

DERBYSHIRE COUNTY COUNCIL

CABINET

25 March 2014

REPORT OF THE CHIEF EXECUTIVE

**COUNCIL PLAN 2014-2017
(Strategic Policy and Budget)**

1. Purpose of the Report

To recommend the authority's final draft Council Plan 2014-2017 for approval by Full Council.

2. Information and Analysis

The Council Plan 2014-2017 has been drawn up to clearly establish and communicate the Council's key priorities to a wide range of stakeholders including: members of the public; service users; councillors; employees; businesses; and partner organisations.

The draft Plan has been developed using research and information about the county and the results of recent consultation with local people undertaken by the Council. The Plan is structured around five key pledges, set out below, which will enable the Council to demonstrate how services contribute to better outcomes for local people.

- A Derbyshire that works
- A healthy Derbyshire
- A Safer Derbyshire
- A Derbyshire that cares
- A local Derbyshire

The Plan sets out a range of proposed priorities under each of the five pledges to concentrate both effort and resource over the next three years.

Comments received during the consultation period which ran for six weeks between 28 January 2014 and 11 March 2014 have also been incorporated into the final draft of the Council Plan, which is now attached at Appendix A for approval.

The Plan will be reviewed and refreshed on an annual basis to ensure that it continues to reflect the priorities of the Council and remains fit for purpose given the financial challenges that lie ahead.

3. Crime and Disorder Considerations

The Plan contains specific priorities to tackle crime, anti-social behaviour, youth offending, re-offending and drug and alcohol misuse.

4. Financial, Personnel and Property Considerations

Requirements to improve the capacity of the Council have been considered in the development of the plan. Priorities to reshape the Council making the best use of existing assets, develop the authority's approach to priority based budgeting and ensure that the workforce is flexible and adaptable, have been identified within the Plan.

5. Environmental and Equality of Opportunity Considerations

The Plan contains specific priorities to reduce the Council's carbon footprint and take a lead on adapting to and mitigating against the impact of climate change. Priorities to ensure that equality and diversity are an integral part of the all Council activity are also included within the Plan.

6. Other Considerations

In preparing this report the relevance of the following factors has been considered: legal and human rights.

7. Key Decision

Yes

8. Call-in

It is not required that call-in be waived in respect of the decisions proposed in this report.

9. Background Papers

Files and supporting papers held in the Policy and Research Division, Chief Executive's Office.

10. Officer's Recommendation

That the authority's Council Plan 2014-2017 be recommended for approval by Full Council.

Ian Stephenson
CHIEF EXECUTIVE

A fair deal for Derbyshire Building a better future together

**Derbyshire County Council
Council Plan 2014-2017**

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Foreword

The challenges facing Derbyshire are huge and they require a radical approach. Government imposed cuts mean that by 2018 we have to cut £157 million, almost a third of our spending. These cuts come at a time when pressure on our services is greater than ever with more local people facing poverty, an ageing population and the increasing demands of protecting vulnerable children.

In these circumstances, change is inevitable. The key question is, are we going to allow change to be done to us or are we going to roll up our sleeves and shape our own future? This plan sets out our approach to the challenges before us.

Some people would give up, or say that the situation is just too difficult. We know it is going to be tough. We will be faced with decisions we do not want to make and we will not be able to do everything we want to do. But Derbyshire is not going to duck responsibility. With our citizens and staff we are going to stand up for our county. It is easy to be despondent but now more than ever Derbyshire deserves a strong Council with a clear, bold and focussed plan for the county.

Derbyshire County Council is not just about providing local services, important though they are. As the only Council to cover the entire county we have a duty, working with our partners, to shape Derbyshire for future generations. We take our responsibility very seriously because we know that Derbyshire residents have a strong sense of pride in their county and they need us to have an ambitious vision of the future.

We have the right values: fairness; standing up for the weak; believing in a better Derbyshire; fighting for people's rights to do well for themselves and their families. This is what Derbyshire is about – not being defeated and doing the very best that we can.

This plan sets out how we will champion the county, our heritage, our people and our environment. It shows how we will work hard to bring new businesses to Derbyshire and help existing ones to grow and prosper and create more jobs.

Serving the people of Derbyshire involves listening to what people say and understanding what they need from their Council and we welcome your views on this Council Plan. Please see page 38 for how to contact us.



Cllr Anne Western
Leader of the Council



Ian Stephenson
Chief Executive

A Derbyshire that works

A strong economy

A thriving local economy is vital to improve the quality of life for residents and to create a sustainable future for our young people. Derbyshire needs to be at the forefront of driving growth, stimulating economic activity, helping businesses to thrive and creating jobs for local people. The impact of economic instability continues to be felt across the county and Derbyshire needs a strong strategic direction to meet future challenges. We will tackle the weaknesses and build upon the strengths of the Derbyshire economy, to help drive our ambitious plans for the future.

To deliver our ambitions, we will exploit every available opportunity and maximise the level of funding coming into the county from external sources such as the Regional Growth Fund and European grant aid. We will build a strong case for Derbyshire and ensure that when opportunities arise we are ready to take up the challenge with a coherent evidence base and a clearly defined strategy for growth.

Building growth and prosperity requires co-ordinated action from all sectors. We will play an active and lead role to shape our Local Enterprise Partnership. We will work through our new Joint Committee for Economic Prosperity with district and borough councils and Derby City Council to champion and promote economic growth across Derbyshire. We will also work with our partners on major regeneration and inward investment schemes, delivering transport and infrastructure projects and unlocking development sites. Where it is beneficial for Derbyshire, we will work strategically with our neighbours in the Sheffield and Manchester City Regions and Leicester and Leicestershire to take advantage of opportunities.

