

Agenda Item No.11 (b)

DERBYSHIRE COUNTY COUNCIL

COUNCIL

11 April 2018

Report of the Interim Head of Paid Service

COUNCIL PLAN 2017-21 UPDATE FOR 2018-19

1 Purpose of the Report

To approve the Authority's Council Plan update 2018-19, following consideration and recommendation by Cabinet at its meeting on 5 April 2018.

2 Information and Analysis

The Council Plan 2017–21 sets out the strategic direction for the Council, and was approved by Full Council at its meeting on 13 September 2017.

As part of an annual programme, the Plan has been reviewed and an update for 2018-19 has been produced. This is attached at Appendix A. The update has been undertaken to ensure the Plan continues to reflect the ambitions and priorities of the Council, and to report on the Council's progress in delivering the commitments set out in the Plan. Following the Cabinet meeting on 5 April, copies of the Council Plan update will be available to all Members in the group rooms for the purpose of the Council meeting.

Outcomes

The outcomes for Derbyshire, which the Council is working towards with partners and local communities, remain:

- Resilient and thriving communities
- Happy, healthy people and families
- A strong, diverse and adaptable economy
- A great place to live, visit and work

Priorities

Sixteen priorities for 2018-19, to focus effort and resource, are set out in the Council Plan. These are:

- Work efficiently and effectively
- Unlock economic growth and access to economic opportunities
- Invest in employment and skills

- Repair and improve the condition of Derbyshire's roads
- Improve accessibility in vulnerable and rural communities
- Improve social care
- Transform services for people with learning disabilities
- Keep children and adults safe
- Be a good corporate parent for children in our care
- Help children and young people get the best start
- Encourage healthy lives and reduce future health and care needs
- Champion local communities
- Support local library services
- Protect local people and communities
- Promote Derbyshire as a global cultural and tourist destination
- Protect and enhance the natural environment

Flagship projects

Flagship projects are also set out in the Council Plan, highlighting key cross cutting projects which will be progressed over the life of the Council Plan. These are:

- Explore the use of new delivery and commissioning models across the Council to achieve service priorities
- Restart out £30 million Care Programme to provide new modern care homes for the county's older people
- Work with communities to secure better outcomes for less by developing the Thriving Communities approach
- Work with partners to deliver the One Public Estate Programme making more efficient use of the Council's properties and assets
- Enable development, including the building of new homes on surplus Council land, securing income to invest in other Council Services

Commitments

Ninety three commitments, outlining what the Council will do with to improve outcomes, are also set out and an update is provided, giving information about progress in delivering each commitment.

Two additional commitments have been included in the Council Plan update. In order to ensure that children have a high quality education that helps them get the best start in life, an additional commitment that more Derbyshire children are taught in good or outstanding schools, has been included. There is also an additional commitment to work with schools and partners to encourage children and young people to participate in our new "walk a mile a day campaign", to improve children's health and tackle childhood obesity.

Monitoring the Council Plan

An update on the Council's progress in delivering the Council Plan will be reported to Council on an annual basis.

3 Financial and Human Resources Considerations

Considerations around delivering significant budget savings, attracting and retaining staff with the required skills, and making the best use of the Council's properties and land are included in the Council Plan.

4 Social Value and Equality of Opportunity Considerations

The Council's ambitions to enhance the wellbeing of individuals and communities, and to promote equality and diversity have been embedded throughout the Council Plan.

5 Crime and Disorder and Health Considerations

The Plan contains priorities to protect local people and communities and to encourage healthy lives.

6 Environmental Considerations

Commitments to support the Council Plan priority to protect and enhance the natural environment are included in the Council Plan.

7 Transport Considerations

Considerations around maintaining the county's roads, ensuring road and rail infrastructure support the Council's plans for economic growth, and sustainable travel have been included in the Council Plan.

8 Other Considerations

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

9 Background Papers

Files and supporting papers held in the Policy and Research Division, Commissioning, Communities and Policy.

10. Officer's Recommendations

That the Authority's Council Plan update 2018-19 be approved, following consideration and recommendation by Cabinet at its meeting on 5 April 2018.

**JOY HOLLISTER
INTERIM HEAD OF PAID SERVICE**

Derbyshire
County Council

Council Plan 2017 - 2021

Update report

March 2018



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Derbyshire County Council's Cabinet.

Left to right: **Councillor Tony King**, Cabinet Member for Economic Development and Regeneration, **Councillor Alex Dale**, Cabinet Member for Young People, **Councillor Carol Hart**, Cabinet Member for Health and Communities, **Councillor Simon Spencer**, Deputy Leader and Cabinet Member for Highways, Transport and Infrastructure, **Councillor Barry Lewis**, Council Leader and Cabinet Member for Strategic Leadership, Culture and Tourism, **Councillor Jean Wharmby**, Cabinet Member for Adult Care, **Councillor Angelique Foster**, Cabinet Member for Council Services

Foreword

Welcome to our Council Plan update for 2018/19

These are challenging, yet exciting, times for Derbyshire County Council.

Like all local authorities across the country we're facing the task of making our funding stretch further than ever before – with additional pressures including an aging population and an increased number of children in our care.

But we're here to support the vulnerable groups, and need to find innovative ways of working so we can continue to do so.

That's why we've launched our Enterprising Council vision. We're absolutely determined to secure best value for money in everything we do, to get maximum benefit for our residents.

We'll also ensure:

- We're efficient and effective
- We do things 'with' local people rather than 'to' them and we value fairness, openness and partnership
- We're proud of Derbyshire and ambitious for our public services

It means not being afraid to do things differently. To provide the 21st century services local people want and need we must rise to the challenge by taking a fresh approach, by not shirking bold decisions or change, and by being commercially minded in seeking the best result for every penny we spend.

Already around 50% of what we do is provided by voluntary or commercial organisations and this will undoubtedly increase in the future.

We'll be looking at every service we provide. And we'll be determining if there's a better model for delivery – including further commissioning and looking at sharing or trading services with other councils.

I'm looking forward to the year ahead. There are big decisions to be made, but we'll meet them head on – and will consult the public on proposed change every step of the way.

We'll continue putting our money where our mouth is by targeting it in the priority areas which you've helped us identify.

The state of the county's roads is high on the agenda. We made giant strides last year tackling a pothole backlog and have pledged further funding after damage caused by exceptionally bad winter weather.

We've also put funding back into public and community transport.

There's an increase in money from the Government's improved Better Care Fund – including supporting people coming out of hospital.

And with an increasing number of children in our care, we're doing all we can to ensure they get the loving home they deserve with adoptive parents or foster carers.

But they're just the highlights. There's so much good work going on across Derbyshire and I take great pride in being Leader of the Council.

Please take time to read through our Council Plan. And, as always, if you have any comments or suggestions, please do not hesitate to contact me.

Kind regards

Councillor Barry Lewis
Leader, Derbyshire County Council

Our ambition

What we hope to achieve over the next four years

We will strive to be:

“An efficient and high performing council delivering high quality, value for money services”

Our values

The core beliefs that will underpin the way we do things

We will:

Be open, honest and accountable ensuring the decisions that we make are transparent

Spend money wisely making the best use of the resources that we have

Work with partners and local communities because we know we cannot tackle complex problems on our own

Listen to local people ensuring that we are responsive and take account of the things that matter most

Outcomes

The outcomes we will be working towards with our partners and local communities

We want Derbyshire to have:

Resilient and thriving communities where local people work together, in new and dynamic ways with public services

Happy, healthy people and families with solid networks of support, who feel safe and in control of their personal circumstances and aspirations

A strong, diverse and adaptable economy which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people

First class public services which enhance the educational, cultural, physical and social environment of Derbyshire and make it **a great place to live, visit and work**

Priorities for 2018/19

Our priorities and what we will do to improve outcomes

- Work efficiently and effectively
- Unlock economic growth and access to economic opportunities
- Invest in employment and skills
- Repair and improve the condition of Derbyshire roads
- Improve accessibility in vulnerable and rural communities
- Improve social care
- Transform services for people with learning disabilities
- Keep children and adults safe
- Be a good corporate parent for children in our care
- Help children and young people get the best start
- Encourage healthy lives and reduce future health and care needs
- Champion local communities
- Support local library services
- Protect local people and communities
- Promote Derbyshire as a global cultural and tourist destination
- Protect and enhance the natural environment



Flagship Projects

A number of vital cross cutting projects will be progressed over the life of the Council Plan.

Progress on our commitments during 2017/18

Explore the use of new delivery and commissioning models across the Council to achieve service priorities

The Council has made good progress on the development of its new operating model and has recently agreed a new Enterprising Council approach which will drive forward plans for whole Council transformation over the forthcoming years. A new commissioning framework and strategy is currently in development and nine service areas have been identified as part of the first phase of the planned programme of work. Taking forward service reviews on the nine identified early start areas, reviewing existing provision and testing potential new service delivery models, will be a priority over the forthcoming twelve months.

Restart our £30 million Care Programme to provide new modern care homes for the county's older people

Our £30 million Care Programme will ensure older people are supported and cared for in modern, high quality care homes. An older people's housing needs analysis has recently been completed in partnership with District and Borough Council colleagues. Engagement took place with local people via a survey and focus groups to better understand older people's views on future housing and accommodation needs. Following the engagement the Council has taken its first decision on future investment and is planning to build a new care home in the Cotmanhay area. A Derbyshire wide housing, accommodation and support strategy will be developed over the forthcoming year which will set out further details on the Council's plans for the future. Our aim is for younger adults with care and support needs to be cared for in supported living arrangements rather than in residential care, and we are continuing to expand our Shared Lives scheme, which offers accommodation and support within approved family homes for adults with disabilities.

Work with communities to secure better outcomes for less by developing the Thriving Communities approach

The Thriving Communities approach brings together local people and staff and seeks to change the relationship between public services and communities, improving resilience and reducing dependency. Over the last year ideas for radically different and local services have been tested in real community settings. These include a new model of flexible, aspiration based support for people on the edge of crisis, a model of locality based employment and skills support which helps people into work and a new approach which seeks to unlock community potential and assets.

These ideas have significantly improved outcomes for those involved as well as highlighting system-wide challenges which the Council and its partners are now addressing at a strategic level. Plans to mainstream models of working, and make the significant changes in working practices required to secure benefits for every community in Derbyshire, are now being developed.

Work with partners to deliver the One Public Estate Programme making more efficient use of the Council's properties and assets

The Council and partners are reviewing the use of public sector land, buildings and services in a range of locations across the county. Opportunities are currently being considered across the public sector, where services can work together to improve residents' experience and to ensure public sector buildings are fit for purpose and used most effectively. Significant Government funding has been secured to undertake this work as part of the North Midlands One Public Estate Programme.

Enable development, including the building of new homes on surplus Council land, securing income to invest in other Council Services

The Council has been working hard over the last twelve months to identify potential sites for sale to support the delivery of housing and regeneration projects. This will secure increased income to invest in other Council services. Up to 20 sites are now being prepared for development prior to sale. Preparation for some of the sites involves applications to Homes England, the Government's national housing agency, for investment and support which will ultimately speed up the development of the land.

Work efficiently and effectively

With a budget of over £500 million and more than 13,000 employees, it is important the services the Council provides are high quality and offer excellent value for money. Ensuring the Council balances its budget is critical and this means we will be working hard to deliver a significant programme of budget savings over the forthcoming years. We will do this by actively pursuing new delivery and commissioning models whilst also looking at the way in which the Council works, reviewing structures and making sure they continue to be fit for purpose. We will continue to make the most of our assets through the One Public Estate Programme and our plans to establish a value for money board will ensure the decisions we make are transparent and can face external scrutiny.

Progress on our commitments during 2017/18

Work to ensure Derbyshire is a high performing council by delivering high quality, value for money services

The Council is working hard to deliver high quality, value for money services for local people, to achieve the ambition of being a high performing Council. A new operating model is being developed, and arrangements to ensure a cross council focus on performance have been put in place. The Council has also requested a Local Government Association Peer Review of the Council, which will assist preparation for and focus on the opportunities and challenges that lie ahead.

The Council will be delivering a significant programme of budget savings in the forthcoming years and will be ensuring, through a new commissioning approach, the best use of all its resources. Strong leadership across the organisation will be key, and a new leadership development programme is being developed and will be rolled out across the Council in the forthcoming year.

Build better relationships between councils, businesses and the voluntary and community sector

Building and nurturing relationships with key stakeholders not only helps the Council to achieve more than it could working on its own, it also ensures that duplication of both effort and resource are minimised. The Council has been working in collaboration with a wide range of partners over the last twelve months to improve relationships, particularly with the voluntary and community sector. Improving the sector's involvement and engagement in the work of the Health and Wellbeing Board has been a priority and involvement in a recent governance review has resulted in improved sector representation at meetings. Joint working through the Health and Wellbeing Board has also revealed concerns about a lack of voluntary sector representation on the Sustainability and Transformation Partnership Board which has led to the inclusion of Healthwatch in the Partnership Engagement Forum.

