

We know that victims of domestic and sexual violence and hate crime, young people, older people and disabled people are particularly susceptible to crime and the fear of crime. Through their experiences of working with us and our partners, we will work to improve their confidence in the services we provide to support and protect them.

Enforcing trading standards, consumer protection legislation and enhancing the resilience of the county to challenges, such as floods and other major incidents, will ensure that we continue to protect local people. We also want to make sure that people are safer on our roads and will focus on motorcyclists, in particular, as they account for a large proportion of road traffic injuries and fatalities in Derbyshire.

## **In the next four years we will:**

- Improve support to victims of domestic and sexual violence.
- Tackle alcohol misuse with a focus on under age drinking and binge drinking
- Deal with anti social behaviour through early intervention and implementation of Family Intervention Projects
- Work to reduce re-offending, particularly among repeat offenders
- Work with young people at risk of offending, young offenders and their families to reduce crime
- Tackle unsafe and unfair trading practices
- Work in partnership to improve road safety and reduce the number of people killed or seriously injured on Derbyshire roads by targeting motorcyclists in particular

## **We will have succeeded if, by 2014:**

- Fewer people are concerned about anti-social behaviour
- People are less concerned about drunken behaviour in public places
- The number of crimes in Derbyshire continues to fall
- Fewer young offenders face court or receive a custodial sentence
- More victims report incidents of domestic and sexual violence
- Re-offending rates for prolific offenders have fallen
- Fewer people are killed or seriously injured in road traffic accidents on Derbyshire roads

## **Making places easier to reach**

In Derbyshire, with its diverse landscapes, urban communities and rural areas, getting people where they want, and need to be, can be a real challenge.

We want people to be able to travel easily and safely within Derbyshire and across its boundaries for work and pleasure, e.g. shopping, healthcare, education and entertainment and we want to ensure that our services are accessible to local communities. We want a flexible and sustainable transport system which maximises Derbyshire's central position and supports the local economy without adversely affecting local communities.

We will achieve this by improving the condition of roads, particularly in rural areas, pavements, bridleways, greenways, cycle ways, crossings, footpaths and rights of way in the county. Through our 'You report it, we'll sort it' campaign, we will make it as easy as possible for people to report highway problems such as potholes and faulty street lights to help the County Council's Rapid Response Teams to solve problems as quickly and efficiently as possible.

We will also encourage people to use public transport, walk and cycle where possible to reduce congestion, pollution and improve their health. This is not always easy given Derbyshire's geography, so we will need to invest in flexible, public and community based transport schemes to enable everyone, particular those in isolated communities, to get out and about.

## **In the next four years we will:**

- Improve the condition of roads and pavements, particularly in rural areas
- Continue to promote the "You report it ; we'll sort it" to provide an efficient response as possible to potholes and other highway problems
- Better integrate community and public transport to enable people to access local facilities
- Work towards an integrated, well managed and inclusive rights of way and access network
- Open the South Normanton Joint Service Centre and look at ways of developing shared services in other parts of the county

## **We will have succeeded if, by 2014:**

- The condition of our non-principal roads has improved
- Satisfaction with the condition of our highways improves
- More people travel on community transport
- More of Derbyshire's rights of way are free from obstruction and are easier to access by local people
- More journeys are made by people cycling or on foot

## **A resilient economy**

Sustainable communities rely on a strong local economy with a range of employment opportunities in locations close to areas of housing growth, together with an educated, skilled workforce with the flexibility to adapt to changing economic circumstances.

We want to broaden the economic base and build prosperous communities by improving the economic performance of the urban areas, market towns and rural settlements by promoting economic regeneration. We will seek to co-ordinate future investment planning to make Derbyshire more attractive to investors, visitors and tourists.

We want to develop a more competitive and dynamic economy which is appropriate to Derbyshire and yet responsive to shifts in the global economy. We will endeavour to retain existing businesses in the county and maximise job opportunities for Derbyshire people.

We will match skills and training provision in the county with the needs of local employers to take advantage of the opportunities provided by a diverse local economy.

We will work with partners to promote business investment in Derbyshire to improve economic performance, while ensuring sustainable development which considers the needs of local communities.

