

DERBYSHIRE COUNTY COUNCIL

CABINET

28 January 2014

REPORT OF THE CHIEF EXECUTIVE

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

1. Purpose of the Report

To consider and approve the draft Council Plan 2014-2017 for consultation.

2. Information and Analysis

The draft Council Plan 2014-2017, attached at Appendix A, 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 local Derbyshire
- A Derbyshire that works
- A healthy Derbyshire
- A Safer Derbyshire
- A Derbyshire that cares

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.

Next Steps

Work is currently take place to ensure that the Plan meets equality and sustainability principles. In the meantime, it is recommended that the draft Plan be distributed to key stakeholders for consultation. A further report will be presented to Cabinet on 25 March 2014 in order that firm proposals in relation to the Council Plan can be referred to the Council for consideration and approval at its meeting on 9 April 2014.

3. 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.

4. Legal Considerations

The full Council is responsible for adopting the Council Plan following a process of consultation, as described in the report, and on the basis of recommendations from the Cabinet.

5. Crime and Disorder Considerations

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

6. 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.

7. Key Decision

Not applicable

8. Call-in

Not applicable

9. Background Papers

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

10. Officer's Recommendation

That the draft Council Plan 2014-2017 be approved for consultation and that a further report be received by Cabinet on 25 March 2014.

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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A local Derbyshire

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An ambitious and dynamic Council

Over the last four years public services in Derbyshire have faced unprecedented cuts. We know that the next four years will be even harder. Despite the difficulties we know lie ahead, we want to be the best that we can be. We know that 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 savings to find in the next five years, we know that we will not be able to do all of the things that we would like to do, or have done, in the past. We also know that savings of this scale will require significant change and transformation. This means radically reshaping our organisational structures so that we are fit for purpose, whilst being flexible and open to new opportunities as and when they arise. We will be looking at all our services and making sure that we prioritise our budgets and target resources where they are needed the most. We will aim to keep council tax rises as low as we possibly can and we will continue to manage our budgets and taxpayers' money wisely. We will also strongly challenge any further cuts to our budgets from central Government.

Knowing how well we are doing will become increasingly important over the next four year which is why we will be diligently monitoring our performance against agreed priorities and developing new systems to help us better measure the difference we are making to local communities. We will also be looking 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 through the Derbyshire Partnership Forum, we will explore the use of community budgets and shared services to identify ways in which we can secure better outcomes for our communities at lower cost. We will also be exploiting the potential of the Health and Well Being Board and the Local Enterprise Partnerships to deliver integration and growth across the county.

We know that our employees are our greatest asset but we need to do more to make sure that we have a flexible and adaptable workforce for the future, nurturing talent and making the best use of the skills that are at our disposal. We need to find better ways of engaging our staff – many of whom live and work in our communities - 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 fit for purpose and well managed given the essential role they play in delivering local services.

Our priorities

Our priorities will be to:

- Radically reshape the Council with reduced resources so that it remains fit for purpose and can continue to meet future challenges and opportunities.
- Campaign for a fair deal for Derbyshire.
- Develop our approach to priority based budgeting, ensuring that our limited resources are allocated where they are needed the most.
- Develop community budgets to support transformation and public service reform in 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 the Local Enterprise Partnerships - to identify opportunities for joint working, shared services, integration and growth.
- Ensure that our workforce is flexible, adaptable and can meet the future needs of the communities we serve.
- Ensure that equalities, diversity and inclusion are at the heart of everything we do and that our approach is visible to local people, communities and employees through the actions we take.

We have already made a start by:

- Developing a Budget Strategy setting out our approach for identifying £157 million savings.
- Launching the Derbyshire Challenge Fund to explore new ways of delivering services and to mitigate against the impact of significantly reduced budgets
- Developing a community budget for families and communities in need to identify priorities for future whole system change and reform.
- Reviewing the senior management structure of the Council and agreeing an approach to the consolidation of corporate services.
- Piloting an approach to customer segmentation to ensure our services and assets are in the right locations and effectively deployed 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 responsibility involves listening to what local people and communities have to say and ensuring 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 solutions and celebrate success together. We know that in the past we haven't always got this right. We believe that the Council is more than just a provider of services and we want to do more to involve local people in the decisions that affect their lives

Councillors play a vital role in local communities linking local people to the democratic process. We will do more to make local councillors more visible and ensure they have the support they need to respond to the issues and concerns of the communities that they serve. We want to strengthen local democracy and devolve the decisions we make to the lowest level we can which is why we will continue to invest both effort and resource in our new Local Area Committees which we have established across the county.