We have a key role in leading innovative responses to economic challenges. We will promote Markham Vale as our flagship regeneration project, attracting further investors to the site and supporting local people to take up new employment opportunities. To encourage investment in traditional and new sectors we will offer practical support and networking opportunities for developing businesses across tourism, food and drink and high technology manufacturing sectors. We will reduce energy usage and costs for businesses and residents by developing the green technology sector to support a reduction in the county's carbon footprint.

Growth must be economically, socially and environmentally sustainable and the benefits shared fairly. Putting more money into the pockets of people on lower pay makes sound economic sense because we know these resources will then be spent in the local economy. We will introduce the Living Wage for employees working for the Council to reward people fairly for the work that they do. We will encourage Derbyshire employers to do the same.

As a large local employer and a significant purchaser of goods and services, our procurement policies have a significant impact on supplier businesses. We will do more to ensure that local firms can do business with the Council and each other to support a sustainable economic future for Derbyshire.

Our priorities will be to:

- Develop an economic strategy for Derbyshire to focus effort on priority actions.
- Maximise income from external funding sources to support key projects and programmes across the county.
- Develop and facilitate the delivery of Regional Growth Fund programmes to maximise benefits for Derbyshire businesses.
- Work with partners through the Derby and Derbyshire Joint Committee for Economic Prosperity and Local Enterprise Partnership to deliver shared objectives for securing economic growth.
- Ensure that Council services such as trading standards, careers advice, winter and highways maintenance and green infrastructure, support the Council's economic regeneration priorities.
- Continue to promote Markham Vale as the county's flagship regeneration project
- Provide support to businesses in traditional and developing industries such as the visitor economy, creative industries, heritage, food and drink and high technology manufacturing sectors.
- Facilitate new economic development by encouraging developers to locate to places easily and safely accessed by all.
- Develop the green technology sector and provide support to businesses to reduce their future energy costs.

We have already made a start by:

- Encouraging additional investment, new businesses and jobs onto Markham Vale which promise to bring 500 jobs.
- Securing EU funding to develop Phase 2 of the Markham Vale Environment Centre.
- Launching the Global Derbyshire Small Business Support Programme to provide grants to help small businesses develop and grow.
- Providing support to Visit Peak District and Destination Derbyshire to improve sustainable tourism within the county.
- Introducing the Living Wage for employees working for the Council.
- Adopting the Better Business for All Scheme with local businesses, the Chamber of Commerce, Local Economic Partnership and local regulators to help businesses comply with regulatory requirements.
- Working with Derby University and Derby City Council to engage with students and businesses, to develop the low carbon economy in Derby and Derbyshire.

Well-connected communities

Good transport networks are essential. Without them we cannot move around the county to access work, shops, services and leisure activities. Derbyshire has good access to airports, mainline rail services and key road networks. Despite this travelling quickly and safely around the county remains a challenge.

Derbyshire residents put a high priority on the condition and safety of roads and pavements. We will review the state of the county's roads and look at ways to improve maintenance. In bad weather travelling around the county can be difficult and we will continue to support the winter gritting service and promote local schemes that minimise the impact of extreme conditions, such as flooding, in local communities. Although the numbers of people killed or injured on our roads is reducing we will work with our partners to further improve road safety and reduce casualties. Safety will be given a high priority in the design and maintenance of roads.

Many people do not have access to a car so good public transport is essential. We want our communities to be well served by public transport as well-connected communities thrive. We will work with bus companies and other partners, including voluntary and community sector providers, to challenge current provision, prioritise meeting gaps and to target resources effectively.

We will encourage people to use more sustainable forms of transport such as cycling and walking. This has benefits for the environment and communities and it helps people stay fit and healthy. We will promote the use of greenways and public rights of way and maintain and improve facilities for cyclists.

Good transport links bring economic opportunities. We will make sure that sites earmarked for development have good transport links to enable local people to access much needed jobs. An improved rail network will allow people to travel to work in Derbyshire and surrounding areas. HS2 is controversial and we will work hard to minimise any negative impacts but use the development to get a good deal for our residents and bring economic benefits to Derbyshire.

Connected communities do not just have good road and rail links. Modern information and communication technology infrastructure is also fundamental to encourage economic activity and to give local people better access to services. This is a particular challenge in the more remote parts of the county. Fast reliable broadband services are vital for local business success and stimulating growth throughout the county. We will deliver the county's biggest ever broadband transformation through the £27 million Digital Derbyshire programme.

Our priorities will be to:

- Review the condition of the county's roads and prioritise maintenance.
- Improve the A61 and associated road network to support the Waterside and Avenue regeneration projects and support the development of the Glossop spur and the Tintwistle bypass.
- Develop a longer term strategy for investment in highways and transport to maintain and improve roads, pedestrian links, commercial transport and especially routes to workplaces.
- Promote the use of sustainable modes of travel including the county's Public Rights of Way and greenways to promote healthy living.
- Maintain and, improve facilities for pedestrians and cyclists to enable and promote a safer, healthy and sustainable travel option.
- Support the development of a cycling culture in the county, using the traffic free trails and promotion of Cycle Derbyshire.
- Continue to work in partnership to further reduce the number of people killed or seriously injured on Derbyshire's roads.
- Review spending on subsidised bus routes and investigate alternative options for public transport.
- Identify opportunities to introduce demand responsive transport and other non-conventional transport services,
- Open a new railway station in Ilkeston and support the development of other new railway stations such as Gamesley.
- Maximise the economic benefits and mitigate against the potential adverse impacts of the HS2 proposals.
- Manage the implementation and roll out of the Digital Derbyshire programme and develop a Digital Strategy to drive future investment.
- Promote the use of free, fast and reliable broadband services, including WiFi and access to ICT facilities in communities through our network of libraries, Council buildings, Buxton Museum and the Derbyshire Record Office.