Work with strategic partners such as the D2N2 LEP, Midlands Connect, the Chamber of Commerce and central government departments, to drive forward the economic growth ambitions of the Midlands Engine has also been a priority.

Review council structures to ensure they are fit for purpose

The Council reviewed its senior management structures in July 2017. This resulted in the removal of the Chief Executive role and two additional top-tier posts. Two existing departments have subsequently been brought together to form the new Commissioning, Communities and Policy Department led by a new Strategic Director post focused on ensuring the Council provides quality services which are good value for money. The new structure is providing effective strategic management of the Council and is saving more than £300,000 per year.

The Council is currently developing its new operating model and rolling out a whole council approach to transformation. Council structures will continue to be reviewed to ensure that they remain fit for purpose.

Establish a value for money board to review council contracts

Work has taken place to develop the new Value for Money Board which will use the collective expertise of the business and voluntary sectors to support the scrutiny of Council contracts, ensuring they provide value for money. The key aims and objectives of the Board alongside its structure have been agreed and the Council is now engaging with the business community and voluntary sector to secure representation.





Unlock economic growth and access to economic opportunities

Driving economic growth and creating more job opportunities for local people is a vital part of our ambitious plans for the future. We will provide high quality business support, identifying new markets for export and developing international trade links that support local supply chains. We will work hard with our partners across Derbyshire, the wider D2N2 region and the Midlands Engine to create the right conditions for growth by delivering major regeneration projects such as Coalite, Buxton Crescent and The Avenue at Wingerworth, to create jobs, houses and improved infrastructure across the county, and develop growth strategies based on the latest HS2 proposals. We will ensure all areas of the county have full broadband coverage, explore opportunities to develop a low carbon vehicle charging infrastructure and make sure our road and rail infrastructure can support our plans for growth.

Progress on our commitments during 2017/18

Help businesses to start, survive and thrive, ensuring they have access to high quality business support programmes

The Council is supporting local business to grow, helping them to create more job opportunities for local people. As part of the Derbyshire Economic Partnership, a number of business support projects funded by the European Union, have been delivered. These include: a contract with NVB Ltd to provide bespoke, targeted business support to new start-ups and to existing businesses wishing to grow; a project to provide energy efficiency support and grants to local businesses and the Derby and Derbyshire Enterprise Growth Fund, which provides loans to support business expansion. The Business Starter programme, funded by the Council and Derby City Council, supports residents to set up new enterprises by providing them with tailored support via the Enterprise Advisory Service and through focused support workshops. To date, 244 people have taken part which has resulted in the creation of 33 new businesses.

Deliver major regeneration projects such as Coalite, Buxton Crescent and the Avenue at Wingerworth

The Council is working with partners to deliver major regeneration projects to create jobs, houses and improved infrastructure across the county. Logistics company Great Bear and supply chain specialist Gist Limited will shortly be opening new premises at Markham Vale, bringing 600 new jobs to the local area. The first phase of major remediation and clean-up work at the former Coalite site in Bolsover was successfully achieved on time and the development of the site for jobs, homes and public open spaces continues. Buxton Crescent Hotel and Thermal Spa is on target to be open in May 2019, providing a significant boost to the local economy. Other major regeneration projects, such as the Avenue at Wingerworth, and the Woodville-Swadlincote Regeneration Route, continue to be developed and delivered as part of the Council's plans.

Attract new businesses and other investment into Derbyshire, setting out plans in our new Inward Investment Strategy

Attracting new business and investment to Derbyshire is a key part of the Council's plans for driving economic growth for the county. As part of the Derbyshire Economic Partnership, the Council is delivering the Invest in D2N2 project to bring new businesses and investment to the D2N2 Local Enterprise Partnership area (Derby, Derbyshire, Nottingham, Nottinghamshire). A key focus of the project is raising the profile of the area as a business location of choice. A specific Derby and Derbyshire approach to attracting inward investment is also being developed in partnership with Marketing Derby and Destination Chesterfield. The work is being used to inform the development of new Enterprise and Investment services to create a strong brand and proposition for investors, both domestic and from overseas. Two specific areas of focus include a Toyota Partnership that has been established to support an intensive three year programme from 2018 to increase tourism and cultural exchange; support supply chain development for advanced manufacturing and develop new economic partnerships around research and development. The partnership is based on joint work between the Council and Toyota Manufacturing UK, Toyota City Council, Derby City, South Derbyshire District Council, Marketing Peak District and Derbyshire and the National Forest.

A further successful trade mission to China has taken place as part of the Midlands Engine programme, which aims to make the East and West Midlands an engine for growth for the UK economy. A "pitch book" has been produced of key investment opportunities which is already resulting in inward investment enquiries.

Ensure that Derbyshire maximises the opportunities afforded by HS2 for local people and businesses

The Council is taking a leading role in the East Midlands HS2 Strategic Board, comprising the region's local authorities, businesses and Local Enterprise Partnerships, seeking to promote the economic benefits of the HS2 route for all Derbyshire residents. The Council has worked with partners to develop the East Midlands HS2 Growth Strategy for Toton, Chesterfield and the Staveley depot. The Strategy sets out the opportunities HS2 presents to drive long term growth for the regional economy, equivalent to an additional 74,000 jobs and almost £4 billion of Gross Value Added by 2043, as well as outlining how this could be achieved. The Council also continues to chair the HS2 Mitigation Group, which is co-ordinating work to remove, reduce or effectively mitigate adverse impacts on local residents and businesses.

Deliver the A61 Growth Corridor Strategy to support major housing and employment growth

The A61 growth corridor project includes a £16m package of measures to provide infrastructure improvements and reduce commuter journey times, provide sustainable transport routes, and 'unlock' opportunities for major housing and employment growth along the A61 corridor through Chesterfield and into north-east Derbyshire. The project is being carried out over a five year period and is due for completion 2020/21. Early interventions, focusing on upgrading sustainable travel routes alongside the A61 Derby Road in Chesterfield, have already been delivered. A full business case is currently being developed and this will require the Council to deal with a number of land acquisitions and consents which are currently not in place.

Improve transport and highways infrastructure and develop the key cycle network to connect local people to jobs and leisure opportunities

The Council continues to invest in the provision and maintenance of highway and public transport infrastructure and to promote sustainable travel. A key aim is to make Derbyshire the most connected county for cycling in the country by 2030. The Council has recently concluded a public consultation on the ongoing development of the county's Key Strategic Cycle Network comprising over 660 kms of both on and off road cycleways of which 312 kms are already built. Routes are now being prioritised for consideration, based on the feedback received.

The Council is also protecting and promoting Derbyshire's rail transport interests by working with the rail industry, neighbouring authorities and regional organisations. The Council is focusing its efforts on rail franchising, working with the Rail North partnership of local transport authorities across the north of England, and local investment in stations and the rail network. The Council is also continuing to support Community Rail partnerships, which involve local people and organisations working in partnership to improve local railways.

Explore opportunities to develop low carbon vehicle charging infrastructure across the county

Easily accessible charging points for electric cars will be a key part of the county's future transport infrastructure, enabling residents and visitors to travel at a reduced cost and improve air quality in the county for the benefit of all. The Council is developing a Low Emissions Vehicle Infrastructure Strategy, which will set out clear proposals for a strong network of charging points, where possible linked to renewable energy sources. This will ensure that Derbyshire is ready to maximise the opportunities that become available as a result of new technological developments.

Ensure Derbyshire homes and businesses get full Broadband coverage

The Council's Digital Derbyshire programme has made fibre broadband available in more than 100,000 homes and businesses across the county. Of these, more than 90,000 premises are now able to get superfast speeds of over 24 Mbps.

The Digital Derbyshire team is currently delivering a £250,000 Digital Business Grant programme, which covers the Derbyshire and Nottingham area and is funded by the European Union. The scheme supports businesses to invest in new equipment and digital processes to boost productivity, and maximise the infrastructure investment made through the Digital Derbyshire broadband coverage programme.



Invest in employment and skills

A skilled workforce is essential in ensuring local businesses continue to grow and compete in an ever increasing global market place. Investing in the appropriate level and availability of skills is therefore fundamental to the future prosperity of the county. To tackle the prevailing low skill and low wage economy we will work with schools, colleges, universities and other training providers to provide more opportunities for people of all ages to develop vocational and employability skills and gain qualifications. We want to make it easier for people of all ages, including care leavers and those with disabilities, to find and access suitable employment. We will create apprenticeships within the Council and work with our partners to champion, support and create work experience and apprenticeship schemes across the county.

Progress on our commitments during 2017/18

Create 1,000 new apprenticeships, work experience placements and second chance apprenticeships within the Council

The Council has recruited 141 apprentices in the last twelve months with recruitment plans for new starters for 2018 onwards recently being agreed. The Council is also working hard to progress apprenticeship offers for those areas of work which are not covered by apprenticeship standards. Apprenticeship standards prescribe the quality requirements of an apprenticeship and need to be nationally developed before they can be offered across the organisation. Standards relevant to the Council's workforce will be developed in the coming year and this, together with a single Council approach to Higher and Degree level apprenticeships, will lead to further opportunities to increase the number of apprenticeships on offer.

Encourage our suppliers and contractors to create new apprenticeships

The Council uses its procurement cycle to encourage suppliers and contractors to support new apprenticeships, where appropriate, within their own organisation. Monitoring of the commitments made by successful suppliers and contractors to support the creation of new apprenticeships subsequently takes place over the lifecycle of the contract. The development of a new commissioning framework and strategy across the Council offers the potential to further strengthen and develop this approach.

Implement a school leaver and graduate recruitment programme, encouraging employers in the county to do the same

A single Council approach to Higher and Degree level apprenticeships is being developed, and it is intended to be able to offer these to school leavers and graduates during 2018/19.

The Council is also working with, and encouraging employers across the county to implement school leaver and graduate recruitment programmes of their own. Ongoing work with the Local Enterprise Partnership Skills Commission is also taking place to engage employees in visiting schools and colleges to share opportunities and raise aspirations among young people.

Graduate retention is a priority and a partnership with Derby University has been established to focus on this area of work, particularly in relation to engineering and digital skills, including offering work experience. Implementing Guildhall principles through the Council's Employment and Skills Board will be a key priority in 2018/19 to ensure local employers are actively engaged in provision of good quality careers advice and guidance to young people.

Work closely with education providers to improve the quality and access to careers information, advice and guidance

A range of activities are taking place to improve careers information and guidance, with a particular focus on groups who face barriers to finding employment. The Council is ensuring that careers advice is integrated into the support services provided at the eight community wellness hubs which are currently being established across Derbyshire. Work is also taking place to further enhance existing careers related activity in primary schools.

Some home educated pupils are at risk of not accessing employment, education and training opportunities and the Council is currently piloting the provision of careers support for this group of students. Helping older people to remain in work, pass on their skills to others and retrain if that is their wish is also a priority and the Council is developing plans to take part in a national careers pilot offering careers support to those aged 50 and over. Assisting people with disabilities to find paid employment is a key priority for the Council, and work is taking place to develop better careers information and advice, as part of the Council's Disability Employment Strategy.

Work with schools, colleges, universities and other training providers to provide more opportunities for people of all ages to develop skills and gain qualifications

New opportunities, to support people of all ages to access employment, have been developed in partnership with other local authorities, providers of skills training, schools, the Department of Work and Pensions and employers. Working through the Adult Education Service, the Council is offering a range of programmes to help people into work and schools across the county have accessed funds to increase the job readiness of their pupils. In addition the Council has influenced the design of European Social Fund (ESF) skills programmes, to ensure residents, especially those who are most disadvantaged, have the opportunity to develop the skills they need for work, by focusing funding where it is most needed.

Support businesses to innovate, access new markets and create new skilled employment opportunities

The Council, as part of the Midlands Engine partnership is forging new international links across the globe. In particular the Council is seeking to increase Derbyshire's share of international trade with China. UK exports to China topped £10 billion in the first half of 2017, and 20% of exports from the UK to China are from East Midlands businesses. Other target markets include India, USA, Canada and Europe.

The Council is working with the Derbyshire Economic Partnership to develop new support programmes for businesses wishing to export their goods and services, exploiting the potential opportunities and mitigating the impacts of Brexit. The Council is also focusing on supporting people to develop the skills that employers need to ensure they remain competitive in a global market. Support for young people and a focus on key sectors such as engineering, construction, the visitor economy and health and social care are priorities included in a recently developed action plan that will help businesses innovate and thrive.

Support projects, such as b_line and Wheels to Work, that help young people get to work and training

Helping young people, particularly those who are disadvantaged, to access employment or training opportunities and realise their potential, is a key priority for the Council. Support for the Wheels to Work Scheme, which this year has enabled 158 people, including young people, to get to work or training who otherwise would have been unable to do so, continues. The Council is also continuing to support the b_line scheme which currently provides around 60,000 young people in Derbyshire with a b_line card, entitling them to reduced fares and making it easier to travel.