Many local people feel that we are distant and removed from their lives despite the Council providing a wide range of local services to individuals in their own homes. Putting communities at the heart of decision making means that we have to rethink how we listen to, and engage with local people. We need to make sure that we fully understand the problems and issues that local communities face before we take action and work harder to involve local people in designing and shaping services in their area.

We want families and communities in Derbyshire to flourish and thrive. But we can't do this on our own. We know that we need to work more closely with our communities, strengthening local capacity and confidence and improving networks and community connections. We need to look creatively at ways in which we can deliver more of our services at a local level and improve the profile and take up of those remaining services which are at the heart of local communities such as libraries and children's centres, developing these as community hubs.

Derbyshire has a strong network of libraries, with Chesterfield being one of the most used in the country. We will continue to invest in new technology to ensure the service reaches the wider community through greater digital access, e-books and self-service. We know that customer expectations are changing and we will further develop our libraries as a focal point for local communities, offering a wider range of services such as food bank collection points, access to credit unions, health and advice services, to help meet the needs of existing and a future generation of library users.

We are being forced to take some tough decisions to meet Government spending cuts and we know that this will impact on the services we provide to individuals and

local communities. When we do make difficult decisions we will ensure that these are fair and based on sound evidence. Engagement and consultation with local people and communities will take high priority and we will ensure that openness, honesty and transparency are central features of all decision making processes.

Our priorities

Our priorities will be to:

- Devolve decision making processes and budgets to the lowest level we can.
- 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, widening 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 strategy and identifying opportunities to better engage with local communities.

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A Derbyshire that works

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A strong economy

A thriving local economy is vital in improving the quality of life for residents and creating a sustainable future for our young people. Derbyshire needs to be at the forefront of driving growth through 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 urgently need to tackle weaknesses and build upon the strengths within the Derbyshire economy, developing our economic strategy at the earliest opportunity to help us drive through our ambitious plans for the future.

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

Building growth and prosperity requires co-ordinated action from all sectors. We will play an active and leading role in shaping the efforts of the D2N2 Local Enterprise Partnership and continue to work through the Derbyshire Economic Partnership as a voice for the economic interests of the county. We want to work through our new Joint Committee for Economic Prosperity with district and borough councils championing and promoting economic growth across Derbyshire. We will also work with our partners on major regeneration and inward investment schemes, delivering transport and infrastructure solutions to overcome barriers and unlock development sites. Where it is beneficial for Derbyshire, we also want to work strategically with our neighbours in the Sheffield and Manchester City Regions and take advantage of the opportunities that this presents.

We have a key role to play in leading and coordinating innovative responses to economic challenges. We will continue to promote Markham Vale as our flagship regeneration project, attracting further investors to the site and supporting local people to ensure they are ready to take up new employment opportunities as they arise. To encourage and facilitate investment in both traditional and developing sectors we will offer practical support and networking opportunities for new and developing businesses in both traditional and developing sectors including, the visitor economy, food and drink and high-tech manufacturing sectors. We will also take a lead in reducing future energy usage and costs for businesses and residents by working to develop the green technology sector which we know will support a reduction in the county's carbon footprint.

We believe that fairness is key to ensuring that growth is economically, socially and environmentally sustainable. Putting more money into the pockets and purses of people on lower pay makes sound economic sense because we know these resources will then be spent in the local economy. We want Derbyshire to be a Living Wage County. We will introduce the Living Wage for employees working for the

council to reward people fairly for the work that they do whilst encouraging Derbyshire employers to do the same.

We recognise that we are a large local employer and a significant purchaser of goods and services. We know that our procurement policies have a significant impact to supplier businesses and we want to do more to ensure that local firms are able to do business with the Council and with each other to support a sustainable economic future for Derbyshire.

Our priorities

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 the broadest range of 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 tech manufacturing sectors.
- Help to facilitate new economic development by encouraging developers to locate in places that are 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.
- 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 ensure businesses are supported to 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 an absolute necessity – without them we wouldn't be able to freely move around the county to access work, shops, services and leisure activities. Derbyshire, with its central location, has good access to a number of airports, mainline rail services and key road networks. Despite these significant strengths, for many people travelling quickly and safely around the county remains a challenge.