## **In the next four years we will:**

- Maximise the benefits of strategic development projects in the county – including Markham Vale Business Park and the Derwent Valley Mills' World Heritage Site
- Support the growth of local businesses by increasing opportunities to access public sector contracts
- Work with partners to improve broadband connectivity across the county.
- Support specific growth sectors in the county, including food and drink, tourism and environmental technologies
- Develop an economically vibrant and sustainable rural economy through the Market Towns programme, and by bringing redundant buildings back into use
- Ensure that Derbyshire residents have the skills that employers need as the economy recovers

## **We will have succeeded if, by 2014:**

- There is a significant increase in the number of people employed at Markham Vale Business Park
- More businesses in Derbyshire are growing
- More county council and other public sector contracts are awarded to local companies
- More people visit and stay in the county overnight
- More Derbyshire employers say that local people have the right skills to meet their needs

## **Rich, diverse and protected environments**

Clean and attractive surroundings have a positive effect on our wellbeing. Derbyshire is fortunate to be able to boast high quality market towns, villages and countryside, including the Peak District National Park (PDNP), the first in Britain. Most people in Derbyshire have a good quality of life and are happy with their local area as a place to live, but this is not the case in every community. We want everyone in Derbyshire to think that their area is a good place to live and work, while protecting our assets for the benefit of future generations.

Throughout the county, we want people to enjoy their local natural and built environment and play their part in its improvement. We will ensure that our successful countryside and environmental services encourage positive engagement and responsible attitudes. We will also use our influence in communities to help local people in Derbyshire work together to improve wildlife and habitats, lessen the impact of climate change, and become more resilient to its effects.

Dealing with the waste produced in Derbyshire is a major challenge. The County Council will be heavily fined if targets are not met. We will make it as easy as possible for people to reduce, re-use, recycle and compost so that less waste is sent to landfill. We will do this by improving recycling facilities, continuing to promote the 'Recycle Now' campaign and by investing in a long term contract with Derby City to ensure the efficient and effective disposal of waste over the next 25 years.

## **In the next four years we will:**

- Encourage wildlife and habitats in the county and encourage greater use of the Council's country parks and countryside sites
- Manage waste more sustainably to reduce waste sent to landfill and provide facilities for local residents to recycle their waste
- Improve environmental sustainability and monitor the effects of climate change
- Help protect the county's wildlife
- Increase the enjoyment of Derbyshire's rich heritage by initiatives such as the 'Heritage Blue Plaque' scheme
- Encourage sustainable tourism within the county

## **We will have succeeded if, by 2014:**

- The amount of municipal waste land filled has reduced
- CO<sub>2</sub> emissions per head have reduced
- More people are visiting our country parks and countryside centres
- Congestion has reduced and air quality has improved
- We have retained the Green Flag status for Shipley Country Park
- More of Derbyshire's rich heritage is recognised by our Blue Plaque Award Scheme

## **A county of cultural opportunity**

Culture is as much a part of and integral to a fulfilled life as health, education and economic well-being. In Derbyshire, we have a strong and varied cultural life on which to build.

Derbyshire is well known for its places of international and national importance including the Derwent Valley Mills' World Heritage Site, Peak District National Park, Creswell Crags, the National Forest and its wealth of local cultural experiences involving our communities, such as well dressing, art, musical events, local festivals and a host of other activities.

We think that our distinctive landscapes, diverse communities and rich industrial and rural heritage make Derbyshire unique. Such exceptional assets inspire and support cultural experiences across the county, in theatres and community halls, the streets and our country parks, and we want everyone to benefit from these.

We want Derbyshire to be recognised as a premier cultural destination. We will achieve this by improving the range of cultural opportunities available, particularly to local people, and by promoting the county's attractions to potential visitors. We will build on the success of our libraries to make them local community hubs for the arts, heritage and learning. Through our schools, libraries, children's centres and other local services we will encourage everyone to enjoy and participate in the cultural distinctiveness and diversity of our county.

## **In the next four years we will:**

- Establish the Derwent Valley World Heritage corridor and promote the Peak District National Park, Creswell Crags and the National Forest as leading cultural and tourism destinations
- Use our cultural assets to promote tourism across the county
- Increase participation and satisfaction across a range of cultural activities, including the arts, music and dance
- Encourage use of public libraries as literature, arts and cultural destinations
- Extend the Derbyshire Record Office and relocate the Local Studies Library
- Expand the Derbyshire Literature Festival and promote and support other cultural festivals taking place across the county

## **We will have succeeded if, by 2014:**

- Derwent Valley Mills World Heritage Site is recognised as a gold standard tourism destination and visitor numbers have increased
- We have opened the Buxton Crescent
- More people are engaged in and enjoying the arts and cultural activities
- We have secured more support for Creswell Crags
- Our library service is more popular and better-used

## Having your say

The council welcomes your views on the Council Plan. If you would like to discuss any aspect of it, are interested in getting involved or require further information then please contact:

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