We have already made a start by:

- Investing £35 million on road repairs and maintenance across the county.
- Working with partners in Chesterfield to audit pedestrian routes, identifying barriers to connectivity and potential solutions.
- Undertaking a programme of evidence based casualty reduction schemes.
- Securing funding for Ilkeston Rail Station and access improvements to Chesterfield Rail Station.
- Securing £7.5 million funding to enhance traffic-free cycle trails into the Peak District.
- Completing work on a cycle scheme adjacent to the A61 Corridor which links Chesterfield Railway Station with the Chesterfield Cycle Network.
- Signing a £27 million contract to deliver the Digital Derbyshire programme.

A skilled and confident workforce

Economic difficulties make it extremely hard for local people, particularly the young, to access training and employment opportunities. To deliver a more secure future for our residents, we must develop and retain a skilled and confident workforce across the county.

A strong skills base is essential to attract and retain investment and good quality, well-paid jobs. The skills and qualities needed to grow our businesses are not always available locally and we need to address this challenge. We will work with our partners to develop a Skills Strategy for Derbyshire and put in place more effective pathways to employment. We will provide strong leadership to ensure that local people have the skills, knowledge and confidence to compete and benefit when jobs are created. We will engage with employers to find out what they need to create jobs and grow their businesses and we will work with schools, colleges and training providers to ensure they meet this demand. We will also look at ways to support people who have been out of work for long periods, to get back into the workplace.

Many young people from across Derbyshire find the transition from education into employment hard. Young people need support to progress successfully into work so that they, and the Derbyshire economy, can prosper. We will intervene in schools and local communities to ensure our young people have the right information and advice, basic employability skills and, above all, the aspiration to make informed choices about their future. We will expand the Derbyshire Apprenticeship Scheme, and ensure it offers proper training, support and job prospects. As well as more apprenticeships, we will develop a training and work placement package so young people can learn and practice the skills needed to get a job and succeed at work. We will also work with bus companies to offer discounted fares for young people seeking work.

Young people can feel pressure to combine work and study. Whilst many benefit from the experience gained from their part time jobs, a significant number of young people feel unsupported and exploited. This needs to change. We will develop a Trusted Employer register to set out clear standards and we will highlight those employers that offer good quality part-time jobs for young people still at college or school.

A number of our residents face difficult challenges that impact on their prospects: vulnerable young people, adults with learning disabilities and people with mental ill health. We will provide a range of employment opportunities and recruitment initiatives to encourage people from all walks of life to work for the Council so that we can become more reflective of the communities we serve.

Our priorities will be to:

- Work with partners to develop a Skills Strategy for Derbyshire.
- Develop new and innovative ways to engage employers and deliver effective careers advice so that young people have the skills to succeed.
- Continue support for the Derbyshire Apprenticeship Scheme.
- Provide a range of employment opportunities and recruitment initiatives to encourage people from a diverse range of backgrounds to work for the Council
- Provide a range of supported employment opportunities for vulnerable young people, adults with learning disabilities and people with mental ill health.
- Increase the number of young people in education, employment and training, specifically those who have been looked after by the Council.
- Provide a comprehensive offer of adult and community learning to support adults into work.

We have already made a start by:

- Reviewing and restructuring the Derbyshire Employment and Skills Board to focus on: skills and workforce development, young people and apprenticeships, sector development and low skills and unemployment.
- Investing in the Wheels to Work Scheme to offer low cost transport solutions for young people who want to find work
- Increasing the pay levels of young people on the Council's Apprenticeship Scheme.
- Identifying small heritage skills businesses to offer apprenticeship training to ensure skills are available for succession and growth.
- Improving the support we provide to those who are most vulnerable, specifically those who are in our care.
- Ensuring that people who need additional skills or qualifications can access quality provision.

A Healthy Derbyshire

Healthier communities with reduced health inequalities

Good health underpins everything that we all do. We believe that local people deserve the best possible health services and should have the greatest opportunity to live healthy and satisfying lives. We will create a more effective, collaborative and responsive local health and care system where shared understanding of people's needs enables us to make better decisions about the services we commission and provide. We will work with communities to develop people's capacity to improve their own health and wellbeing and find the best care for them and their families.

We will work with our partners so that the Health and Wellbeing Strategy reflects need and targets resources effectively. We will use the Health and Wellbeing Board to develop new and better ways to deliver integrated health and social care services across the county, so the right services are in place around the person, where possible in their own home or community. We will integrate services to better provide for people's physical, mental and social care needs, and work to significantly improve quality of life and make our ever shrinking resources stretch further.

Whilst the gap in life expectancy in Derbyshire has decreased significantly in recent years, babies born in some parts of Derbyshire are still likely to live up to thirteen years less than their counterparts in more affluent parts of the county. People living in the most deprived areas of Derbyshire are also more likely to suffer from a wider range of health related illnesses than those living in the least deprived areas. This is not fair. A wide range of factors including education, housing, employment and the environment impact significantly on the health of individuals and families and we know that we cannot tackle these issues on our own. We will target our collective resources to give all residents the opportunity to live long and healthy lives, regardless of their family history, social background or place of birth.

As a major employer and investor in services the Council has a wide range of levers to improve health. From creating healthier workplaces to making the best use of our new responsibilities for public health, we will develop new ideas and join up Council services to improve and protect the health of all Derbyshire residents.

We will work with partners to tackle a range of health issues in local communities, promoting healthy living, providing drug and alcohol support and helping people to stop smoking. We will encourage more residents, particularly children and young people and people with learning disabilities, to participate in sport and recreational activities and to take advantage of the wealth of opportunities provided by Derbyshire's outstanding countryside.

Poor emotional and mental health can have devastating effects on an individual's ability to participate fully in society, particularly on family members who often struggle to cope. We will ensure that people suffering from mental health problems, and their families, have access to integrated services. We will encourage mental health services to adopt a "Think Family" approach and promote better awareness of

emotional and mental health issues to support and strengthen the resilience of families.