Most people living, working or visiting the county use roads and pavements on a daily basis to get around. We know that Derbyshire residents put the highest priority on the condition and safety of both. We will review the state of the county's roads and, where we can, we will look at ways to ensure that these are maintained and in good repair. We know that in bad weather travelling around the county can be difficult. We will continue to support the winter gritting service and working with our partners, promote local schemes aimed at minimising 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. We will also ensure that safety is given a high priority in the design and maintenance of roads within the county.

We want communities that are well served by, and are able to access public transport because we know that well-connected communities are more likely to thrive. We know that many people do not have access to a car and because of this good public transport is essential in helping us achieve our aim. We will work with partners, including voluntary and community sector providers and the bus companies to prioritise gaps in provision to ensure that resources are targeted effectively.

We want to encourage people to use more sustainable forms of transport such as cycling and walking, whether for work, accessing services or leisure activities. We know this has benefits for the environment and communities, and it can also help people to stay fit and healthy. We will promote the use of greenways and public rights of way and wherever possible maintain and improve facilities for cyclists.

Maximising the economic opportunities presented through good transport networks is extremely important. We want to make sure that those sites earmarked for development have the very best transport links to enable local people to access much needed jobs. We know that an improved rail network will allow people to travel to work in Derbyshire and surrounding areas. We will use the HS2 development to get a good deal for our residents and bring economic benefits to Derbyshire and we will work hard to minimise the negative impacts on local communities.

We know that connected communities are not just those which have access to good road and rail links. Modern information and communication technology infrastructure is fundamental, encouraging economic activity and giving local people better access to services. We know that this is a particular challenge in the more remote parts of the county. Fast and reliable broadband services are vital for local business success and attracting inward investment and stimulating growth throughout the county. We want to deliver the county's biggest ever broadband transformation through the £27 million Digital Derbyshire programme which we know will help us achieve this aim.

Our priorities

Our priorities will be to:

- Review the condition of the county's roads, prioritising maintenance and repairs where appropriate.
- 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.
- Work with local planning authorities and developers to secure well-located, high quality, accessible, safe and socially inclusive developments.
- Develop a longer term strategy for investment in highways and transport to maintain and where possible improve the condition of roads, pedestrian links, commercial transport and routes to workplaces.
- Promote the use of sustainable modes of travel including the county's Public Rights of Way and greenways as means of promoting healthy living.
- Maintain and, wherever possible, 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 reduce the number of people killed or seriously injured on Derbyshire's roads.
- Undertake a review of spending on subsidised bus routes and investigate alternative options for public transport.
- Identify opportunities for the introduction of demand responsive transport and other non-conventional transport services, where they offer a viable alternative to traditional bus services.
- Open a new railway station in Ilkeston by December 2014 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, 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 looking at 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

Continuing economic difficulties are making 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 need to develop and retain a skilled and confident workforce across the county which is able to share in Derbyshire's future economic growth.

A strong skills base is essential in attracting and retaining investment and good quality, well-paid jobs. We know that the skills and qualities needed to grow our businesses are not always available locally and that we need to do more to address this challenge. We want to 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. This will include engaging effectively with employers to find out what they need to create jobs and grow their businesses and working with schools, colleges and training providers to ensure they meet this demand. We will also look at ways in which we can support those people who have been out of work for long periods, to get back into the workplace.

Many young people from across Derbyshire are finding 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 must intervene more effectively through schools and local communities to ensure our young people have access to the right information and advice, basic employability skills and, above all, aspiration to make informed choices about the future. We want to expand the Derbyshire Apprenticeship Scheme, where this is practical, ensuring that it offers proper training, support and job prospects. In addition to increased apprenticeships, we want to develop a training and work placement package so that our young people can learn and practice the skills needed to get a job and succeed at work. We also want to work with bus companies to offer discounted fares for young people seeking work.

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

A number of our residents, including vulnerable young people, adults with learning disabilities and people with mental ill health face difficult challenges that impact on their education and job prospects. We want to continue providing a range of supported employment opportunities where we can to expand horizons and improve the lives of vulnerable people and we will look at ways in which we can create additional opportunities across the county.

Our priorities

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 to ensure young people in particular have the right skills to succeed.
- Continue support for the Derbyshire Apprenticeship Scheme.
- 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 are, or have been, looked after by the Council.
- Continue to 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 who do not have access to a car or public transport.
- Increasing the pay levels of young people on the Council's Apprenticeship Scheme to the national minimum wage.
- Identifying small heritage skills businesses to facilitate 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 those that need additional skills/and or qualifications are able to access quality provision.