Repair and improve the condition of Derbyshire roads

The condition of roads has a direct impact on the lives of all Derbyshire residents, as well as those who visit or work within the County, and continues to be a top priority for local people. It is essential that we have a safe, resilient and reliable highway network and that repairs and improvements are made to over 3,280 miles of roads and associated bridges, retaining walls, street lights, footways and other infrastructure assets. We also want to ensure that our existing road infrastructure is fit for purpose and that new roads and highways are developed where there is the greatest need.

Progress on our commitments during 2017/18

Tackle the state of the county's roads and invest an additional £6 million into road maintenance

Well maintained roads are a high priority for local people and the Council has invested an additional £6 million in improving the condition of the county's roads. The investment is being used to move to a more pro-active approach to road maintenance, to stop roads and other highways infrastructure falling into a state where major works are essential. Since May 2017 around 130 miles of Derbyshire's roads have been re-laid or surface dressed with chippings to seal the road and prevent cracks and potholes forming.

Line markings and signage are also being upgraded, and the Council has increased tree, hedge and verge cutting and drainage clearance with the aim of upgrading overall road and footway conditions.

Reduce the number of potholes and streetlights requiring repair

Over the last year there has been a significant decrease in the number of recorded defects on the county's highways. Recent adverse weather however, has led to an increase in reports and to address this, additional resources will be invested. Additional resources have also been provided to ensure street lights are working following an increase in reports of streetlights requiring repair. The Council is also replacing all streetlights with more energy efficient and cost effective LED lights which will reduce the number of outages in the future.

Develop plans to build a new bypass in Ashbourne

Traffic congestion and concerns about safety in Ashbourne have made the construction of a new bypass a key priority for the Council. Options for the bypass have been assessed, and the Council is making a case to the Department for Transport for the inclusion of the scheme in their funding programmes.

Minimise disruption to road users and tackle congestion across the county through our new Highways Hub

Managing Derbyshire's highway network is a large scale operation that entails keeping the network in good condition, co-ordinating the work of utilities and ensuring congestion is kept to a minimum. From April 2017, the Highways Hub has been overseeing and controlling all operations on the county's highways network and this has had a significant impact on improving the co-ordination of road works and increasing the speed at which potholes and other road defects are repaired. The second phase of the Highways Hub project will begin in April 2019 and will further reduce disruption and congestion on Derbyshire roads.

Improve accessibility in vulnerable and rural communities

Derbyshire is a county of strong geographical and social contrasts including large rural areas which are home to 27% of Derbyshire's population. These areas, alongside former mining communities, have a unique set of challenges that can exacerbate the social isolation of vulnerable people. Our plans will be based around ensuring that local people can access the services and activities they need including health and social care, shopping, social activities as well as travelling to work, education and training. We will also continue support for these communities through our home library service and by helping small rural schools to improve outcomes for their vulnerable children.

Progress on our commitments during 2017/18

Continue to support subsidised bus routes maintaining important links that cannot be run as commercial routes

Subsidised bus routes provide vital services for vulnerable and isolated people, particularly in the county's rural and former mining areas. The Council is providing continued support for subsidised bus routes, with funding of £2.6 million allocated as part of the annual Council budget to enable bus services to be maintained across Derbyshire. It had been proposed to withdraw funding for around 144 subsidised transport services from October 2017. Following consultation, where more than 90% of respondents said they disagreed with the plan, the Council has agreed to continue support for services that meet local needs. A review of the whole of the bus network will continue to ensure that bus services are matched to the level of demand and that transport is provided as effectively and efficiently as possible. Work will also continue with operators to see if any of the routes can be run commercially.

Spend £500,000 a year on extra support for subsidised transport

The additional £500,000 for subsidised transport, identified from efficiency savings, has been used to support bus services that are not commercially viable. Typically these are services that run in the evenings, on Sundays and which serve more isolated rural communities. Without this financial support from the Council these services would not be available.

Develop our Derbyshire Connect bus service, particularly to help people who find it difficult to use conventional bus services

Derbyshire Connect offers bus journeys to suit individual requirements that can be booked in advance. The service provides transport for people who are unable to use conventional bus services because of age, disability, or because they live in areas with limited public transport. The service provides a weekly trip for every community in the county to a nearby shopping area or supermarket. It's a door-to-door service and can be used by people in wheelchairs, with passenger assistants available for anyone needing extra help. A separate Active Travel service is also available, providing door-to-door transport to health appointments such as hospitals, surgeries and dentists.

Further develop the Total Transport approach, ensuring more integrated, efficient and cost effective transport services across the health, education and social care sectors, to increase choice and quality

This new Total Transport approach is being piloted in the Ashbourne and Wirksworth areas. It uses the Derbyshire Connect model of offering bus journeys to suit individual requirements that can be booked in advance, however it seeks to cater for the full range of journeys including travel to work, school, shopping and leisure trips. Any kind of passenger is able to use the service, including current users of conventional bus services, community transport users, young people, older people, visitors and groups. Between March and December 2017, the pilot scheme carried 51% more passengers than the previous conventional bus service. In the light of this success the trial period has been extended to October 2018. Outcomes from the pilot will continue to be evaluated and used to inform the future development of the Derbyshire Connect service.

Work with small rural schools to develop strategies which better support their most vulnerable children

The Council is keen to ensure that small rural schools continue to be at the heart of communities, and to ensure that vulnerable children living in rural areas are supported to achieve their potential. Short term funding has been secured in the Council's 2018/19 budget to provide additional finance, human resource and school improvement capacity to work collaboratively with small schools to implement new ways of working as a result of changes to the schools' National Funding Formula. Small schools events have been held to raise awareness of the issues and to introduce possible options moving forward. A team around the school process is in place to provide support and challenge for those schools with budget deficits.

Work through the Locality Childrens Partnership (LCP) is assisting local areas to understand the vulnerable children within their communities. Multi-agency support is being engaged through the LCP to provide targeted responses which will help these children achieve the best outcomes possible.

Continue to support our home library service for older and isolated people in Derbyshire

The Council's home library service provides a valued service for older and isolated people, who find it difficult to get to their local library due to disability, health or access problems. The service delivers books, audio books and CDs to people in their own homes, care homes or sheltered accommodation. In the last year the home library services has been delivered to more than 2,000 people who were vulnerable or unable to access Council services in the traditional way.



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Improve Social Care

With the number of older people in Derbyshire aged 65 and over set to increase by 10% over the next five years, more people will need support to live well. We aim to support people to be independent at home, as long as possible, reduce hospital admissions and ensure people can make a timely return from hospital to their homes and communities. If older and disabled people can no longer live at home we want to ensure they are supported and cared for in modern care homes which contribute to improving their quality of life. We will also do all we can to ensure that carers are able to carry out their important role, and that we can recruit and retain high quality staff.

Progress on our commitments during 2017/18

Invest £10 million and work in new ways with health partners, to reduce avoidable hospital admissions and delayed hospital discharges

Ensuring that people in the county are supported to live independently and well in the community, spending no more time than is necessary in hospital, is a key area of focus for the Council. Investment has been made to increase social care staffing and support the local care market, to ensure that care packages and social care support are available so that people can leave hospital and regain their independence. Short term residential care has also been provided by the Council for individuals who are either at risk of admission to hospital, or requiring additional support on discharge.

A review of the processes that were in place for hospitals to alert Adult Care to people who are in a hospital setting, and who may need social care input on discharge, has also been undertaken. This has contributed to a decrease in delays in discharge from hospital, attributable to social care, of 80% between July and November 2017. Derbyshire's total delays (including NHS and Joint delays) were the lowest of any shire county in October, November and December 2017.

Restart our £30 million Care Programme to provide new modern care homes for the county's older people

The Council's £30 million care programme will ensure older people are supported and cared for in modern, high quality care homes. An older people's housing needs analysis has recently been completed in partnership with District and Borough Council colleagues. Engagement took place with local people via a survey and focus groups to understand older people's views on future housing and accommodation needs. Following consultation the Council is looking to build a new home in the Cotmanhay area. This is the first decision taken on investment and the housing, accommodation and support strategy will be developed across the rest of Derbyshire. Our aim is for younger adults with care and support needs to be cared for in supported living arrangements rather than in residential care, and we are continuing to expand our Shared Lives scheme, which offers accommodation and support within approved family homes for adults with disabilities.

Work with partners to recruit and retain high quality social care staff

Recruiting and retaining high quality social care staff is one of the biggest challenges the Council faces. Raising the profile of employment opportunities in social care and developing the skills of our existing and future workforce is therefore a key aim.

Working in partnership with NHS colleagues, the Council has attended Chesterfield and Derby skills festivals to promote health and social care employment opportunities, and plans are in place to organise/attend further recruitment events during the forthcoming year. The Council has offered 68 apprenticeships in social care and there is now an Apprenticeships and Work Experience Manager in post who will work with partners to increase the number of apprenticeships and work experience opportunities within the social care sector. Health and Social Care partners, the private, voluntary and independent sector and educational establishments are also developing a series of workshops to be delivered within Derbyshire schools to promote health and social care employment opportunities. The Council has also led the development of the Derbyshire Health and Social Care Talent Academy which promotes a wide range of career opportunities across the sector.

Ensure carers in Derbyshire have access to the support, advice and information to best meet their needs

The Council is increasing its support for carers, recognising the vital role they play in assisting people to live independently in their communities. The Derbyshire Carers Association (DCA) Information, Advice, Assessment and Support Service is working with carers to provide an immediate, personalised response to queries. DCA are also piloting regular supported drop-in sessions for carers, with more to be developed over time, and there has been several carer training sessions for those requiring further information on moving and handling and first aid.

The number of peer support groups will continue to increase as more carers come forward seeking support from others who have similar experiences and who can share advice, experiences and information. The Council is working with the DCA to identify ways that outcome based measures can be developed further and utilised alongside a carer review process, to improve the service.

Develop support services for people with Dementia to help them live well and independently

Ensuring people with Dementia are able to live at home safely is a key area of focus for the Council. A short term specialist home care service called Dementia Reablement is currently being developed and expanded to ensure coverage across the county. The service focuses on people with symptoms of dementia who are at risk of being admitted to hospital or long term residential care and also provides practical support to family carers to allow individuals to live at home for longer. Short term support, such as help with personal care and practical daily living is provided, and ongoing care arrangements are planned, to help people to continue to live in their own homes. In addition, Independent Care Home Providers will be further encouraged to develop their services to be more suitable and effective at meeting the needs of people with dementia.

Carry out 5,000 Home Health Safety and Welfare Checks for the increasing number of vulnerable over 80s in local communities

In excess of 5,000 Home Health Safety and Welfare checks have been carried out for vulnerable people over the age of 80 in our communities, helping older people to remain safe and independent in their own homes. This is an ongoing programme and we expect to continue to provide at least 5,000 checks per year up to March 2021.

Transform services for people with learning disabilities

In Derbyshire, there are still too many people with complex learning disabilities and autism who experience long-stays in hospital or in institutional care. We want to work alongside people with a learning disability or autism and their carers to develop a new model of support, moving away from more traditional models of service delivery, giving them more choice and control over their own lives. We will do more to increase the range of voluntary and employment opportunities that are on offer to people with learning disabilities, as well as working harder to ensure a smooth transition for young people with a learning disability or autism and their families as they approach adulthood, promoting opportunities to maximise independence.

Progress on our commitments during 2017/18

Transform services, working with carers and people with learning disabilities to co-produce a new model of community based support

My Life My Way engagement events with individuals and their family carers, about the future of community-based support, have started. The Council is asking people with a learning disability and their carers how they would like to spend their days and how they could be better supported to achieve their ambitions. This engagement will help to shape the services that the Council commissions and provides, enabling greater personal choice and control. The Council is also in the process of procuring the delivery of a self-management course to support people living with Autism.

Reduce the number of people with complex needs in institutional settings

The Council wants to ensure that people with complex needs are cared for in a community setting through multi-agency care planning wherever this is appropriate, rather than in hospitals or institutional care. There is a local area emergency protocol in place to ensure all such proposed hospital admissions are discussed by a multi-agency group and alternatives identified where admission is inappropriate. The Council is working with partners to improve discharge planning and to develop agreed ways of working to reduce any delays in discharging people with complex needs from hospital, to reduce the likelihood of readmission.

Ensure there is a range of appropriate accommodation and housing options, to allow people with a learning disability to live as independently as possible

Supporting people with learning disabilities to live independently on their own or with their families, wherever possible is a key area of focus. The Council has been working with a number of partners to explore options to provide Learning Disability specific Extra Care schemes around the county. These provide independent living accommodation with access to care and support services, if required.

The Council has extended its Shared Lives scheme, which offers accommodation and support within approved family homes for adults with learning disabilities. The scheme enables those who use it to share the daily life of the Shared Lives carer, and live in an ordinary domestic situation. A Project Officer and additional Social Workers have been recruited and the number of Shared Lives carers has increased. The Council will continue to implement plans to further expand the scheme over the next twelve months.