Our priorities will be to:

- Develop and roll out whole person care across Derbyshire.
- Review the Health and Wellbeing Strategy for Derbyshire to ensure it reflects the priorities set out in the revised Joint Strategic Needs Assessment.
- Focus on the major issues which contribute to health inequality: poverty, debt, poor housing, unemployment, low educational attainment and poor access to services
- Ensure children and young people have a healthy start in life.
- Develop and promote the use of Health and Wellbeing Zones in libraries to reduce health inequalities.
- Work with partners and local communities to promote healthy lifestyles and encourage more people, particularly children and older people and people with learning disabilities, to participate in sports and recreational activities.
- Better integrate health, housing and social care to secure improved support to Derbyshire's ageing population.
- Implement the 'Healthy Communities' model across Derbyshire to build community resilience and health literacy, particularly in vulnerable communities.
- Improve mental health awareness and integrate of mental health services with other services in the county.
- Agree an action plan to tackle the stigma relating to Learning Disabilities.

We have already made a start by:

- Developing the health inequalities strand of the Derbyshire Health and Wellbeing Strategy.
- Launching the Public Health Locality Programme to improve health and reduce health inequalities at a local level.
- Establishing a 'Heart of Derbyshire' healthy eating campaign to tackle obesity, reduce heart attacks and strokes and encourage local food retailers to provide healthier meal choices.
- Creating a Public Health Resource Fund of £5 million over the next three years to encourage collaborative working across Council departments and to identify areas to mitigate cuts in services such as Housing Related Support.
- Working with partners to improve the relationship between health, housing and social care services across Derbyshire.
- Pledging our support for the national 'Time to Change' campaign and agreeing a action plan for tackling the stigma around mental illness.
- Achieving Unicef Baby Friendly accreditation for our community services.
- Increasing the number of children who have access to breakfast clubs.

A Safer Derbyshire

Resilient and safe communities

There has been a significant decrease in the level of crime in Derbyshire over the last decade and the county is a very safe place to live. However, crime figures are starting to increase and community safety is still very important to local people. Crime and the fear it creates has a damaging impact on victims, their families and local communities. We will build on the excellent progress that has already been made, working with local people, across services and between organisations to understand and tackle problems facing local communities.

We will work with partners to protect vulnerable people against crime in Derbyshire. Effectively tackling Organised Crime Groups is key to this as they are often linked to drug dealing, human trafficking, cyber-crime and fraud. The risk of becoming involved in crime is increased by factors such as childhood or family background and experience of economic and social deprivation. We will focus our efforts on prevention and intervene earlier to reduce the risk of local people, particularly the young, coming into contact with the criminal justice system. We will also continue to support young people and adults away from reoffending.

Increasing levels of domestic abuse are a significant challenge and reported incidents continue to rise. Domestic abuse affects people of all ages and from all backgrounds and can have a devastating impact on families and communities in Derbyshire. The increase in demand for services is difficult to manage with reducing resources. We will ensure that our response to tackling domestic abuse is well co-ordinated and person-centred. We will also ensure that victims of crime and people subjected to hate crime are given a higher priority. We will work with voluntary and community sector providers across the county to achieve this.

Alcohol and drug misuse also have a major impact on the lives of individuals, families and communities. Alcohol has a detrimental effect on feelings of safety and plays a significant role in many types of offending, including domestic violence. We will develop a co-ordinated approach with our partners to reduce the damage that excessive alcohol consumption can cause. We will also focus our effort on preventing drug and alcohol misuse and supporting people to recover from addiction so that they can pick up their lives again.

Protecting people, especially the most vulnerable, from the potentially harmful effects of rogue traders is an important priority for the Council. Our continued efforts to enforce trading standards and provide protection for consumers will ensure that we achieve this goal. We will invest in our Trusted Trader scheme to help residents find local companies which provide good services at a fair price. We will also continue to prevent harmful products reaching local communities.

The public have recently become increasingly concerned with the quality of their food and where it comes from. We will ensure that residents are confident that their food is safe to eat and are as informed as possible about what they are buying. We will encourage shoppers to buy local produce to improve food safety and support businesses across the county.

Local people who are able to respond effectively to, and recover quickly from emergencies show us how successful community resilience can be. We will build on existing local relationships and use local knowledge to prepare for risks so that communities are better prepared to respond and better equipped to recover.

Our priorities will be to:

- Work with our partners and Derbyshire's Police and Crime Commissioner to have a coordinated approach to tackling crime and anti-social behaviour.
- Reduce reoffending and prevent young people from entering the criminal justice system.
- Ensure a joint strategic approach to tackling domestic and sexual abuse, including better integration around the commissioning of support services.
- Offer better support to victims, especially those experiencing hate crimes.
- Work with perpetrators to create cohesive communities which discourage and condemn hate crime and domestic abuse.
- Deliver the county's Alcohol Harm Minimisation Plan focusing on alcohol harm in relation to health as well as crime.
- Tackle unfair and unsafe trading practices, working with local businesses to protect those most vulnerable to harm.
- Implement effective partnership arrangements to tackle organised crime in Derbyshire: cyber-crime, human trafficking and child sexual exploitation.
- Support the work of animal health and food safety officers to ensure that the food we eat is safe.
- Work to build wider community resilience so that local communities can support themselves during emergencies as resources become limited.
- Strengthen the governance structures around domestic and sexual abuse and ensuring a joint approach to commissioning services.