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A Healthy Derbyshire

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Healthier communities with reduced health inequality

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 want to create a more effective, collaborative and responsive local health and care system where our shared understanding of people's needs enables us to make better decisions about the services we commission and provide. We will work with communities, developing people's capacity to improve their own health and wellbeing and find the best care for themselves and their families.

We will work with our partners through the Health and Wellbeing Board to ensure the Health and Wellbeing Strategy reflects the revised Joint Strategic Needs Assessment, prioritising the totality of resources and targeting them where they are needed the most. We will also exploit the potential of the Board to act as the catalyst for developing new and better ways of delivering integrated health and social care services across the county, ensuring that the right services are in place around the person, where possible in their own home or community. Our plans to pilot whole-person care across Derbyshire will give us the impetus and momentum and, by integrating services to better provide for people's physical, mental and social care needs, we know we can 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, we know that 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. We don't think this is fair. We know that 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. Targeting our collective resources more effectively to give all residents the opportunity to live long and healthy lives, regardless of their family history, social background or place of birth is a key priority.

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 want to further develop solutions and join up those Council services which we know will 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 also 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 want to 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 which will support and strengthen the resilience of families at the earliest opportunity.

Our priorities

Our priorities will be to:

- Develop and roll out our approach to whole person care across Derbyshire.
- Review the Health and Wellbeing Strategy for Derbyshire ensuring that it reflects the priorities set out in the revised Joint Strategic Needs Assessment.
- Tackle the major issues which contribute to health inequality such as 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 help reduce health inequalities.
- Work with partners and local communities to promote healthy lifestyles and to 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 the integration of mental health services with other services in the county.
- Agree a corporate action plan for tackling the stigma relating to Learning Disabilities.

We have already made a start by:

- Developing a strategy for whole person care across Derbyshire, working with Clinical Commissioning Groups and NHS providers.
- 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
- 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 corporate action plan for tackling the stigma around mental illness.
- Achieved Unicef Baby Friendly accreditation for our community services.
- Increasing the number of children who have access to breakfast clubs.

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A Safer Derbyshire

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Resilient and safe communities

Despite a significant decrease in the level of crime in Derbyshire over the last decade and the county being one of the safest places to live, community safety is still high on the list of priorities for local people. Crime and the fear it creates continues to have a damaging impact on victims, their families and local communities. We want Derbyshire to be a safe place for people to live, work and visit and we know that to achieve this ambition, effective joint working with our partners is key. We want to build on the excellent progress that has already been made, working with local people, across services and between organisations to better understand issues and tackle problems facing local communities.

We know that the risk of becoming involved in crime is increased by factors such as childhood or family background and experience of economic and social deprivation. Focusing our efforts on prevention by intervening earlier to reduce the risk of local people, particularly the young, coming into contact with the criminal justice system will continue to be a priority. We will also continue supporting both young people and adults away from reoffending.

Whilst many crimes have fallen in recent years, increasing levels of domestic abuse continue to be a significant challenge and reporting continues to rise. We know that domestic abuse affects people of all ages and from all backgrounds and can have a devastating impact on families and communities in Derbyshire. We know that increasing demand for services is becoming more difficult to manage against a background of reducing resources. We want to ensure that our response to tackling domestic abuse is better co-ordinated and person-centred. We also want to ensure that victims of crime and people subjected to hate crime are given a higher priority. We will be work with voluntary and community sector providers across the county to achieve this aim.

Alcohol and drug misuse also have a major impact on the lives of individuals, families and communities. Alcohol plays a significant role in many types of offending including domestic violence and has a detrimental effect on feelings of safety. We want to develop a co-ordinated approach to the challenges posed by excessive alcohol consumption with our partners to reduce the damage that it can cause. We also want to 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 consumer protection will ensure that we achieve this goal. We will continue to 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 act 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 want to ensure that our residents are confident that their food is safe to eat and that they are as informed as possible about what

they are buying. We want to encourage shoppers to buy local which will not only improve food safety but will also 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 at the time of an emergency and are better equipped to recover in the longer term.

Our priorities

Our priorities will be to:

- Work with our partners and Derbyshire's Police and Crime Commissioner to ensure 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 crime.
- 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.
- 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 to empower local communities to support themselves during emergencies as resources become limited.