Increase the number of people with learning disabilities into meaningful paid employment

Ensuring that people with learning disabilities are able to access meaningful paid employment opportunities, is a key concern for the Council. A Disability Employment Strategy has been drawn up which will guide the Council's work in enabling more disabled people to enter the workforce and in influencing other employers in the county to make employment of disabled people a priority. A Council cross-departmental group has now been established to take the Strategy's recommendations forward. The Council will also use the recommendations from a recent Local Government Peer Review of employment opportunities for people with a learning disability in Derbyshire, to inform action planning moving forward.

Make the journey from children's to adult services as smooth as possible through early planning and support that maximises opportunities for independence

The Council is working to ensure young people with a learning disability or autism and their families have a positive experience as their support changes from children's to adults services. A Transitions Board, which will review how the current procedures for people with learning disabilities or autism moving from children's to adults services work in practice, has been established. The transition journey will be improved based on findings from the review.



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Keep children and adults safe

Keeping children, young people and vulnerable adults safe from harm, abuse and neglect is a priority for everyone. A key area of focus will be the work undertaken with partners and communities to enhance children's ability to protect themselves from risks such as sexual exploitation and internet grooming. The number of children who need to be protected or taken into our care is rising and part of our response will be to focus on strengthening support for those children at risk of entering care, so that they can safely remain with their families. We will also work hard with a range of partners to prevent, detect and safeguard vulnerable adults from abuse and neglect. Our approach will be to continue to put the needs and wishes of adults with safeguarding needs at the heart of all we do.

Progress on our commitments during 2017/18

Work with partners and communities to enhance children and young people's emotional wellbeing, resilience and ability to protect themselves from modern day risks

Good progress is being made in implementing the Council's Future in Mind project, which is being undertaken jointly with Derby City Council. The project aims to promote, protect and improve children and young people's mental health and wellbeing. Funding, for work with 60 schools across the city and county, has been secured. Work has also been undertaken with providers of mental health services to work towards a reduction in waiting times, although there is still more to be done. The project has funded some dedicated work with young offenders in Erewash, showing a significant reduction in reoffending. This approach is now being rolled out across other areas in the county and city.

A multi-agency audit has been conducted to examine the robustness of response for those people who are regularly missing and at risk of Child Sexual Exploitation (CSE). As a result Children's Services have redeveloped and relaunched practice tools including CSE risk assessments. Multi-agency tasking groups have been established in local areas to identify young people who are vulnerable and might be at risk. Theatre style workshops, helping young people to spot when they may be being groomed, have been delivered in schools across Derbyshire, funded by the Police and Crime Commissioner. The Council has also revisited its approach to e-safety and developed a revised strategy, to ensure that children and those who care for them are equipped with the knowledge and skills they need to safeguard themselves on line and avoid causing harm to others.

Work with communities to address parents' wellbeing, particularly around issues such as domestic violence, mental ill health and substance misuse

The extent to which parents' wellbeing impacts on children is becoming increasingly apparent. A cross Council response, and work with communities, police and health partners will be required, to ensure that parents have access to the right support at the right time, to help them deal with emerging needs and issues affecting their children and families. This work will be taken forward in the forthcoming year.

Improve our range of support for children on the edge of care

The Council is exploring the most effective ways of supporting children so they can safely stay with their families rather than enter the care system. Based on earlier research Children's Services are undertaking a specific piece of intensive work to support reunifications of children with their families. The Council's Preventing Family Breakdown team has been evaluated and reviewed, and a Psychologist will be shortly be recruited to provide additional support, as research has shown a high percentage of children were prevented from entering care due to the intervention of the team. The Time Out team continues to successfully support children in short term crises, however the Council has decided not to recommission the Safer Families for Children scheme, as the evaluation of the pilot did not provide sufficient evidence of reducing numbers of children entering care. Over the next twelve months, the Council will be reviewing our edge of care processes to ensure they are as effective as possible.

The numbers of children in care in Derbyshire is low compared to the national average, however numbers are rising, in line with national trends. Whilst our projects are on track, it is likely that their impact will be to slow the rise in children in care numbers, rather than to see them fall.

Work with partners and care providers to reduce the incidence of safeguarding issues in nursing homes, residential homes and home care

Ensuring vulnerable people are looked after in a safe and caring environment is a high priority for the Council. The Council has continued to gather information about care provider performance from quality monitoring visits and considers this alongside feedback from partner agencies to identify care providers that are performing poorly. These providers are also likely to experience a high incidence of safeguarding alerts. Providers are subsequently offered support to identify solutions to address weaknesses in service activity - this can include the offer of training on site or linking healthcare professionals with a service to promote improved ways of working. Where the provider is unwilling to engage, there are sanctions outlined within the contract that can be used to make them undertake the necessary improvements.

Improve advocacy services for vulnerable people so they have their voice heard

The county's new Independent Community Advocacy Service is providing support to a range of vulnerable people in Derbyshire, helping them express their views, explore choices, access information and services and protect their rights. There are designated advocates for each district and the new single point of access for advocacy services across the county is fully operational. The service will be further strengthened with additional advocates as well as a Volunteer Co-ordinator.

Expand our safe place scheme for people with learning disabilities

The Council is on track to achieve the target to set up 176 safe places in Derbyshire by the end of 2017/18. This means there are more places in our towns and communities where people with learning disabilities can go if they feel scared, threatened or are in trouble while out and about. The Council is also on track to achieve a raised target of 150 additional keep safe cards issued during the year, bringing the total to 716. Keep Safe cards are carried by people with learning disabilities and contain a contact number of a trusted person in case of emergency.



Be a good corporate parent for children in our care

Whilst most children and young people in Derbyshire enjoy happy and successful lives living within their own families, each year a small number of children are taken into our care so that we can ensure their safety and wellbeing. Being a good corporate parent to the children we currently have in our care is one of our most important priorities. The time that children spend in our care should be a positive experience, with plenty of opportunities to develop skills and confidence which allow them to achieve their full potential. We will target and tailor the support we provide to encourage and support learning for children in our care from early years through to higher education and make improvements to support for care leavers so they can be safe, healthy and achieve their aspirations.

Progress on our commitments during 2017/18

Improve the quality and choice of adoption, fostering and residential care placements

The Council wants to make sure it has sufficient good quality placements to meet the varying needs of each and every child in its care and is therefore improving the quality and choice of placements, informed by a detailed review which has highlighted the different types of placements needed. Dedicated capacity, from the Council's communications team, has been put in place to raise awareness of fostering, and there is ongoing recruitment activity for foster carers and adopters, with extensive use of social media to reach the largest audience. Fostering to adopt is being promoted as an option and the number of available fostering to adopt placements has increased as a result.

There are now regional arrangements for considering potential adoption placements for children. This enables a larger pool of potential adopters to be considered and increases choice. There has also been an increase in the number of contract carers - this is the scheme of salaried carers who care for those children with higher levels of need. The Council has also been awarded funding from the Department of Education to explore the suitability of a payment by results model to fund an increase in the number of foster carers for disabled children who would otherwise be cared for in residential placements.

The quality of our children's residential homes has improved significantly with 82% now rated "good" or "outstanding", with 4 out of 11 homes being in the outstanding category and only two that are now "requiring improvement". There are no "inadequate" homes. The two "requiring improvement" homes are working hard to achieve the "good" rating. The quality of the physical environment has also been improved due to a refurbishment programme.

Improve the quality of care planning to promote stability for children in care

Having stable and nurturing relationships is fundamental to long term wellbeing, and the Council is working hard to further improve care plans so that every child in care has this experience. Additional training has been provided to staff who undertake care planning, and audits that provide feedback to staff on what good planning looks like, have been conducted. The number of fostering to adopt options have been increased and a looked after children event for Social Workers and their managers, which included input from young people themselves about their experiences of being in care, has been held.

Support children in care to do their best at school, by providing targeted support, raising aspiration and reducing absence and exclusions

Children in care generally experience greater challenges in doing well at school compared to children living with their own families and to address this, the Council is providing targeted and tailored support to the children in our care. The Council's Virtual School aims to enhance the life opportunities for children in care by supporting their education and enabling them to achieve the best they can. There have been no permanent exclusions of children in care over the last year. This is due to the early involvement of the Virtual School to discuss alternatives such as managed moves between schools. Fixed term exclusions are monitored and individually tracked to enable early intervention where a child or school is experiencing difficulties. Every child in care has a personal education plan, and performance in meeting timescales for production and review of these is tracked and each plan quality assured.

A child's pupil premium funding is used to support their personal education plan and the Council's Virtual School came second in a national Department for Education award for its creative use of the pupil premium. A creative mentor scheme for children in care has been put in place to raise aspirations and to tap into unidentified talents. The Council is also rolling out an "Attachment Aware" programme for schools, with the aim that whole school practice and targeted interventions are informed by an understanding of attachment needs and trauma.

Improve the wellbeing of children leaving care by increasing suitable accommodation, providing access to work experience and opportunities, and developing young people's financial skills

Care leavers have told us about the importance of having a good quality home where they feel secure. As well as having a good take-up of “Staying Put”, which enables children leaving care to continue to live with their Foster Carers, in 2017/18 we expanded the volume of care leavers accommodation from 35 to 73, and now offer shared housing, single unit flats and a small volume of two bedroom accommodation with flexible and appropriate levels of support linked to needs. Procurement processes are in train to ensure accommodation and support needs for care leavers will continue to be met in the future.

The Council has also made ‘money house’ available for children in care and care leavers to improve their financial management skills. The Care Leavers Employment team are continuing to work with care leavers to source work experience opportunities, internships and to support care leavers into apprenticeships.

Make available the offer of support for children in our care up to the age of 25

Care leavers can often struggle with the transition to adult life and need continuing support to deal with the challenges that the transition to independence brings. The Council's offer of continued support will mean that no care leaver will be left isolated or forced to fend for themselves. Work to develop the offer has commenced, funding has been secured and a session has been held with the national lead from the Department for Education. The Council's pledge to children in care, which outlines the promises the authority makes to them, has been reviewed with the Children in Care Council and outcomes from this review will inform the development of the offer moving forward.



Help children and young people get the best start

Growing up safe, healthy, able to learn and play an active role in their local communities is an ambition we have for all children in Derbyshire. Schools are key to delivering this ambition, and we will continue to be ambitious for all schools, working with partners to support closing gaps and driving up standards across the county. When family issues arise, we want families to receive the right support at an early stage so problems do not escalate. Where families experience multiple complex problems, we want them to receive targeted support so that they can address their issues and move on with their lives. We also want to be sure that disabled children grow up with support that gives them the same opportunities as other children to lead fulfilling lives.

Progress on our commitments during 2017/18

Work with all partners to model a new approach to delivering support services for families with young children aged 0-5 years

Babies and young children may need additional support from education, health and care services at certain times in their life, and the Council works with a range of partners to ensure children get the best start in life by offering advice and support to families at the beginning of their child's journey.

A review is taking place, focusing on public health services, children's services and libraries, seeking to understand local people's experience and ease of access to services, and exploring new models of support. Recommendations will be made from this review and multi-agency working groups are in place to take these forward, including analysing and developing new models of support.

Work with schools and partners to redesign early help services for families

Early help services, which help families to do well, stay safe and resolve problems at the earliest opportunity, before they become more overwhelming and require high cost, reactive services, are vital. Early help support can involve a range of agencies, such as schools, youth support, housing, police, voluntary and community organisations, and many other services that support families. The Council's aim is to redesign early help services so they are more efficient and effective, leading to a better service for children and families and improved outcomes. Stakeholder engagement has commenced, which will help to shape the redesign of services. This is a complex project and although it is currently on track there is a risk that timescales will need to be adjusted to ensure the best end outcome.

Explore alternative models of support for parents of disabled children

The Council wants to ensure that disabled children are supported to reach their full potential. Work is ongoing to fully implement the Special Educational Needs and Disability reform requirements, which are designed to improve outcomes for children and young people with complex needs and the experience of parents and carers. Once the reform requirements have been implemented, work to explore alternative models of support for parents of disabled children will start. It is envisaged that this work will take place towards the end of 2018.

Help 4,510 families through our Troubled Families Programme

Through the Troubled Families Programme, the Council has worked with over 600 families experiencing complex, multiple problems, providing timely and targeted interventions and support. The Troubled Families Programme is a national Programme which will end in 2020. Visits from the Department for Work and Pensions have taken place and they are pleased with the Council's progress in embedding the programme and using it to strengthen partnership working, ensuring the provision of more effective early help and support for the most complex families through joined up local services.

Additional Commitment

Ensure more Derbyshire children are taught in good or outstanding schools

Ensuring that children receive a high quality education that gives them the best chance of success, is key to helping them get the best start in life. By working with schools and partners we will continue to improve standards within schools across the county, to ensure that more children in Derbyshire are taught in good or outstanding schools.