We have already made a start by:

- Building good relationships with the Police and Crime Commissioner and supporting events which impact on shared priorities.
- Supporting a multi-agency risk assessment tool and case management system for victims of anti-social behaviour which identifies those vulnerable to repeat victimisation.
- Implementing the Integrated Offender Management scheme to tackle the most prolific offenders.
- Strengthening the governance structures around domestic and sexual abuse and ensuring a joint approach to commissioning services.
- Developing a Hate Crime Strategy and Action Plan setting out priorities for delivery.
- Working with Public Health and maximising opportunities to provide health interventions, where alcohol features in crime and anti-social behaviour.
- Piloting the use of a telephone monitoring service to protect vulnerable consumers from nuisance telephone calls.
- Committing funding to tackle illicit tobacco sales.

People supported in hard times

The impact of the recent economic downturn is all too visible in our communities. Many families are struggling to cope with changes to the welfare system and the rising cost of everyday goods and services. Financial hardship and uncertainty can lead to stress, ill health and family breakdown. It can also lead to a breakdown in cohesion and tension within communities as the gap between the “haves” and the “have nots” widens.

We want communities to be thriving places where local people prosper. To make this happen, we need to support those families who need our help in the most difficult of times. Food banks are becoming well established and are increasingly in demand in all corners of the county. More children in Derbyshire are living in poverty now than they were a few years ago. This is intolerable in the modern age.

Working with our partners we will develop a strategic response to the growing levels of poverty affecting communities in Derbyshire. We will develop an Anti-Poverty Strategy to coordinate and drive forward our plans and will offer practical support where we can. We will work with the growing number of food banks in the county and target our support at vulnerable groups such as children, older people and communities with the greatest needs. We will use our networks to tackle fuel poverty and promote affordable warmth, actively looking at ways to use grant aid to improve the energy efficiency of people’s homes.

Many local people are struggling to manage on the limited resources that they have at their disposal and too many are relying on payday lenders and loan sharks to make ends meet. We will work to ensure that people have access to the help and advice they need through in a range of settings including children’s centres and libraries. We will also work with our partners to promote Credit Unions, through libraries and other services and provide support to families to manage their budgets effectively. We will work tirelessly, in partnership with the Police and Crime Commissioner, to tackle loan sharks operating across the county.

Our priorities will be to:

- Develop an Anti-Poverty Strategy to focus effort and resource.
- Work with the growing number of food banks operating across the county, targeting support at vulnerable groups and communities in highest need.
- Work with partners to tackle fuel poverty.
- Support specialist, community based and welfare rights advice services.
- Promote credit unions in the county and provide support to help families manage their budgets.
- Work with the Police and Crime Commissioner to tackle loan sharks.

We have already made a start by:

- Securing commitment to develop a coordinated and strategic response to poverty reduction in Derbyshire.
- Creating food bank collection points in libraries and other County Council buildings.
- Supporting specialist and community based advice services in Citizens Advice Bureaux, GP surgeries, Children's Centres, Libraries and the Derbyshire Unemployed Workers Centre.
- Establishing additional breakfast clubs in primary and junior schools in communities with the greatest need.
- Developing an Affordable Warmth Strategy for Derbyshire.
- Investing additional funding to increase the number of vulnerable households getting access to affordable warmth and energy efficiency support.
- Blocking access to payday loan company websites on all council computers.
- Supporting Credit Unions' Instant Access Loan Funds.
- Establishing the Derbyshire Discretionary fund.

Sustainable and green communities

Our beautiful natural environment makes Derbyshire a great place. At the heart of the county is the Peak District National Park, the first national park in the UK. There are green spaces, woods, parks, lakes, rivers and canals throughout the county and we will work to make these accessible by local people, wherever they may be. We want everyone in Derbyshire to think that their area is a good place to live and work, while protecting and promoting our assets for the benefit of future generations.

Our unique landscape and heritage are extremely important. We are proud that Derbyshire is home to the Derwent Valley Mills World Heritage Site with the area internationally recognised as the birthplace of the industrial revolution. We will do all we can to promote and protect this special area. We will also work hard to ensure that Creswell Crags becomes the second site in Derbyshire with World Heritage Status due to its important landscape and archaeological heritage.

We will continue to use our distinctive landscapes and heritage to promote culture and sustainable tourism across the county. We will also support activities which inspire local communities and encourage people of all ages to participate in community arts, festivals, dance and musical events.

The climate is changing and these changes have implications for local communities and the way in which we deliver services. We will make our economy, services and communities more resilient and to do this we will take a lead on adapting to and mitigating against the impact of climate change in Derbyshire.

The impact the Council's carbon footprint has on the local environment and the rising cost of energy bills are of increasing concern. We need to do more to reduce our carbon emissions if we are to meet our target reduction of 25% before 2015. We will take a closer look at our assets to make sure that they are efficient and work through the Derbyshire Partnership Forum and with our council partners in Derbyshire and Nottinghamshire to share good practice and to find new ways to address this challenge. We will also look to invest in renewable energy generation to minimise the risk of future energy price rises, generate income streams and meet our low carbon and sustainability objectives.

Dealing with waste sustainably has become more important. The increased costs and the negative impact of waste on our environment means we can't sit back. Landfill is not a viable option for the future and we need to do more. Working with our partners, we will further reduce the amount of waste sent to landfill, minimising our costs. We will also explore alternative ways to proactively deal with our waste sustainability and increase re-use and recycling.

Our priorities will be to:

- Promote and protect the Derwent Valley Mills World Heritage Site and lobby for World Heritage Site status for Creswell Crags.
- Promote events such as the Summer of Cycling and ensure a lasting legacy in the county.
- Take a lead on adapting to and mitigating against the impact of climate change to make our economy, services and communities better prepared.
- Develop a Climate Change Charter with our partners through the Derbyshire Partnership Forum.
- Explore ways of further reducing carbon emissions within the Council and implement innovative plans to reduce the energy use of our street lights.
- Identify invest to save opportunities with renewable energy technologies.
- Work with Local Nature Partnerships to ensure that the value of the natural environment is embedded in local decision making.
- Encourage recycling and reduce the amount of waste sent to landfill.
- Ensure former landfill sites are managed in accordance with best practice guidance and legislative requirements.