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 the roll out of a multi-agency risk assessment tool and case management system for victims of anti-social behaviour which is already identifying 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 becoming all too visible in our communities. We know that 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 our communities to be thriving places where local people prosper – but we will never achieve this aim if we don’t support those families who need our help in the most difficult of times. We know that food banks are becoming well established and are increasingly in demand in all corners of the county. We also know that 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 want to 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 we will offer practical support where we can. We will work with the growing number of food banks in the county and we will 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 in which to use available grant aid to improve the energy efficiency of local 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 hard to ensure that local people have access to the help and advice to which they are entitled through in a range of settings and through our network of children’s centres and libraries. We will also work with our partners to promote Credit Unions, enable access to credit union services through libraries and provide support to families to manage their budgets effectively. We will work tirelessly, in partnership with the Police and Crime Commissioner and the Illegal Money Lending Unit, to eradicate loan sharks from our streets.

Our priorities

Our priorities will be to:

- Develop an Anti-Poverty Strategy for Derbyshire to focus effort and resource.
- Work with the growing number of food banks operating across the county, targeting support at vulnerable groups and local communities in highest need.
- Work with partners across the county 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 operating across the county.

We have already made a start by:

- Securing commitment from partners 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 the great place it is – at the heart of this 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 want to make sure these are accessible and enjoyed 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 and we will do all we can to promote and protect this special area. We will also working hard to ensure that Creswell Crags becomes the second site in Derbyshire with World Heritage Status because of 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, where we can, activities which inspire local communities and encourage people of generations to participate in community arts, festivals, dance and musical events.

We know that the climate is changing and that these changes have implications for local communities and the way in which we deliver services to local people. We want to 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 our carbon footprint has on the local environment and the rising cost of energy bills are of increasing concern. We know that we need to do more to reduce our carbon emissions if we are to meet our target reduction of 25% before 2015. We want to take a closer look at all our assets to make sure that they are efficient and we will work through the Derbyshire Partnership Forum and with our district and borough council partners in Derbyshire and Nottinghamshire to share good practice and to find new ways of addressing 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 increasingly important. The increased costs we face and the negative impact of waste on our environment means we can't sit back. Current legislation means that landfill is no longer a viable option for the future and we need to do more. Working with our partners, we want to further reduce the amount of waste sent to landfill, minimising our costs. We also want to explore alternative ways in which we can proactively deal with our waste sustainability, increasing re-use and recycling where we can.

Our priorities

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.
- Use our assets to promote events such as the Summer of Cycling and ensure these leave a lasting legacy in the county.
- Support activities such as community arts, dance, festivals, musical events and the village games. Take a lead on adapting to and mitigating against the impact of climate change to make our economy, services and communities better prepared and resilient.
- Develop a Climate Change Charter working 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 through the implementation of a sustainable waste management strategy 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 to 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 and developing new methodologies for calculating carbon emissions from transport.
- Joining the Association for Public Service Excellence Local Authority Energy Collaboration to enable and facilitate the municipalisation of energy services and 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.

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A Derbyshire that cares

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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 grow up and achieve their full potential.

Throughout their life journey, we will seek to 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 ensure children thrive whilst they are in our care. When it is in the best interest of the child, we will place them promptly with loving adoptive families.

We know that parents sometimes need our help and we will ensure that our network of Multi Agency Teams and Children's Centres continue to provide this support, tailored to the specific needs of local communities. We also want to 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 streamline the transition to adult services.

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 our schools, wherever they may be, to be good or outstanding and we will be robust in challenging under-performing schools, whether they are academies or under local authority control.

We will provide additional support to those children who need it most, ensuring that children in care, those with specialist educational needs and disabled children have access to the specialist provision they require. We wish to support improvements in the attainment of all children, and will work with schools to reduce absences and exclusions. We will, as far as funding allows, invest in improving school buildings.

We will continue to support young people to achieve and grow particularly in areas of deprivation and under attainment.

Our priorities

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 those young children who are most vulnerable.
- Invest in additional support for mums to breastfeed for as long as they wish to.
- Ensure every school is judged by Ofsted to be at least good or better.
- 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.
- Ensure that all children and young people are safe from harm and neglect.
- Improve outcomes for children in care.
- Provide children and young people with additional needs and disabilities with 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 as evidenced by our recent Ofsted rating.
- Developing our Children in Care and Care Leavers 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 Childs 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, for example building a new state of the art school in Tibshelf.
- Reviewing our youth offer so it is available to those most in need.