Encourage healthy lives and reduce future health and care needs

Working in partnership to encourage individuals to take personal responsibility for their own health and promoting more active lifestyles brings many positive health benefits for local people and communities in both the short and long term. We want to encourage and support people to be more active in their day to day life by participating in sports and other leisure activities as well as creating environments where activities such as walking and cycling are more accessible. We recognise that recent changes to the welfare system can impact on the wellbeing of individuals, families, people with disabilities and carers, and will ensure that welfare advice and support, as well as guidance on housing and financial management, is accessible through our eight new community wellbeing hubs. Rising obesity rates are a national issue and latest figures indicate that obesity amongst children in Derbyshire is increasing. We want to do more to address this, working with partners, particularly schools, and communities. We are also prioritising work to promote good mental health and support for individuals who have a diagnosed mental health condition. We will work with young people, allowing them to make positive choices about their wellbeing and prevent mental health problems as early as possible.

Progress on our commitments during 2017/18

Provide 375 sports action grants to local voluntary organisations and clubs

Comprehensive plans to develop a Council wide grants activity programme for Derbyshire are currently being finalised with the launch of the programme scheduled to take place in May 2018. The grants programme will target support to local voluntary and community sector groups and clubs who provide vital activities in local communities. Activities which get communities moving together and out and about alongside those which improve access to sport and improve emotional and mental health through physical activity will be a priority.

Create eight wellness hubs across the county to support people in making changes to their lifestyles that will improve their health and wellbeing

The Council wants to maximise opportunities to improve the health and wellbeing of local people by creating eight community wellbeing hubs across Derbyshire, to offer services that prevent ill health and address underlying health issues. Locations for the hubs have been identified and further work is being undertaken to ensure these locations will meet requirements and are available for opening in 2018. The hubs will have facilities where individuals will be helped to identify priority issues and then access integrated support across a range of lifestyle services, for example smoking, weight management and physical activity. Assistance for issues that can impact on health, such as housing, welfare, financial management, employment and skills will also be provided.



Champion positive mental health and wellbeing with a particular focus on young people

Our aim is to prevent mental ill health problems as early as possible in life, so the Council has a particular focus on working with young people to allow them to make positive choices about their wellbeing. The Council is promoting the “5 ways to wellbeing campaign” to school children in Derbyshire. This campaign promotes small everyday actions to support good emotional health and wellbeing. Campaign resources for primary and secondary schools have been produced and are due to be distributed.

The Council is also delivering Mental Health First Aid Youth courses to 320 people who work with young people each year. This course trains people to spot the signs of mental health issues in a young person and have the confidence to offer help and guidance. All Health Visitors have received training to help families build healthy attachments and relationships and School Nurses in all secondary schools are providing drop in clinics for young people to access support with emotional health issues.

The Space 4 U service has also been developed to target support for children and young people who are affected by the substance use of other significant people around them. The Council is also continuing to gather information from an annual survey of young people in secondary schools in Derbyshire which covers issues such as emotional health, risk taking behaviours, social pressure and bullying. The information is used by participating schools and by the Council to target interventions more effectively.

Continue to support those individuals who have a diagnosed mental health condition

The Recovery and Peer Support service has continued to develop and grow across the county, helping people improve and maintain their mental health and wellbeing through one-to-one targeted staff support, self-management workshops, peer support groups and telephone support. There are now a number of new, regular supported drop-in sessions in areas where there was previously no easily accessible support, with more to be developed over time as local demand and need is further understood. There has been the first round of peer support training for those who have come forward wishing to run their own peer support groups and this training will continue as new cohorts are identified.

Support businesses so they have an active, healthy and productive workforce

Employers can play an important role in improving the health and wellbeing of their staff, and the Council is supporting them in this through the Healthy WorkPlace Derbyshire programme. Ninety organisations have now joined the programme, committing to making long lasting changes towards creating a healthy workplace. The Council is consistently recruiting several new businesses each month and have recently begun work with a number of schools, including Special schools. High profile employers, such as Toyota, Sports Direct and the Co-op have also joined the programme.

Create healthy environments which encourage active lifestyles

Health and wellbeing priorities have been written into the Amber Valley Pre-submission Local Plan and work will continue with all eight District and Borough Councils to incorporate health and wellbeing priorities within their Local Plans. Health priorities have also been used to inform projects and plans including the Council's Developer Contributions Protocol. This encourages developers to make positive contributions to enhance the physical and mental wellbeing of future residents through the design and layout of their housing schemes and surrounding green spaces, creating healthy environments that encourage walking, cycling and reduced car use and facilitating connected communities with good access to local services.

One borough has adopted Hot Food Takeaway (HFT) guidance into local policy to reduce new HFT applications within 400m of schools on public health grounds. In the coming year four priority areas will be targeted where child obesity rates are high, to reduce the number of HFTs near schools.

Encourage more active lifestyles, developing more opportunities for walking, cycling and public transport

Making walking and cycling more accessible and enjoyable is a key part of encouraging people to switch to more active lifestyles and creating healthier communities. The Council has continued to deliver the Travel Smart campaigns to encourage pupils to make the most of their school journey as a way to help them keep fit. During the previous academic year, 280 schools took part in the campaign with over 48,000 pupils involved. Scooter training has been delivered to over 1,400 pupils and 252 pupils have undertaken cycle training.

The Council is also delivering the Modeshift Stars national awards scheme to recognise schools that have demonstrated excellence in supporting cycling, walking and other forms of sustainable travel. To date 29 schools have an accreditation. Businesses and organisations are also being encouraged to participate in the Modeshift Stars programme and up to 20 organisations are actively engaging with the programme.

Since July 2017, the Council has received over 50 applications for one to one cycle training, the vast majority of which have come from women. The Council has also recently concluded a public consultation on the ongoing development of the County's Key Strategic Cycle Network comprising over 660 kms of both on and off road cycleways, of which 312 kms are already built.

Additional Commitment

Work with schools and partners to encourage children and young people to participate in our new "walk a mile a day campaign"

To improve children's health and tackle childhood obesity, we will work with schools over the next year to support them to participate in the 'walk a mile a day campaign' which incorporates a daily one-mile walk into their timetables.

Champion local communities

Derbyshire's communities are better places to live thanks to the commitment and passion of local people. Opportunities for people to make friendships and find networks of support through interesting and fun activities enrich local neighbourhoods, create a feeling of belonging and provide a safety net for people during times of difficulty. We want to work with local people to find the best local solutions, providing services that are fair and affordable, to help communities flourish and thrive. We will work to build a dynamic and positive relationship with local people through our Thriving Communities approach and ensure that young people can find things to do which open doors to opportunity and prosperity.

Progress on our commitments during 2017/18

Work in partnership with local communities to co-design and secure better services for local people

In-depth research and the co-design of new service ideas with individuals and families in five Thriving Communities localities has resulted in benefits to the areas concerned and has influenced activity and service delivery across a number of communities in the county. Significant additional local activity has been created using this approach which is seeing increased levels of community involvement, the creation of new community groups, the development of alternative 'learning' environments and new ways to share community knowledge and information. The approach is also influencing a new practice which empowers local staff and local people to take ownership of local problems and create solutions using disciplined tools and techniques. A toolkit of resources and a communications strategy are currently being developed to expand practice further and the approach will also see this practice influencing leadership and workforce development proposals moving forward.

Create vibrant networks of local staff and local people who work together to tackle local problems

Connected teams of local staff are currently working together in each of the five existing thriving communities' pilot areas. Originally established by the Council's Policy and Research Division, work has been taking place over the last year to encourage local ownership of the approach. Teams are now locally led by committed locality based staff from a number of public sector agencies. Working to a set of agreed principles, this approach has helped facilitate the right conditions to grow local innovation and problem solving as well as bringing together frontline workers across a wide range of partner agencies at a community level. Networking and the sharing of information about local provision and service priorities is encouraging a collaborative approach across service disciplines, allowing local staff to work more effectively and efficiently together for common community goals. Plans to facilitate the expansion of connected teams across Derbyshire will be developed over the forthcoming year.



Work creatively with local people and groups to establish new ways of supporting community activity, for example by enhancing and expanding the use of community buildings and outdoor spaces

The Council has a significant property portfolio with a presence in many local communities across Derbyshire. Exploring ways in which the Council's assets, whether a community building or an outdoor space can act as a catalyst in improving capacity and resilience and encouraging local people to develop sustainable community activity, has been a key area of focus over the last six months. Issues and challenges have been identified in a number of local communities as part of the thriving communities' programme of work.

A corporate working group has been tasked with developing a new Council response, working with local communities, and is now testing a number of solutions, such as community key holding, leasing and licensing agreements and new charging policies. The Group will make recommendations about changes to Council policies and procedures which seek to maximise the use of local assets, increase their social value and reduce the demand for high cost, crisis services across Derbyshire as a whole. Local staff are also testing how they can redefine their relationships with local people, moving away from "doing to" to a more collaborate approach which facilitates the development of community based activity and the creation of community enterprises supporting youth activities, community events, community cafes and meal delivery services. Recommendations on how the approach can be mainstreamed across Derbyshire will be made in 2018/19.

Offer residents the opportunity to access energy at a fair and sustainable price through our partnership with a licensed energy supplier

Competition in the energy sector has recently increased with significantly more energy providers entering the market, helping to bring energy prices down. Proposals to enter into partnership with a licensed energy provider are now unlikely to support those residents who require help in choosing cheaper energy alternatives. The Council will instead focus effort on encouraging households to switch energy tariffs whilst also assisting local people and communities to improve the energy efficiency of their homes.

During 2018/19, the Council will continue to fund the Citizens Advice Bureaux to support local people on many issues including the provision of energy advice. Funding and support will also continue to be provided to the Local Authority Energy Partnership to help people with a health condition made worse by the cold and who live in homes with high energy costs relative to their income.

Ensure that our charging policies, for example for parking, are fair

The Council's charging policy is reviewed every year and charges for specific services are regularly reviewed. Charges for construction waste at household waste recycling centres were removed in May 2017. Previously proposed new parking schemes for Matlock Bath and Castleton are not going ahead and free parking in those areas will remain. General on street parking charges are next due for review in April 2019.

Provide 750 youth activity grants and 375 community action grants for local voluntary organisations and clubs

Comprehensive plans to develop a council wide grants activity programme for Derbyshire are currently being finalised with the launch of the programme scheduled to take place in May 2018. The grants programme will target support to local voluntary and community sector groups and clubs who provide vital activities in local communities. Supporting additional activities for children and young people and activities which are developed and run by local people will be a priority.

Support local library services

Libraries are valued neutral spaces in the heart of the community where people meet, learn new things, make friends and find out about local groups and projects. We recognise the vital role that our network of 45 public and two mobile libraries play in local communities, including supporting those who are lonely or at risk of isolation. Our eight new community wellbeing hubs will build on assets such as local libraries, providing advice and support to help people live healthily. We recognise that recent changes to the welfare system can impact on the wellbeing of individuals, families, people with disabilities and carers, and have ensured that staff in libraries are able to assist residents in accessing welfare support, and that welfare advice and guidance is accessible through the new community wellbeing hubs.

Progress on our commitments during 2017/18

Develop our strong network of local libraries recognising the important role the service has to play in local communities

The Council has been working hard to develop a new Library Strategy which will set out the vision for the future shape and direction of the library service. Once published the draft Strategy will be subject to a period of consultation.

Promote libraries as a focal point and hub in local communities

Over 1.7 million visits have been made to Derbyshire libraries so far this year. Libraries continue to play a vital role as local hubs of community activity in Derbyshire. In the last twelve months over 1,000 events for local people were held in libraries, by partners and community groups and promotion of the role that libraries play in supporting such activity will continue to be a priority.

Build new libraries in Glossop and Belper

Building work on the new library in Glossop has progressed with plans to open in April 2018. A contract for the construction of the new library in Belper will soon be awarded with plans to open in summer 2019.

Encourage the wider use of libraries by people with learning disabilities, people with dementia and children and families

The Council has continued to encourage the wider use of libraries specifically by people with learning disabilities, dementia and children and families, developing a range of additional activities. A programme of talks and visits have been delivered for people with dementia and 86 visits to local libraries by groups of people with learning disabilities, have also taken place. The Summer Reading Challenge, Bookstart programme, children's activities in libraries and Rhyme Time sessions have also led to increased levels of engagement with families.





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County Council



Protect local people and communities

Reductions in rates of crime over recent years mean that Derbyshire continues to be one of the safest places in the country. However, violent crime, domestic abuse, drugs and alcohol misuse, anti-social behaviour and rogue trading continue to be a challenge. These, alongside new and emerging threats such as cyber-crime, terrorism, hate crime and exploitation present new challenges which need to be addressed. We want to work in partnership to keep people safe on our roads, on the streets and in their homes, ensuring that specialist support services are available to victims.

Progress on our commitments during 2017/18

Work with partners to better understand and respond to new and emerging threats

Priority areas for action have been identified including anti-social behaviour, child abuse, domestic and sexual abuse, organised crime, cyber-crime, hate crime, substance misuse, fraud, modern slavery and domestic extremism such as terrorism.