We have already made a start by:

- Securing funding for the Derwent Pulse, a major arts programme which will engage with communities in the World Heritage Site along the length of the Derwent.
- Supporting communities to develop appropriate ways to commemorate the events of the First World War.
- Developing a Climate Change Adaptation Action Plan to build resilience in communities and ensure Council services adapt to future climate change.
- Monitoring the Council's environmental impacts through our environmental scorecard and surveying all premises to measure waste and recycling rates, developing new methodologies for calculating carbon emissions from transport.
- Joining the Association for Public Service Excellence Local Authority Energy Collaboration to explore opportunities to generate new income streams into the Council.
- Securing planning permission for the Sinfin waste treatment plant.
- Building the Arkwright Composting Plant to support our efforts to reduce the amount of waste sent to landfill.

A Derbyshire that cares

Thriving children, young people and families

We have a duty of care to every child in Derbyshire. We believe every child should be given the best start in life, a safe and happy childhood and an education that allows them to achieve their full potential.

Throughout their life journey, we will support young people and their families. Keeping our children safe and healthy will be at the heart of everything we do. We will provide support services to strengthen families in difficulty and ensure children remain with their own communities and with their own families wherever possible. When required we will find safe, supportive foster or children's homes. We will do all we can to be good corporate parents and help children thrive while they are in our care. When it is in the best interest of the child, we will place them promptly with loving adoptive families.

Parents sometimes need our help and we will ensure that Multi Agency Teams and Children's Centres provide this support, tailored to the specific needs of local communities. We will help working parents by improving provision and access to childcare.

Families with disabled children have to deal with a complex web of services and the transition to adult services is not always smooth. Working in partnership, we will improve information, advice and support for disabled children and make the transition to adult services easier

We will continue to support young people to achieve and grow particularly in areas of deprivation and under attainment. We will support, head teachers and governors across the county so that all children are able to achieve to the best of their ability. We want our schools to be good or outstanding and we will strongly challenge under-performing schools, whether they are academies or under local authority control.

We will provide targeted support to those children who need it most so that children in care and those with special educational needs and disabilities have access to specialist provision. We will support improvements in the attainment of all children, and will work with schools to reduce absences and exclusions. We will, where resources allow, invest in improving school buildings.

Our priorities will be to:

- Be a good corporate parent for children who come into our care.
- Provide support to families who need it the most, at the time when it can make the most difference.
- Strengthen multi-disciplinary approaches and inter-agency working to improve outcomes for children and young people.
- Make sure our children's centres reach young children who are most vulnerable.
- Invest in additional support for mums to breastfeed for as long as they wish to.
- Work with schools to help them become "good" or "outstanding."
- Provide support to ensure all children start school ready to learn.
- Develop literacy skills through a range of public library initiatives such as the Bookstart programme and the Summer Reading Challenge.
- Work with partners to make sure all children and young people are as safe as possible and protected from harm and neglect
- Improve outcomes for children in care.
- Provide children and young people with additional needs and disabilities access to the support and services they require.
- Support young people who are the most vulnerable through our youth offer.
- Develop positive outcomes for young people's health and achievement, through the delivery of physical activity and sport programmes.
- Support the development of sport and physical activity opportunities, particularly in areas of deprivation and under attainment.

We have already made a start by:

- Delivering high quality Children's Services and ensuring that safeguarding and child protection issues are responded to quickly as evidenced by our recent Ofsted rating.
- Developing a strategy to support children in care and care leavers to be the best that they can be.
- Providing additional investment in secondary school support.
- Undertaking a refresh of our Journey to Excellence Strategy in order to further raise standards and develop system leadership.
- Support the development of communication skills in early years through our Every Child's a Talker programme.
- Adopting the Derbyshire Early Intervention and Prevention Strategy and consulting with young children in Derbyshire to help shape our services.
- Equipping our social workers with additional training and skills to work with vulnerable families.
- Publishing improved guidance on the thresholds for our services.
- Reducing the number of children waiting for adoptive parents.
- Providing guidance to schools to help them set up and maintain childcare provision on site.
- Supporting a range of priority schemes to improve the condition and suitability of school sites and buildings across the county as part of our Joint Funding Initiative for Schools.
- Investing £250,000 of additional resources into the Youth Service.

Independent and supported older people

Care services should be built around the principles of independence, safety, good health and quality of life in older age. As people live longer, social care budgets significantly reduce and government reforms are introduced, supporting older people when they need us the most is one of the biggest challenges that we face. We want to rise to this challenge. We will radically reshape the services we provide for older people, finding new and different ways to get better outcomes for less. We will also continue to lobby the Government to implement more sustainable ways of funding social care in the future.

Older people want to live independent active lives for as long as possible. Staying healthy is key but in later life, when people become more frail, we will support them to stay at home. To achieve this we will work with older people to support their whole care needs - physical, mental health and social – and work with our partners to ensure that services work together effectively. We will continue to offer high quality integrated care packages to allow older people to access a range of support services.

Derbyshire has a strong legacy of caring for people in their own homes and we will work hard to ensure that frail older people continue to be supported through our Home Care service and Home Library service. The risk of worsening health increases significantly with age, as does the likelihood of injury in the home through falls. We will work with agencies in the county to provide health checks for vulnerable groups and develop a partnership approach to preventing falls.

When it is no longer possible to live at home, we want older people to be cared for in a place of their choice. There is still a high demand for residential homes run by the Council because of their quality and reliability and we also have a responsibility to ensure that independent sector care services are good quality and responsive to client's needs. We will continue providing an in-house service that supports older people and meets their individual needs. We will also provide other options such as extra-care housing facilities. To ensure we get the right balance of services to suit the needs of local people, we will consult on a new accommodation strategy to offer older people the choice that they deserve.

