

# **Council Plan 2021-25**

**Consultation version**

# Ambition/ Values

## Proposed Ambition

“We will work together with our partners and communities to be an enterprising council delivering value for money and enabling local people and places to thrive”

## Proposed Values

### The way we work – we will:

- Listen to, engage and involve local people ensuring we are responsive and take account of the things that matter most to them
- Be open minded, honest and accountable ensuring the decisions that we make are fair and transparent
- Spend money wisely making the best use of the resources that we have
- Work with partners and local communities because we know that we cannot tackle complex problems on our own
- Be aspirational about our vision for the future, for our organisation, local people and communities

# Outcomes

## Proposed Outcomes

### We want Derbyshire to have:

- Resilient, thriving and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- High quality public services that work together alongside communities to deliver services that meet people's needs

A strong focus on our outcomes will be important in determining our response and recovery from Covid-19 over the life of this plan.

# Priorities

## Proposed Priorities

- Resilient, healthy and safe communities
- High performing, value for money and resident focused services
- Effective early help for individuals and communities
- A prosperous and green Derbyshire

# Headline Initiatives

- Leading the county's economic and community recovery from the Covid-19 pandemic
- Investing £40m in well maintained roads
- Taking action on climate change, launching the Green Action Grants and Green Entrepreneur's scheme to help local people and businesses to reduce carbon emissions
- Mainstreaming the Thriving Communities approach, working alongside eight additional communities to reduce demand for high cost services and enable people to live bigger and better lives
- Promoting our employees' wellbeing and developing their potential

# Resilient, healthy and safe communities

<b>1 year deliverables</b>	<b>4 year deliverables</b>
Worked with partners through the Active Derbyshire network to increase the number of people in local communities taking part in physical activity to improve their health and wellbeing	Worked with partners and local communities through the Active Derbyshire network to set up a range of new physical activity groups
Put in place a new Equality and Diversity Strategy, setting out priority actions the Council will take to reduce discrimination and tackle inequalities	Ensured the most vulnerable and disadvantaged individuals and communities are supported
Provided targeted support to protect residents who are most susceptible to scams, fraud and financial abuse	
Worked with communities in a further 8 areas across the county as part of the Thriving Communities programme listening to and understanding their needs and working together to ensure they thrive	Mainstreamed the thriving community approach to enable people to lead bigger and better lives
Launched the Green Action Grants programme and provided funding to enable communities to take action to tackle climate change	Become an excellent enabling Council, with communities taking responsibility for their areas, assets and environments
Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the Covid-19 pandemic	
Created a £15m grant fund to support business and community recovery from the effects of Covid-19	
Worked with people with learning disabilities to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals	Enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on statutory services
Transferred a minimum of 5 libraries to community management, engaging and involving communities in the development of a cost-efficient library service	Achieved a successful community managed library approach by delivering the Derbyshire Library Strategy
Finalised the review of voluntary and community sector grants to support the sector to recover well, grow and thrive	A thriving voluntary sector that is less dependent on Council funding
Established a consistent approach across the Council to voluntary and community sector grants funding to deliver a more effective and transparent response	

# High performing, value for money and resident focused services

1 year deliverables	4 year deliverables
Worked with schools to ensure that the percentage of children in Derbyshire schools which are 'Good' or 'Outstanding' is in line with the national average	Continued to work with Schools to ensure they increase the percentage of children in good or outstanding schools to above the national average
Increased the number of council foster carers and improved the availability of high quality children's homes within Derbyshire, so that more children are cared for locally	Ensured the children and young people we look after, live in safe, secure and loving homes that support them to be the best they can be
Provided consistent, high quality early help and safeguarding services for vulnerable children and families across Derbyshire	Maintained effective children's social care services
Implemented recommendations from our children's services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure	Embedded a culture of prevention and demand management across the Council
Adult care – service related deliverable to be inserted following outcome of ASCOF review	
Continued to maintain high levels of customer satisfaction in the Council's Highway Services	
Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance	
Put in place a new complaints and feedback system to improve service delivery and resident experience	Increased engagement and communication with residents and partners about our services
Improved the response times to customer contacts ensuring the most effective communication channel is used	Developed customer service standards for all resident and partner-facing services to ensure an appropriate and timely response and a proactive approach
Worked with partners through the Local Resilience Forum to support vulnerable individuals, communities and businesses who have been impacted by the pandemic	Provided strategic leadership and worked alongside communities and partners to secure the county's recovery and renewal from Covid-19
Developed a medium and long-term organisational recovery and renewal strategy to address the challenges and opportunities presented by Covid-19	
Delivered Phase 3 of Vision Derbyshire including activity on business support, climate change, homelessness, independent living and skills and employment priorities, creating new arrangements to speed up joint decision making with partners	Secured improved outcomes for people and places through effective partnership working at a local, regional and national level
Worked with partners through the Strategic Alliance to secure additional funding into Derbyshire and progress a devolution deal for the East Midlands	