A range of actions have been undertaken to address priorities. For instance, the Derbyshire Sexual Assault Referral Centre has been commissioned by the Council, working with partners, to deliver medical care, counselling and sexual health services to victims of rape or sexual assault. Child Independent Sexual Violence Advisors have been co-commissioned with the Office of the Police and Crime Commissioner to work with children who have been victims of sexual abuse, providing consistent support and helping them get the physical, emotional and practical help that they need. Over 1,100 victims of domestic abuse have also been supported through the Council's integrated community based outreach services, children's services and refuge accommodation services, these services are now accessed through a county-wide helpline which received 9,220 calls between April and December 2017.

A cyber-crime action plan, has been developed with partners, to tackle both crimes committed online and those enabled by the use of IT systems. An on-line safety awareness event attended by 250 delegates from across the Council and partner agencies has also been delivered to increase awareness and to enable professionals to deliver prevention activity as well as identify and support victims. A support service has been commissioned with Derby City to ensure victims of modern slavery have immediate access to a safe place to stay and appropriate services while awaiting assessment through the national system.

Develop joint approaches to address counter terrorism working with police and partners

In response to the national anti-terrorism strategy, a range of local partnership activity has been developed and delivered. ZebraRed, a programme of work supporting national anti-terrorism priorities, has been commissioned to provide workshops in secondary schools to raise awareness of extremism, build resilience, prevent young people being drawn into radical ideologies and to enable young people to recognise issues of concern and how they can report them. During 2017/18, a total of 22 sessions have been delivered engaging more than 1,600 pupils at schools in Derbyshire.

Work with partners to reduce alcohol related violent crime, including domestic and sexual abuse, through the delivery of the Substance Misuse Strategic Plan

The Council has undertaken a range of activities to reduce alcohol related violent crime. A new combined drug and alcohol recovery service is now in operation, helping people reduce the harm from their substance misuse, access treatment and move into recovery. Information from Police Custody suites shows that from April to September 2017 they referred 474 people into treatment.

The Council has also been working in partnership to deliver the Local Area Alcohol Action Plan which has included the delivery of a vulnerabilities training package encouraging staff at licensed premises to identify vulnerable people and take action to ensure that they remain safe. Drinkaware Crew, trained staff who work in clubs and venues to help support the welfare and wellbeing of young people and the local student population on a night out, continue to work in pairs, promoting a positive social atmosphere and help those who may be vulnerable as a result of drinking excessive amounts of alcohol.

Violence, Alcohol and Licensing Groups, comprising Community Safety and Trading Standards teams, working with the Police and District Council Licensing colleagues, continued to identify those premises where there are particular problems with violent alcohol related incidents, recommending that their license be withdrawn where necessary, for example a shop in Alfreton that had repeatedly sold illicit tobacco had its licence to sell alcohol revoked following Trading Standards intervention.

Continue to promote and develop the Trusted Trader Scheme, and support vulnerable Derbyshire residents through the Derbyshire Scam watch project

Whilst members of the public and traders continue to report high satisfaction with the Trusted Trader Scheme, membership levels have fallen from a high of 1,300 in 2013 to approximately 1,130 in 2018 following an increase in membership fees. The membership application process is currently being reviewed with improvements anticipated upon the launch of the new Council website. Additional promotional activity, to recruit new members, is also being planned.

The Derbyshire Scam Watch Partnership with Derbyshire Citizens Advice Bureaux and other voluntary sector partners is delivering well with a range of awareness raising activities and visits to those local residents who have been identified as having responded to scam mail, or are at risk of doing so. 605 people have received advice about scams and 216 vulnerable local residents have received 1:1 one to one support, assurance and intervention regarding financial abuse. In the last 12 months, 61 call blocker devices have been installed and maintained in the homes of vulnerable local residents blocking a total of 18,500 nuisance calls and preventing an estimated £46,000 of fraud.

Offer grants to 500 community safety projects, neighbourhood watch schemes and anti-fraud initiatives

Comprehensive plans to develop a Council wide grants activity programme for Derbyshire are currently being finalised with the launch of the programme scheduled to take place in May 2018. The grants programme will target support to local voluntary and community sector groups and clubs who provide vital activities in local communities. Activities which encourage diversionary activities and address local needs in relation to crime, disorder and anti-social behaviour will be a priority.

Continue to reduce the number of people killed and seriously injured on Derbyshire roads

The number and severity of road casualties has reduced, especially amongst high risk groups such as cyclists and young drivers, with the 2016 casualty report showing a 46% reduction in casualties. This was achieved through core partnership casualty reduction work of educating road users, making roads safer and enforcing speed limits as well as the new initiatives the Council implemented to tackle emerging trends such as Driving Safer for Longer, addressing older driver casualties.



Promote Derbyshire as a global cultural and tourist destination

Derbyshire's distinctive landscapes, diverse communities and rich industrial and rural heritage make it a unique national and international tourist destination. The tourism industry is worth approximately £1.9 billion annually to the Derbyshire economy, employing around 27,800 full time equivalent jobs. We want to continue to support a variety of exceptional cultural experiences, including festivals, arts and sporting events, ensuring that both local people and visitors enjoy and celebrate Derbyshire's local heritage, cultural distinctiveness and diversity.

Progress on our commitments during 2017/18

Link and better promote Derbyshire's heritage, cultural and environmental assets, developing the county as a global tourist destination

The Council aims to create a stronger, more varied and unique tourism offer across the county, helping to ensure that both local people and visitors enjoy Derbyshire's many attractions and strengthening the visitor economy. The Council is continuing to promote key assets including the Peak District, Chatsworth, Creswell Crags, the National Forest, Trent Valley, Elvaston Castle and the Derwent Valley Mills World Heritage Site to support ambitions to develop the county as a global tourist destination.

Market Derbyshire's unique offer to overseas visitors developing links to new markets such as China and Japan

Work to increase Derbyshire's share of the Chinese visitor market is well underway. With Chinese visitors to the UK reaching 270,000 last year, and spend by these visitors worth £586 million, increasing visits to the county would provide a significant boost to the local economy. Senior representatives from the Council and partners have visited the Yellow Mountains National Park in Huangshan to forge links between the Yellow Mountains and the Peak District National Park. The Anhui Tourism Board has also visited Derbyshire to further develop the relationship.

The Council is also working to increase tourism and cultural exchange with Japan as part of an intensive three year programme of work supported by the recently established Toyota Partnership which comprises the Council and partners, Toyota Manufacturing UK and Toyota City Council.

Support Creswell Crags to achieve World Heritage Status

Creswell Crags is an outstanding asset for Derbyshire, and the Council is supporting the Creswell Heritage Trust to achieve world heritage status for the site, providing it with a renowned badge of quality and further raising its profile both nationally and internationally. The development of a comparative study of European ice age sites, to highlight the uniqueness and significance of Creswell Crags, is a key part of this work and will form part of the evidence which will be evaluated by the Department for Digital, Culture, Media and Sport by autumn 2018. The Council has also earmarked a reserve of £40,000 to help offset costs being met by the Creswell Heritage Trust in pursuing world heritage subscription. The Council's support is confirmed until Creswell Crag's Technical Evaluation in autumn 2018.

Further develop the Derwent Valley Mills World Heritage Site through our Vital Valley Programme using £1.5 million funding from the national Great Places Scheme

Derwent Valley Mills is currently the only World Heritage Site in the East Midlands. The Council is developing the site further, with over £1 million of funding secured for the Derwent Valley Mills Vital Valley programme. This programme is made up of 23 projects, covering activities including volunteer training, digital projects, improving accessibility, learning programmes, marketing, and engaging with new audiences. Commissioning arrangements are being put in place for the delivery of the programme, which will be completed by December 2020.

Develop additional activities that engage young people and communities in celebrating and preserving their heritage

Engaging young people in positive activities continues to be a key area of focus for the Council. Over the last year, a series of ‘have a go’ events - guided walks, heritage crafts and stories – promoting and celebrating local heritage have been developed for the public and schools. Additional activities are also being planned for 2018/19. An education programme at Buxton Museum and Arts Gallery is being developed to increase young people’s understanding of their heritage and the Council is currently delivering family activity events celebrating the Museum’s collections. Work experience and volunteering opportunities have also been provided at the Gallery for young people and students interested in becoming more involved in arts and heritage activities.

Attract large scale events such as Eroica, Tour of Britain and the RHS Chatsworth Flower Show into the county

More visitors attracted by the range of large scale events, are coming to the county, and are helping to boost the economy and protect jobs by spending money on local accommodation, food and drink, entertainment and shopping. The successful three day Eroica cycling festival was held again in 2017, attracting over 28,000 visitors, and commitment to hold the festival in Derbyshire has been secured for a further three years. The Derbyshire stage in the 2017 Women’s Tour of Britain attracted 85,000 visitors, 41% of these came from outside Derbyshire with 16% staying overnight. RHS Chatsworth was held for the first time in 2017, raising Derbyshire’s profile and securing 94,000 visitors. The show has been secured for Derbyshire for a further 10 years.

Protect and enhance the natural environment

Derbyshire covers an area of 2,625km² and has a unique, rich and varied natural landscape and built environment. Protecting and enhancing diverse assets is crucial and we will continue to play our part, ensuring those assets are managed and supported sustainably. We will promote waste reduction, encourage reuse and recycling initiatives, further reduce the amount of waste sent to landfill and help improve air quality. We will continue to support communities by preparing for potential changes such as increased flood risks, warmer summers or extreme weather events.

Progress on our commitments during 2017/18

Promote Derbyshire's environment and countryside sites to help generate sustainable income and support tourism

The Council's countryside sites, trails, visitor centres and country parks offer residents and visitors varied opportunities to enjoy the county's landscape. Promoting countryside sites, to help generate and maximise income, is a key area of focus as this will enable us to ensure the assets we manage and support are sustainable. Initially this work is focusing on promoting three main destination sites, Shipley Country Park, Elvaston Castle and Middleton Top/High Peak Junction. We are also exploring investment in wider countryside sites, including Tapton Lock Visitor Centre and Grin Low, with potential for sustainable income generation.

Continue working in partnership to increase recycling and composting to reduce the waste sent to landfill

As a county we need to further reduce the amount of waste generated and the waste that is sent to landfill. Considerable progress has been made in recent years and the Council continues to support District and Borough Councils to increase recycling and composting in the county however, any increases will be modest as further substantial improvements are unlikely due to the associated increased costs of collection services. The Council continues to work with its waste contractor to secure diversion of waste from landfill to a number of treatment facilities.

Deliver a large scale waste treatment and education centre at Sinfin Lane in Derby

The new waste treatment and education centre in Sinfin will make a major contribution towards diverting waste from landfill. The centre will treat 190,000 tonnes of waste that is not recycled or composted, generating enough electricity to power 14,000 homes. The plant, which is on track to be operational in summer 2018, is designed specifically to treat the quantity of waste left over after high levels of recycling and composting have been achieved. The facility complements the target of achieving 55% recycling and composting or higher in Derbyshire by 2020.

Reduce harmful carbon emissions from our own buildings

The Council is undertaking a wide range of activities to reduce harmful carbon emissions from its buildings and operations, including reducing employee travel wherever appropriate and replacing streetlights with more energy efficient LED lights. A key priority will be to ensure that the Council's future property portfolio is fit for purpose. Plans to dispose of and rationalise the Council's property assets will support this aim.

Work with communities to increase their resilience to flooding

Climate change is an increasing threat, and it is well known how disruptive flooding can be for homes and businesses as well as for the key local infrastructure. The Council is continuing to respond to flooding enquiries and events. We are undertaking regular education and awareness raising through public meetings, guidance notes, website development, and signposting. We are also continuing to further develop the flood warden scheme, supporting local volunteers to help minimise the impacts of flooding on residents, businesses and those using the local infrastructure network. Work is also continuing to increase communities' resilience, with investment in new schemes externally funded from grants.

Develop a long-term vision and strategy for the Trent Valley area that can deliver significant environmental, social and economic benefits for the area

Competing demands for urban development, agricultural needs, roads and rail infrastructure and quarrying have led to the landscape in the Trent Valley area facing significant pressures. We are working with partners to develop ambitious plans for the Trent Valley, which will be about taking the best of the existing landscape and reshaping the area. An economic impact appraisal has been completed to shape the strategy, which has highlighted that there would be significant economic social and environmental benefits for the area together with job creation. It is intended that this work will be driven forward as part of the Midlands Engine programme, which is championing economic growth for the region.

Work with partners and local people to reduce air pollution in the county to protect the public's health

Improving air quality will bring significant benefits to the environment and local people, and the Council with partners will be taking action around regulation, effective transport planning, infrastructure development and encouraging behaviour change. A Derbyshire Air Quality working group, comprising the Council and strategic partners, has been established and is supporting the sharing of best practice and improved collaborative working. Work has been undertaken to examine current interventions by partners to reduce air pollution locally, and examine this against available evidence. A detailed strategy has also been developed with partners, and is currently being finalised, setting out clear objectives to ensure improvements in air quality across Derbyshire.