The rising number of people with dementia is a growing concern. There are currently about 10,000 people with dementia in Derbyshire. With an ageing population this figure is expected to rise significantly to approximately 15,000 people by 2025. We will work with partners to develop an approach to dementia which focuses on providing a supportive physical environment, independence and continued quality of life. We will also work with the local NHS to further develop the integration of services to reduce admissions to hospital.

We take the duty to protect older people very seriously. Members of our workforce, and those employed by private care providers, play a vital role in ensuring that older

people maintain their dignity whilst being cared for. We will ensure all care providers are delivering the highest levels of quality and safety and will tighten quality checks to protect vulnerable people from potential abuse.

Our priorities will be to:

- Implement a multi-agency response to falls and bone health.
- Develop our approach to whole person care across Derbyshire, reshape the services we provide to older people and improve services through joint working with the local NHS.
- Implement the social care reforms recommended by Andrew Dilnot and set out in the Care Bill.
- Lobby government for a sustainable national funding model for social care.
- Consult on a new accommodation strategy.
- Provide high quality services for people with dementia.
- Continue to ensure that independent sector care services are of a good quality and responsive to client's needs.
- Improve our safeguarding procedures to protect our most vulnerable residents from maltreatment and abuse.
- Increase take up of the Home Library Service to support older people living in their own homes.
- Support independent living and healthier lives for older people through a range of physical activity opportunities in the community and adult care settings.

We have already made a start by:

- Developing two new community care centres in Heanor and Darley Dale to provide a wide range of integrated services to support older people in the community.
- Working with our partners to develop Derbyshire's approach to the Better Care Fund which pools a range of health and social care budgets.
- Working successfully with the local NHS to create Single Points of Access across the county for GP surgeries to reduce the number of older people who are inappropriately admitted to hospital.
- Rolling out the successful 'Just Checking' pilot across the county, using technology to improve understanding of people's activities in an unobtrusive and ethical way to support personalised care assessments.
- Introducing Trusted Befriending Services in two additional areas within the county
- Securing support for Older People's luncheon clubs across Derbyshire
- Reviewing the Derbyshire Dementia Strategy and providing dementia training for staff in residential homes.

Adults with physical and learning disabilities leading independent and fulfilled lives

Disabled adults want to take greater control over their lives and lead full and active lives in their local communities. By taking control of their own Personal Budgets, disabled adults and family carers can choose the support that most closely meets their needs. As financial pressures increase, we will support individuals to make choices and have easy access to flexible, high quality services. We will review the way services are provided to make sure that they meet the increasing expectations of individuals and can be sustained in the longer term.

We will ensure that disabled adults and their family carers have access to the right information, in the right format, at the right time. We will also work to ensure disabled people can understand how their care needs are assessed so can play a more active role to determine what's right for them in the future.

Our Community Lives programme is about finding new and better ways of supporting people with learning disabilities, their carers and their family members. We will work closely with the local NHS on a whole-person approach, including the implementation of Personal Health Budgets, to make best use of the funding and services available.

We will work jointly with individuals, their family carers, and other key stakeholders including Healthwatch, advocates and our health colleagues, to support the most vulnerable people in the community. We will ensure the lessons from the Winterbourne View Review around services for people with learning disabilities who have the most complex needs, are taken into account when we plan and provide services. We will maintain support for disabled adults to access paid employment and volunteering opportunities. We will take a lead by exploring employment opportunities within the Council. We will support people to receive all the benefits for which they are eligible, through the provision of our Welfare Rights Service and Citizens Advice Bureaux.

We will prepare for significant changes to the way services are provided and funded as a result of the Care Bill. We expect this will also change the way that support for family carers is assessed and provided. Many family carers tirelessly provide support across the county and some carers have their own health and social care needs. We will work alongside them and carers' organisations to improve the way that support is designed and provided.

Our priorities will be to:

- Review the assessment processes in place for adults with disabilities.
- Develop more collaborative approaches to assessing need and designing services with clients and family carers.
- Work with carers to better understand their needs and improve support services.
- Ensure all those eligible for local authority funding have a personal budget.
- Improve information, advocacy and advice services to ensure people receive benefits to which they are entitled.
- Improve access to employment opportunities for disabled adults, specifically within the Council.
- Reduce the inappropriate use of residential care and seek alternative accommodation options.
- Increase the number of teams and organisations signed up to the Derbyshire Dignity Challenge
- Secure the future of the Bolsover Woodlands Enterprise.

We have already made a start by:

- Developing our Community Lives Programme to find new and better ways to support people with learning disabilities and their family carers.
- Increasing the take up of the Carer's Emergency Card.
- Reviewing our approach to the provision of Disabled Facilities Grants
- Implementing the recommendations within the Consiliun Report on Sport, Leisure and Social Care.
- Meeting the milestones to deliver the national requirements for Transforming Care (Winterbourne View Review).
- Establishing a multi-agency group to agree funding for people with learning disabilities who have the most complex needs
- Completing Learning Disability and Autism Self-Assessments and benchmarking against other local authorities.

A local Derbyshire

An ambitious and dynamic Council

Over the last four years public services in Derbyshire have faced unprecedented cuts. The next four years will be even harder. Despite the difficulties that lie ahead, we want to be the best that we can be. With drive, energy and passion, this is within our reach. We have ambitious plans for the future for both the Council and local people and we will lead the way, championing the county and fighting for a fair deal for Derbyshire.

With £157 million of cuts to find in the next five years, we will simply not be able to do all of the things that we would like to do, or have done, in the past. Cuts of this scale require significant change and transformation. This means radically reshaping our organisational structures so that we can be flexible and open to new opportunities. We will look at all our services and make sure that we target resources where they are needed the most. We will keep council tax as low as we possibly can and we will continue to manage money wisely. We will also strongly challenge any further cuts to our budgets from central Government.