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Independent and supported older people

We believe that our 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 the reforms recommended by Dilnott and set out in the Care Bill are enacted, we know that 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 currently provide for older people, finding new and different ways of getting better outcomes for less. We will also continue to lobby the Government to implement more sustainable ways of funding social care in the future.

We know that 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 want to support them to stay at home. To do this we know that we need to work with older people to support their whole care needs - physical, mental health and social – and with our partners to ensure that health and social care services work together effectively. Our vision for a system of Whole Person Care in Derbyshire aims to make this happen.

By taking control of their own personal budgets, we know that older people are more able to choose the services that best meet their individual needs. We will continue to offer high quality integrated care packages which will allow older people to access a range of services which will support them to achieve this aim.

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. We also know that 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 to develop a partnership approach to falls prevention.

When it is no longer possible to live at home, we want older people to be cared for in a place of their choice. We know there is still a high demand for residential homes run by the Council, because of their quality and reliability and we recognise that we have a responsibility to ensure that independent sector care services are of a good quality and responsive to client's needs. We want to continue providing an in-house service that not only supports older people, but meets their individual needs. We also want to provide other options such as extra-care housing facilities, for those who would benefit from this level of support. 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 of growing concern. We know that 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 and with the local NHS to further develop the integration of services to reduce the need for older people to be admitted to hospital.

The duty to protect older people is one that we take 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

Our priorities will be to:

- Develop our approach to whole person care across Derbyshire, reshaping the services we provide to older people and improving services through joint working with the local NHS.
- Implement the social care reforms recommended by Dilnott and set out in the Care Bill.
- Lobby government for a sustainable national funding model for social care.
- Consult on a new accommodation strategy.
- Continue to 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.
- Protect our most vulnerable residents from maltreatment and abuse by improving our safeguarding procedures.
- 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:

- Implementing a multi-agency response to falls and bone health.
- Developing two new community care centres in Heanor and Darley Dale to better integrate health and social care services.
- Working with our partners to develop Derbyshire's approach to the Better Care Fund which pools a range of health and social care budgets.
- Creating a first point of contact for access to health and social care services through Call Derbyshire.
- Rolling out successful pilot initiatives which use assistive technology to support care assessments and personalisation across the county.
- Introducing Trusted Befriending Services in two additional areas within the county
- 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

We know that many adults with physical and learning disabilities wish to take greater control over their lives but all too often there are obstacles in the way which prevent them from achieving this aim. We want adults with disabilities to lead fulfilled and independent lives, accessing leisure, education and employment opportunities which will allow them to play a full and active role in their local communities. We know that we need to do more to ensure that services are tailored to individual needs and make sure that people access the support that we make available when required and we want to work with local communities to support people with disabilities and increase acceptance.

Our Community Lives programme is about finding new ways of supporting people with learning disabilities, meeting their needs and those of family carers. We want to ensure that individuals have a greater understanding of how their care needs are being assessed and play a more active role in determining what's right for them in the future. We will also work more closely with health services on a whole-person approach ensuring that individual health and social care needs are fully addressed.

We want to enhance opportunities for adults with physical and learning disabilities to access high quality employment. We will take a lead by exploring opportunities to offer additional employment opportunities within the Council.

Having access to a network of support enables people to make better decisions about their care. We know that our care system is complex but we want to ensure that there is better access to high quality information, advice and advocacy services which will support people in making the important decisions they need to make at the right time. As financial pressures increase, we will support people to receive all the benefits to which they are eligible, through the provision of advice from our Welfare Rights service and Citizens Advice Bureaux.

We cannot overestimate the contribution made by the many carers who tirelessly support vulnerable and older adults living in the county. We know that some carers have their own health and social care needs and may need a break from their day to day caring responsibilities. We need to continue our work with carers alongside carers' organisations to ensure that the right support services are in place in the future.

Our priorities

Our priorities will be to:

- Review the assessment processes we currently have 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 need 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 where we can.
- Reduce the inappropriate use of residential care and seek alternative accommodation options.

We have already made a start by:

- Developing our Community Lives Programme to find new and better ways to support people with learning difficulties and their family carers.
- Increasing the take up of the Carer's Emergency Card.
- Reviewing our approach to the provision of Disabled Facilities Grants working with partners.
- Implementing the recommendations within the Consilium 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.

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 under performance wherever this exists to ensure that our services continue to improve.

Having your say

We would very much welcome your views on our priorities and the Council Plan. 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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