Measures

The indicators we will use to monitor how well our outcomes for Derbyshire are being achieved

- School readiness
- GCSE attainment
- Schools Ofsted judgements
- Young people not in education, employment and training
- Employment rate
- Economic growth
- Roads where maintenance is required
- Casualties on the county's roads
- Carers' quality of life
- Admissions to residential care homes
- Delayed discharges from hospital
- Adults with a learning disability living in stable accommodation
- Safety of vulnerable people
- Wellbeing of residents
- Physical activity participation rates
- Obesity of children
- Children protected by a child protection plan
- Children in care
- Recorded crimes
- Waste recycling rate

The Council will report on these measures for 2017/18 when end of year data is available.

The key indicators we will use to measure the council's progress

- Budget savings
- Sickness absence
- Apprenticeships within the Council
- Complaints upheld by the Local Government Ombudsman
- Emissions from our estate and operations

Implementing the Plan

The Council Plan is a strategic overarching plan that sets the direction for the Council 2017-21. The Plan links into a range of partnership plans and provides the framework for our four departmental service plans.

Service plans are key to the implementation of the Council Plan, outlining how our outcomes, priorities and commitments will be delivered and providing detail on the actions that will be undertaken by each department.

The Council Plan and Service Plans will be reviewed and updated on an annual basis to ensure that they continue to reflect the ambitions and priorities of the Council.

Have 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, have any comments or require more information then please contact:

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Flagship Projects

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Explore the use of new delivery and commissioning models across the council to achieve service priorities	All	Sept 2018	Ongoing	<ul style="list-style-type: none"> • New commissioning framework and strategy developed • Nine early start area reviews completed • Number of subsequent reviews completed
Restart our £30 million Care Programme to provide new modern care homes for the county's older people	AC	Spring 2018	To be confirmed	<ul style="list-style-type: none"> • Accommodation and support strategy for older people developed • Architect plans in place and planning permission achieved for new 80 bedded home in Cotmanhay by Autumn 2018 • Further measures to be developed depending on recommendations within the strategy
Work with communities to secure better outcomes for less by developing the thriving communities approach	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increase in the number of individuals/families receiving local aspiration based support • Reduction in demand for expensive professional support
Work with partners to deliver the One Public Estate Programme making more efficient use of the Council's properties and assets	CCP	Programme commenced 2015/16	To be confirmed	<ul style="list-style-type: none"> • Efficiency savings achieved • Income generated from the sale of surplus land and buildings • Increased integration/co-delivery of services
Maximise the value of our surplus Council land by increasing development potential prior to sale, for the delivery of housing and regeneration projects, securing increased income to invest in other Council services	CCP	Aug 2016	Continuous as sites become surplus through service rationalisation	<ul style="list-style-type: none"> • Increased capital receipts generated year on year comparing value of land in its current state against value created through sale of site with added development certainty

Work efficiently and effectively

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work to ensure Derbyshire is a high performing council by delivering high quality, value for money services	ALL	May 2017	Mar 2021	<ul style="list-style-type: none"> Percentage key service delivery indicators above the national average Percentage key value for money indicators above the national average
Build better relationships between councils, businesses and the voluntary and community sector	ALL	May 2017	Mar 2021	<ul style="list-style-type: none"> The Council has ensured key partnerships have been strengthened where appropriate Key partnerships have contributed to achieving Council outcomes for Derbyshire
Review council structures to ensure they are fit for purpose	Leadership Team	May 2017	July 2017	<ul style="list-style-type: none"> A review was undertaken and structures amended accordingly
Establish a value for money board to review council contracts	CCP	2018	Ongoing	<ul style="list-style-type: none"> Percentage of contracts above £10 million that have been reviewed by the Value for Money Board

Unlock economic growth and access to economic opportunities

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Help businesses to start, survive and thrive, ensuring they have access to high quality business support programmes	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increase in the number of businesses and investment
Attract new businesses and other investment into Derbyshire, setting out plans in our new Inward Investment Strategy	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increase in the number of businesses and investment
Deliver major regeneration projects such as Coalite, Buxton Crescent and Infinity Park	ETE	Ongoing	Dec 2019 Sept 2019	<ul style="list-style-type: none"> • First investment deal agreed for Coalite site • Opening of the Buxton Hotel
Ensure that Derbyshire maximises the opportunities afforded by HS2 for local people and businesses	ETE	Ongoing	Project completion expected 2033 Dec 2018 Dec 2019	<ul style="list-style-type: none"> • Increase in the number of businesses and investment attracted to Derbyshire • Growth Strategy for North and South adopted • To secure funding to deliver infrastructure for the North and South growth zone
Improve transport and highways infrastructure and develop the key cycle network to connect local people to jobs and leisure opportunities	ETE	Ongoing	Long term projects completion date expected 2025-2030	<ul style="list-style-type: none"> • Increased satisfaction with the overall provision of highways and transportation services as measured by the National Highways and Transport survey
Deliver the A61 Growth Corridor Strategy to support major housing and employment growth	ETE	Ongoing	Grant funding available up to 2021	<ul style="list-style-type: none"> • Increases in available housing and employment opportunities along the A61 corridor and surrounding area
Ensure Derbyshire homes and businesses get full Broadband coverage	ETE	Ongoing	2020	<ul style="list-style-type: none"> • All homes and businesses in Derbyshire have access to Broadband
Explore opportunities to develop low carbon vehicle charging infrastructure across the county	ETE	Sept 2017	Mar 2019 Oct 2018	<ul style="list-style-type: none"> • Production of low emission vehicle infrastructure strategy and action plan • Arrange a low emission vehicle infrastructure awareness open day

Invest in employment and skills

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Create 1,000 new apprenticeships, work experience placements and second chance apprenticeships within the Council	ALL	Apr 2017	Mar 2021	<ul style="list-style-type: none"> Performance against the public sector target which require the Council to create 312 apprenticeship starts per year, meaning 1,298 over the four year period
Encourage our suppliers and contractors to create new apprenticeships	ALL	April 2018	Ongoing	<ul style="list-style-type: none"> Number of apprenticeship places created by the Council's supply chain
Implement a school leaver and graduate recruitment programme, encouraging employers in the county to do the same	CCP / ETE	Apr 2017	Apr 2021	<ul style="list-style-type: none"> Performance against the public sector apprenticeship target, meaning 1,298 over the four year period Percentage of Council apprentices moving in positive destinations post apprenticeship completion Successful implementation of degree level apprenticeship strategy
Work closely with education providers to improve the quality and access to careers information, advice and guidance	ETE	Apr 2017	Ongoing	<ul style="list-style-type: none"> Careers information is easily accessible and is recognised as being of a high quality by users of the service
Work with schools, colleges, universities and other training providers to provide more opportunities for people of all ages to develop skills and gain qualifications	ETE	Apr 2017	Ongoing	<ul style="list-style-type: none"> An increase in the number of people participating in education and training courses
Support businesses to innovate, access new markets and create new skilled employment opportunities	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Increase in the number of skilled employment places
Support projects, such as b_line and Wheels to Work, that help young people get to work and training	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Number of people that make use of the Wheels to Work and b_line schemes

Repair and improve the condition of Derbyshire roads

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Tackle the state of the county's roads and invest an additional £6 million into road maintenance	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduction in the number of reported defects per KM
Reduce the number of potholes and streetlights requiring repair	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduction in the number of reported defects per KM
Develop plans to build a new bypass in Ashbourne	ETE	Ongoing	To be determined	<ul style="list-style-type: none"> Assess route options to identify a preferred alignment for the proposed bypass and develop business case
Minimise disruption to road users and tackle congestion across the county through our new Highways Hub	ETE	Jan 2018	Apr 2019	<ul style="list-style-type: none"> The average speed and delay on local A roads

Improve accessibility in vulnerable and rural communities

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Continue to support subsidised bus routes maintaining important links that cannot be run as commercial routes	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Undertake a review of all DCC supported bus services over the next 2 years to create a network which better meets the needs of passengers in a more sustainable fashion and results in higher levels of customer satisfaction
Spend £500,000 a year on extra support for subsidised transport	ETE	May 2017	Dec 2017	<ul style="list-style-type: none"> Completed and support the established of area reviews
Develop our Derbyshire Connect bus service, particularly to help people who find it difficult to use conventional bus services	ETE	Oct 2017	Ongoing	<ul style="list-style-type: none"> Increase the number of passengers using the service by 5% in October 2018 compared to October 2017
Further develop the Total Transport approach, ensuring more integrated, efficient and cost effective transport services across the health, education and social care sectors, to increase choice and quality	ETE	Feb 2017	Oct 2018	<ul style="list-style-type: none"> Increase the number of passengers using the Ashbourne Wirksworth Derbyshire Connect demand responsive service by 5% in the first quarter in 2018/19 (April to June) compared to the same quarter in 2017/18
Work with small rural schools to develop strategies which better support their most vulnerable children	CS	Sept 2017	Ongoing	<ul style="list-style-type: none"> The number of schools with budget deficits is maintained or reduced Where academy conversions occur this does not leave the council with substantial deficits Schools have organisational plans and structures that are financially sustainable under the National Funding Formula before it becomes a hard formula (date not yet set by Government) There is a closing of the attainment gap for vulnerable groups Council funding secured for project work until 2020
Continue to support our home library service for older and isolated people in Derbyshire	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> Continuation of Home Library Service

Improve Social Care

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Invest £10m and work in new ways with health partners, to reduce avoidable hospital admissions and delayed hospital discharges	AC	1 Sept 17	Ongoing	<ul style="list-style-type: none"> Rate of recorded delayed transfers of care continues to meet target. Rate of increase in non-elective hospital admissions is curtailed
		1 July 17	31 Mar 18	<ul style="list-style-type: none"> Reduction in Social Care attributable delayed transfers of care in line with NHS England expectations (targets set from July 2017 through to March 2018)
Restart our £30 million Care Programme to provide new modern care homes for the county's older people	AC	Spring 2018	TBC	<ul style="list-style-type: none"> Accommodation and support strategy for older people developed Architect plans in place and planning permission achieved for new 80 bedded home in Cotmanhay by Autumn 2018 Further measures to be developed depending on recommendations within the strategy
Work with partners to recruit and retain high quality social care staff	AC	Ongoing	Ongoing	<ul style="list-style-type: none"> The number of people working in the care sector in Derbyshire who have appropriate skills has increased
Ensure carers in Derbyshire have access to the support, advice and information to best meet their needs	AC	1 Jan 18	30 June 18	<ul style="list-style-type: none"> A set of supplementary outcome based measures has been developed to assess the effectiveness of the Derbyshire Carers Association 'Information, Advice, Assessment and Support Service'
Develop support services for people with Dementia to help them live well and independently	AC	1 Apr 17	Ongoing	<ul style="list-style-type: none"> The Dementia Reablement Service has been extended and is operating in all areas of Derbyshire
Carry out 5,000 Home Health Safety and Welfare Checks for the increasing number of vulnerable over 80s in local communities	AC	3 Apr 17	1 Apr 18	<ul style="list-style-type: none"> Number of Home Health Safety and Welfare checks carried out

Transform services for people with learning disabilities

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Transform services, working with carers and people with learning disabilities to co-produce a new model of community based support	AC	01/04/2018	01/04/2019	<ul style="list-style-type: none"> • New model of community based support has been co-produced and implemented • New services to support people living with Autistic Spectrum Disorder (ASD) has been commissioned
Reduce the number of people with complex needs in institutional settings	AC	Ongoing	Ongoing	<ul style="list-style-type: none"> • Reduction in the number of hospital admissions for people with a learning disability • Reduction in the average length of stay for people with a learning disability
Ensure there is a range of appropriate accommodation and housing options, to allow people with a learning disability to live as independently as possible	AC	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increase in proportion of adults with a learning disability who live in their own home or with family • Increase in the number of 'Shared Lives' carers
Increase the number of people with learning disabilities into meaningful paid employment and volunteering	AC & ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> • Number of people with learning disabilities in meaningful paid employment or volunteering has increased
Make the journey from children's to adult services as smooth as possible through early planning and support that maximises opportunities for independence	AC & CS	Jan 2018	Jan 2019	<ul style="list-style-type: none"> • The percentage of children with a clear transition plan in place by age 17 • The percentage of young adults who report that they are happy that their plan meets their needs

Keep children and adults safe

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work with communities to address parents' wellbeing, particularly around issues such as domestic violence, mental ill health and substance misuse	CS	During 2018	Ongoing	<ul style="list-style-type: none"> Success measures to be developed
Work with partners and communities to enhance children and young people's emotional wellbeing, resilience and ability to protect themselves from modern day risks	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> Detailed project plan with individual success measures and timescales
Improve our range of support for children on the edge of care	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> Children only come into care where this is consistent with their needs and are supported to stay at home where this is safe for them to do so leading to a reduction in the number of teenagers accommodated under Section 20 of the Children Act 1989
Work with partners and residential care providers to reduce the incidence of safeguarding issues in older people's residential homes	AC	Ongoing	Ongoing	<ul style="list-style-type: none"> We can demonstrate that services are supported to deliver to registered care standards Where standards are not achieved, providers are supported to put plans in place to achieve them
Improve advocacy services for vulnerable people so they have their voice heard	AC	01/04/2017	Ongoing	<ul style="list-style-type: none"> Number of Care Act referrals and self-referrals passing through the Independent Community Advocacy Service
Expand our safe place scheme for people with learning disabilities	AC	01/04/2017	31/03/2018	<ul style="list-style-type: none"> Increase in number of 'Safe Places' Increase in number of 'Keep Safe' cards issued