We will diligently monitor our performance and develop new systems to help us better measure the difference we make to local communities. We will also look at how we can deliver more for less by exploring innovative and new ways of delivering services across the county, making the best use of new technology where we can. Working with our partners across the county, we will explore the use of community budgets and shared services and find ways to do things better, and at better value.

Staff at the County Council are excellent and we value what they do. We will do more to make sure that they are flexible, adaptable and well equipped for the future. We will nurture talent and make the best use of their many skills. We need to find better ways of engaging our staff – listening to what they have to say about the services we deliver and, more importantly, acting on what we find. We also need to make sure that our property, land, vehicle fleet and other physical assets are of good quality and well managed.

Our priorities will be to:

- Radically reshape the Council with reduced resources so that it is the best it can be to future challenges and opportunities.
- Fight for a fair deal for Derbyshire.
- Make sure that our limited resources are allocated fairly.
- Develop community budgets to support positive change across Derbyshire.
- Work with our public, private and voluntary and community sector partners through our three key partnerships – the Derbyshire Partnership Forum, the Health and Wellbeing Board and Local Enterprise Partnerships to find opportunities for joint working, shared services, integration and growth.
- Ensure that our workforce is flexible, adaptable and can meet the future needs of Derbyshire.
- Celebrate the county's diversity and work hard to ensure that fairness is at the heart of everything we do.

We have already made a start by:

- Developing a Budget Strategy which set out our approach for finding £157 million cuts.
- Launching the Derbyshire Challenge Fund to explore new ways to deliver services and to mitigate against the impact of significantly reduced budgets
- Developing a community budget for families and communities in need to help identify priorities for future whole system change and reform.
- Reviewing the senior management structure of the Council to make sure we are streamlined and efficient and agreed an approach to consolidate corporate services.
- Piloting an approach to customer segmentation to ensure our services and assets are in the right places and work well to better meet community need.

Communities at the heart of decision making

Serving the people of Derbyshire is a huge responsibility and one we take very seriously. This involves listening to local people and communities to ensure that our services meet identified needs. More importantly it involves finding better ways in which we can work with families and communities to identify problems, develop plans and celebrate success together. The Council is more than just a provider of services and we will do more to involve local people in decisions that affect their lives.

Councillors play a vital role in local communities to link local people to the democratic process. We will do more to make local councillors more visible and give them the support they need to respond to the issues and concerns of the communities they serve. We will strengthen local democracy and devolve the decisions we make to the lowest level we can, for example we will invest effort and resource in our new Local Area Committees established across the county.

Many local people feel that the County Council is distant and removed from their lives despite providing a wide range of local services to individuals in their own homes. Our desire to put communities at the heart of decision making means that we will rethink how we listen to, and engage with local people and work to involve local people in designing and shaping services in their area.

We want families and communities in Derbyshire to flourish and thrive, but cannot do this on our own. We need to work more closely with our communities, to strengthen local capacity and confidence and improve networks and community connections. We will look creatively at ways in which we can deliver more of our services at a local level. We will improve the profile and take up of services at the heart of local communities such as libraries, and develop these as community hubs.

Derbyshire has a strong network of libraries, with Chesterfield being one of the busiest in the country. We will continue to invest in new technology to ensure that services reach the wider community through greater digital access, an e-book lending service and convenient self-service facilities. Our customer's expectations are changing and to help meet their needs we will develop our libraries as focal points for local communities, offering a wider range of services and providing facilities such as food bank collection points, access to credit unions and health and advice services. We will consult on options for the future of the mobile library service; we need to meet budget reductions and maintain a comprehensive and efficient network of branch libraries.

We will have to take tough decisions to meet Government spending cuts and this will inevitably impact on the services we provide to individuals and local communities. When we make decisions we will ensure that they are fair and based on the values we hold and the evidence available. Engagement and consultation with local people

and communities will take high priority and openness, honesty and transparency will be central features of all decision making processes.

Our priorities will be to:

- Look at ways in which we can devolve decision making processes and budgets to the lowest level.
- Strengthen the role of local councillors as community leaders and advocates for the areas they represent.
- Better understand the needs and challenges facing our communities so that we can target reduced resources effectively.
- Explore ways in which more Council services can be delivered at a local level.
- Further develop library and information services and use digital access, e-books, audio books and self-service to reach the wider community.
- Make libraries a hub in local communities and widen the range of information, financial, health and advice services available to local people.
- Improve the way in which the Council communicates and engages with local people and communities.
- Develop a comprehensive programme of engagement and consultation to support decision making.
- Identify more opportunities to involve local people and communities in the co-design and co-delivery of Council services.

We have already made a start by:

- Establishing eight new Local Area Committees across the county.
- Implementing a new case management system to enable local councillors to better respond to the issues and concerns of local people.
- Creating local area profiles and the “Derbyshire Quilt” to better understand the challenges affecting communities across the county.
- Further developing the Derbyshire Observatory to provide a single robust evidence base for the Council and its partners.
- Piloting new and innovative ways of working with local people, communities and service users through the Uni-fi and Thriving Families initiatives.
- Undertaking a review of our communications and identifying opportunities to better engage with local communities.

Measuring success

We will measure success by how well we deliver the ambitions set out in this Plan. For each priority we have identified a number of targets which will allow us to measure progress.

We will monitor and report how well we are doing against these and other targets we have set out in our service plans. We will challenge poor performance wherever this exists and ensure that our services continue to improve.

Having your say

We will be reviewing our priorities and Council Plan each year and would very much welcome your views. If you would like to discuss any part of it, are interested in getting involved or require more information then please contact:

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