<b>1 year deliverables</b>	<b>4 year deliverables</b>
Identified and implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy	Radically transformed Council services and implemented agreed strategic change programmes
Established a new Programme Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	
Reshaped how the Council operates, ensuring that values, behaviours, structures and functions continue to support the Council to be a fit for purpose 21st Century Council	
Implemented Phase 1 of the Modern Ways of Working strategy working with employees across the Council to design new approaches to agile and flexible working	
Carried out reviews of Human Resources and Finance functions to further improve these services and make savings	Continued to reshape the Council's back office to secure improved value for money services
Developed and implemented the Council's employer brand to outline what the organisation stands for, requires and offers as an employer, to achieve the ambition of becoming an employer of choice	Be an employer of choice attracting and retaining a talented and diverse workforce
Implemented the Wellbeing Action Plan to support employee wellbeing, reduce sickness absence and improve service delivery	
Started to centralise all the Council's property assets and budgets to ensure the most effective use of our land and buildings	Rationalised our land and building assets and improved the management of those that remain
Kept Council Tax within the lowest 25% of County Council areas	Maintained the lowest possible Council Tax
Kept on track to achieve all planned budget savings in the medium term	All budget savings have been identified and delivered by 2025/26
Lobbied government to secure a better funding settlement	
Demonstrated value for money through excellent procurement and contract management	Achieved excellence in procurement and contract management



# Effective early help for individuals and communities

1 year deliverables	4 year deliverables
Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing	Provided strong leadership to protect the health of local communities and support them to recover from the coronavirus pandemic
Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of Coronavirus	
Increased the number of people taking part in stop smoking and weight management programmes	Supported more people to manage their own physical and mental health and wellbeing
Introduced education mental health practitioners into pilot schools and provided training to all schools and education providers to support the emotional wellbeing and mental health of children following the Coronavirus pandemic	
Worked with partners to join up existing mental health services to promote positive mental wellbeing and improve support for local people	
	Developed and implemented a Childhood Obesity Strategy to enable children who are already overweight or obese to access joined-up and long-term support
Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire	
Worked with District and Borough Councils and other partners to develop new sites that will increase the amount of age-appropriate accommodation and support for older people	Continued the implementation of the Older Peoples Housing, Accommodation and Support Strategy
Finalised the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities	Put in place a new way of working that connects older people and people with a disability to our thriving communities
Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community	Put in place a new model of care supported by Assistive Technology
Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims	Protected those who experience domestic abuse through effective multi-agency working
Delivered the 'Pause' programme, to address the needs of more than 50 women who have had multiple children removed into care and to prevent this cycle recurring	Break cycles of dependency and reduce the need for social care intervention in families' lives through effective programmes
Undertaken an evaluation of the early help support and training offered to partner agencies, and developed measures to monitor the effectiveness of early interventions	Embedded effective early help provision across the county to ensure support is targeted at the most appropriate level
Worked with partners, including young people and their parents/carers, to produce a set of clear expectations about what good inclusion looks like in mainstream schools across Derbyshire and to define the specialist provision that should be accessible in each locality	Continued to improve the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes

# A prosperous and green Derbyshire

1 year deliverables	4 year deliverables
Completed 280 highway schemes as part of a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns	Invested in improvements to the highway network to support the local economy
Opened the Woodville-Swadlincote Regeneration Route, the Ashbourne Airfield Link Road and Hollis Lane Link Road Phase 1, Chesterfield to improve road access and congestion levels	
Prepared a countywide response to the Integrated Rail Plan for the Midlands and the North in relation to HS2 to minimise any potential disruption and take full advantage of the economic growth opportunities	Supported the creation of HS2 growth zones bringing jobs and opportunities to the local area
Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area	Completed the Chesterfield to Staveley regeneration route helping to improve the prosperity of the area
Reduced carbon emissions from Council property and vehicles, street lighting and procurement	Adapted our services and worked with communities to help lessen the effects of climate change
Reduced the level of Flood Risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to develop flood resilience measures	
Developed and started to deliver a Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions	Continued to implement the Climate Change Strategy, working with partners, communities and businesses to reduce the county's carbon emissions
Drafted and agreed the Good Growth Strategy to maximise low carbon economic opportunities	
Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced whilst also supporting the green economy	
Implemented year 1 of the Covid-19 Recovery Strategy Action Plan rolling out a new Business Start-up Programme and a Green Entrepreneurs Scheme	Continued delivery of the Economic Recovery Strategy Action Plan focusing on Economic Development, Employment and Skills and Public Transport
Rolled out the ShopAppy programme across the county to support local retailers and businesses to sell their products to the local community	
Developed and secured funding to implement WIFI infrastructure in 27 town centres to better understand how town centres are being used, to help shape future economic renewal programmes	
Started the rollout of the Strategic Growth and Infrastructure Framework across Derbyshire to ensure prioritisation and delivery of key regeneration projects	Rescoped and redefined the Derbyshire economy fit for the 21st Century, embracing low carbon sectors and low carbon development in the drive for good growth
Delivered the "Invest in Derbyshire" plan to increase levels of inward investment into the County	Increased the levels of domestic and international inward investment into the County

<b>1 year deliverables</b>	<b>4 year deliverables</b>
<p>Provided advice to local businesses as the UK leaves the European Union, to ensure all new laws are complied with, contributing to a fair trading environment in Derbyshire</p>	
<p>Increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses</p>	
<p>Worked with partners to develop a county wide approach to improve social mobility, targeting underperforming areas across the county</p>	<p>Created a Derbyshire Social Mobility Commission to improve access to opportunities and enable people to have a better life and fulfil their potential</p>
<p>Worked with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to COVID-19 restrictions</p>	<p>Ensured that children and young people are empowered to realise their ambitions and maximise their potential</p>
<p>Worked with Derbyshire Businesses to support the creation of apprenticeships in key economic sectors, connecting people to local job opportunities</p>	