Be a good corporate parent for children in our care

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Improve the quality and choice of adoption, fostering and residential care placements	CS	Commenced	Sufficiency review is complete a range of follow on plans are now in train with widely varying end dates	<ul style="list-style-type: none"> • An increase in the percentage of Derbyshire children in care placed with Derbyshire provision either fostering, residential or otherwise • An eventual reduction in the percentage of total placement spend on external placement provision • An increase in the number of in house foster placements • Further measures outlined in the sufficiency review
Improve the quality of care planning to promote stability for children in care	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> • Reduction in unplanned placement moves • Increase in the percentage of children achieving permanence through Special Guardianship Order, adoption or permanent foster placement • Reduction in the number of children with three moves or more
Support children in care to do their best at school, by providing targeted support, raising aspiration and reducing absence and exclusions	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> • A reduction on exclusions (both fixed term and permanent) of children in care • Reduction in those children in care who meet persistent absence criteria • Children in care make progress in line with their goals (specific individual measures)
Improve the wellbeing of children leaving care by increasing suitable accommodation, providing access to work experience and opportunities, and developing young people's financial skills	CS	Commenced	New contract to be in place and operating in 2019	<ul style="list-style-type: none"> • The percentage of care leavers in suitable accommodation (DfE criteria and measure) is over 90% • Percentage of care leavers who are in employment, education or training • Reduction in spend on 'spot purchases' for leaving care accommodation
Make available the offer of support for children in our care up to the age of 25	CS	Local offer development has commenced Jan 2018	To have a local offer in place by Sept 2018	<ul style="list-style-type: none"> • A published offer is in place • Care leavers report that the offer meets their needs

Help children and young people get the best start

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work with all partners to model a new approach to delivering support services for families with young children aged 0-5 years	CS	Commenced	2020	<ul style="list-style-type: none"> • Clear pathways are in place to enable families with young children to access universal and targeted support • Reduction in spend of £1 million across a range of services and agencies
Work with schools and partners to redesign early help services for families	CS	Commenced	2019	<ul style="list-style-type: none"> • Evidenced based models being utilised and models that don't demonstrate impact cease being used • Targeted Early Help services are in place that reduce escalation to higher tiers of need • Early help for emerging or universal needs is provided through a range of partners • Reduction in spend on early help without increasing spend on statutory services
Explore alternative models of support for parents of disabled children	CS	End 2018	To be confirmed	<ul style="list-style-type: none"> • Success measures to be developed
Help 4,510 families through our Troubled Families Programme	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> • High rate of payment by results claimed • Maturity model endorsed by the Department for Work and Pensions • Number of families helped through the Troubled Families programme
Ensure more Derbyshire children are taught in good or outstanding schools	CS	Ongoing	Ongoing	<ul style="list-style-type: none"> • Percentage of pupils taught in Derbyshire secondary schools judged good or outstanding • Percentage of pupils taught in Derbyshire primary schools judged good or outstanding • Percentage of pupils taught in Derbyshire special schools judged good or outstanding

Encourage healthy lifestyles

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Provide 375 sports action grants to local voluntary organisations and clubs	AC (PH)	Sept 2017	Mar 2020	<ul style="list-style-type: none"> • More activities and support available for local people and young people in particular • Number of grants delivered • Number of groups supported • Amount of grant funding delivered
Create eight wellness hubs across the county to support people in making changes to their lifestyles that will improve their health and wellbeing	AC (PH)	1 Apr 2018	1 Apr 2020	<ul style="list-style-type: none"> • Eight hubs established, with digital infrastructure in place • Co-location of health improvement services with Citizens Advice Bureau and careers advice established • Improved service outputs e.g. people stopping smoking, increase in physical activity participation, weight loss, access to housing support services, utilisation of falls prevention services where appropriate • Achieve outcomes as specified within service metrics
Champion positive mental health and wellbeing with a particular focus on young people	AC (PH)	Ongoing	Ongoing	<ul style="list-style-type: none"> • Preventative approaches embedded and young people have a range of tools, resources and options which allow them to seek support and talk to professionals or peers about their emotional health and wellbeing
Continue to support those individuals who have a diagnosed mental health condition	AC (PH)	1 Apr 2017	Ongoing	<ul style="list-style-type: none"> • More people with mental ill health are able to access timely 1:1 targeted support and peer support opportunities in their local area
Create healthy environments which encourage active lifestyles	AC (PH)	Ongoing	Ongoing	<ul style="list-style-type: none"> • Housing developments promote the development of healthy environments • More district and borough councils in Derbyshire incorporate health and wellbeing priorities in their local plans • The number of hot food takeaways near schools is closer to the national average

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work with schools and partners to encourage children and young people to participate in our new “walk a mile a day campaign”	AC (PH)	April 2018	Tbc	<ul style="list-style-type: none"> • Final overall output: 100% of primary and secondary schools undertaking a daily mile (25% of primary schools engaging in a daily mile by April 2019) • Overall outcome: increase population level physical activity indicators and reduce childhood obesity (as measured by the National Child Measurement Programme)
Support businesses so they have an active, healthy and productive workforce	AC (PH)	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increasing participation of local businesses with the workplace health programme • Improved employee health and wellbeing, productivity and positive employer feedback of the service
Encourage more active lifestyles, developing more opportunities for walking, cycling and public transport	AC (PH) / ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> • Increased participation from schools and pupils in the Travel Smart campaigns, scooter and cycle training and Modeshift Stars programme • Increased number of adults taking up cycle training • Increased numbers of businesses participating in the Modeshift Stars programme

Champion local communities

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work in partnership with local communities to co-design and secure better services for local people	CCP	Ongoing	June 2018	<ul style="list-style-type: none"> • Increase in the number of workers, local people and businesses involved in Thriving Communities activity • Increase in the number of local support services co-designed by staff and local people
Work creatively with local people and groups to establish new ways of supporting community activity, for example by enhancing and expanding the use of community buildings and outdoor spaces	CCP	Ongoing	June 2018	<ul style="list-style-type: none"> • Increase the number of community key holders • Increase in the number of community members and/or groups utilizing publically owned spaces • Increase in the number of community groups or community led activity established
Create vibrant networks of local staff and local people who work together to tackle local problems	CCP	Ongoing	June 2018	<ul style="list-style-type: none"> • Increase in the number of workers, local people and businesses in communities involved in local “Connected Teams” across Derbyshire • Increase in the number of connections made between local workers, local people and businesses • Increase in the number of joint projects or activities generated through local networking
Ensure that our charging policies, for example for parking, are fair	ETE	May 2017	Apr 2019	<ul style="list-style-type: none"> • Service charges that are fair and reasonable
Offer residents the opportunity to access energy at a fair and sustainable price through our partnership with a licensed energy supplier	CCP	N/A	N/A	<ul style="list-style-type: none"> • Not taken forward due to changes in the energy sector
Provide 750 youth activity grants and 375 community action grants for local voluntary organisations and clubs	CCP & CS	Sept 2017	Mar 2020	<ul style="list-style-type: none"> • More activities, projects and schemes available for local people and young people in particular • Number of grants delivered • Number of groups supported • Amount of grant funding delivered

Support local library services

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Develop our strong network of local libraries recognising the important role the service has to play in local communities	CCP	2018/19	2020/21	<ul style="list-style-type: none"> • A Library Strategy is being developed, which will set out the vision for the future shape and direction of the service
Promote libraries as a focal point and hub in local communities	CCP	Commenced	Ongoing	<ul style="list-style-type: none"> • Number of events for local people held in libraries by partners and community groups • Number of physical visits to libraries • Number of 1-1 public computer help sessions in libraries
Build new libraries in Glossop and Belper	CCP	Glossop - Building March 2017 Belper - Building to start in April 19	Glossop - opening April 2018 Belper - expected Summer 2019	<ul style="list-style-type: none"> • Glossop and Belper libraries opened on time • Number of physical visits to each library • Number of active users
Encourage the wider use of libraries by people with learning disabilities, people with dementia and children and families	CCP	Commenced	Ongoing	<ul style="list-style-type: none"> • Number of library and arts events in community settings for people with dementia and their carers • Number of Summer Reading Challenge starters/finishers

Protect local people and communities

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Work with partners to better understand and respond to new and emerging threats	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> New and emerging threats are recognised and understood and plans are developed and implemented to mitigate
Develop joint approaches to address counter terrorism working with police and partners	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> Ensuring that all referrals for vulnerable people made into the Prevent Programme are appropriate and relevant feedback given where necessary Number of professionals receiving training Establishment of a Derby and Derbyshire CONTEST Strategy Number of Schools/Students receiving inputs on radicalisation and evaluation completed to identify outcomes
Work with partners to reduce alcohol related violent crime, including domestic and sexual abuse, through the delivery of the Substance Misuse Strategic Plan	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduction in alcohol related violence and sexual violence increased awareness of the possible vulnerabilities of some customers amongst those working in the Night-time economy
Continue to promote and develop the Trusted Trader Scheme, supporting vulnerable Derbyshire residents through the Derbyshire Scam watch project	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> Number of Trusted Trader members Percentage of Trusted Traders reporting a positive impact on their business as a result of being a member of the scheme Percentage of victims reporting increased confidence in recognising scams or rogue trading after Derbyshire ScamWatch intervention
Offer grants to 500 community safety projects, neighbourhood watch schemes and anti-fraud initiatives	CCP	Sept 2017	Mar 2020	<ul style="list-style-type: none"> More activities, projects and resources available for local people Number of grants delivered Number of groups supported Amount of grant funding delivered
Continue to reduce the number of people killed and seriously injured on Derbyshire roads	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduce the number of people killed or seriously injured by 50% by 2020 from the 2005-2009 average

Promote Derbyshire as a global cultural and tourist destination

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Link and better promote Derbyshire's heritage, cultural and environmental assets, developing the county as a global tourist destination	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> An increase in the number of visitors to the County
Market Derbyshire's unique offer to overseas visitors developing links to new markets such as China and Japan	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Increased inward investment enquiries and increased exports to non-EU markets
Support Creswell Crags to achieve World Heritage Status	ETE	Commenced	Dec 2018	<ul style="list-style-type: none"> Support Creswell Heritage Trust to achieve Technical Review by the Department for Digital, Culture, Media and Sport
Further develop the Derwent Valley Mills World Heritage Site through our Vital Valley project using £1.5 million funding from the national Great Places Scheme	ETE	Oct 2017	Dec 2020	<ul style="list-style-type: none"> To deliver the Vital Valley Scheme in accordance with the approved purposes as set out in the bid document to the Heritage Lottery Fund
Develop additional activities that engage young people and communities in celebrating and preserving their heritage	CCP	Ongoing	Ongoing	<ul style="list-style-type: none"> Number of additional activities developed Number of people engaged in activities
Attract large scale events such as Eroica, Tour of Britain and the RHS Chatsworth Flower Show into the county	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> An increase in the number of visitors to the County

Protect and enhance the natural environment

Commitment	Dept	Expected Start	Expected Completion	Success Measure
Promote Derbyshire's environment and countryside sites to help generate sustainable income and support tourism	ETE	Commenced	Ongoing	<ul style="list-style-type: none"> An increase in the number of visitors to the County
Continue working in partnership to increase recycling and composting to reduce the waste sent to landfill	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduction in the amount of waste sent to landfill and increased recycling
Deliver a large scale waste treatment and education centre at Sinfin Lane in Derby	ETE	Sept 2014	Summer 2018	<ul style="list-style-type: none"> Reduction in the amount of waste sent to landfill and increased recycling
Reduce harmful carbon emissions from our own buildings	CCP	1 Oct 2018	30 Sept 2019	<ul style="list-style-type: none"> Emissions for all properties are being measured and are reducing. Property rationalisation contributes to an overall reduction in emissions from Council buildings
Work with communities to increase their resilience to flooding	ETE	Ongoing	Ongoing	<ul style="list-style-type: none"> Communities are able to deal with incidents of flooding effectively
Develop a long-term vision and strategy for the Trent Valley area that can deliver significant environmental, social and economic benefits for the area	ETE	Commenced	Ongoing	<ul style="list-style-type: none"> Sustainable growth in economical benefits in the Trent Valley
Work with partners and local people to reduce air pollution in the county to protect the public's health	AC (PH)	Ongoing	Ongoing	<ul style="list-style-type: none"> Supplementary planning guidance in place across Borough and Districts Mapping of current air quality HIA to inform Clean Air zone Effective promotion of sustainable travel within work place health Implementation of a Derbyshire County Clean Air Day and work collaboratively to support the Derby City Clean Air Day Effective evaluation of 20mph zone

