

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**18 March 2020**

**Report of the Executive Director, Commissioning, Communities and Policy**

**COUNCIL PLAN REFRESH 2020-21  
(Strategic Leadership, Culture and Tourism)**

**1 Purpose of the Report**

To approve the authority's Council Plan refresh 2020-21.

**2 Information and Analysis**

The Council Plan sets out the future direction of the Council, the outcomes that the authority is seeking to achieve and priorities to focus effort and resource. In May 2019 Council approved a substantially revised Council Plan for 2019-21, which set out a smaller number of focused priorities, supported by key deliverables. To ensure the Plan remains up to date and fit for purpose, a light touch refresh of the Council Plan has been undertaken for 2020-21, the refresh is attached at Appendix A. As part of the refresh, additions have been made to the Plan to ensure a continued focus on the Council's work with partners and communities to tackle climate change.

The Plan is supported by a more detailed delivery plan, which has been updated and is attached at Appendix B. This delivery plan sets out clear timescales and lead responsibility. The refreshed Plan and delivery plan are recommended for approval by Full Council. The Council will continue to assess progress through regular monitoring of the deliverables and performance against the key measures set out in the Plan.

**3. Financial, Human Resources and Property considerations**

Considerations around empowering staff to be creative and agile, improving employee wellbeing, spending money wisely and improving the management of our land and assets are included in the Plan.

#### **4. Transport considerations**

The Plan includes deliverables on investment in well maintained roads and highways infrastructure, the development of electric vehicle charge points and maintaining high levels of customer satisfaction with highways and transport services.

#### **5. Environmental and Prevention of crime and disorder and considerations**

Considerations around the environment and the prevention of crime and disorder are reflected in the Council Plan outcomes of happy, safe and healthy people and a great place to live, work and visit. The Plan includes a priority for a “prosperous and green Derbyshire” and deliverables to support this key area of work.

#### **6. Health, Social Value and Equality of Opportunity considerations**

The Council’s commitment to enhancing the wellbeing of communities and individuals and to promoting equality and diversity have been embedded throughout the Council Plan.

#### **7. Other Considerations**

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

#### **8. Background Papers**

Files and supporting papers held in the Organisational Development and Policy Division, in the Commissioning, Communities and Policy department.

#### **9. Officer’s recommendation**

That the authority’s Council Plan refresh 2020-21 be approved.

**Emma Alexander**  
**Executive Director**  
**Commissioning, Communities and Policy**

# Working for Derbyshire (Appendix A)

## Draft Council Plan 2019-2021 (Refresh 2020/21)



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# Foreword

Derbyshire is a wonderful place to live and I feel very proud to be leading an organisation that supports work and services that contribute to our great county.

There are good schools for our children, relatively low crime rates across the county, beautiful countryside to visit and enjoy, a thriving local economy and most importantly, very strong communities showing great spirit and resilience.

The job of your County Council, working with our partners, is to protect and nurture what we love about living and working here, while constantly trying to make life even better.

That's why, on top of the work you know we already do, we're putting strong plans in place to tackle climate change and reduce our carbon footprint.

There's no doubt that our climate is changing and extreme weather events are becoming more frequent. We've experienced some examples of this here in Derbyshire, with heavy rain causing extensive flooding which has affected many households and businesses.

Clearly action is needed on an unprecedented scale. That's why by 2032 your Council intends to be carbon neutral in terms of the property we run, street-lighting and our vehicles.

The council's carbon footprint makes up just one per cent of Derbyshire's emissions however, so it's clear we all need to work together with district and boroughs, the City Council, businesses and communities to bring about radical change.

You'll see our commitment set out in this refreshed Council Plan under the heading 'A Prosperous and Green Derbyshire'.

As we know, actions speak louder than words, so our willingness to drive change is reflected in our budget for 2020-21 where the council has set aside more than £4m to kick start this development and ensure change.

Across the following pages you'll clearly see what your Council is working to achieve, on your behalf, over the next year and beyond.

At the heart of our plan is our continued aim to provide you with maximum value for money on your council tax by delivering the most efficient and effective public services possible.

It is well documented that there is a lot less money to spend than there used to be. We have had to reduce our spending by a third since 2010 and still have substantial savings to find. Be assured that this is not stopping us from being ambitious for the county, with success relying on

moving from taking a paternalistic approach to delivering services to one where we support individuals and communities to get on in life and make a difference to where they live.

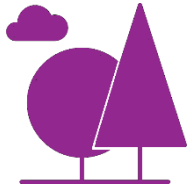
Our refreshed plan makes clear our energy and resources continue to be focused on working with you to make that difference. This includes repairing and maintaining Derbyshire's roads to a high standard, supporting our schools to raise the achievement bar even higher and helping people who are more vulnerable to live and flourish in their own communities. We are also concentrating our efforts on encouraging investment and growth, to bring about greater prosperity which will benefit us all.

We will do this while making sure that you do not pay a penny more in council tax than you need to, keeping it as low as we can.

We are proud of the quality of our services and the fact that you pay less for them than most people in UK. Working with you, we will continue to deliver.

**Cllr Barry Lewis,  
Leader of Derbyshire County Council**

# About Derbyshire



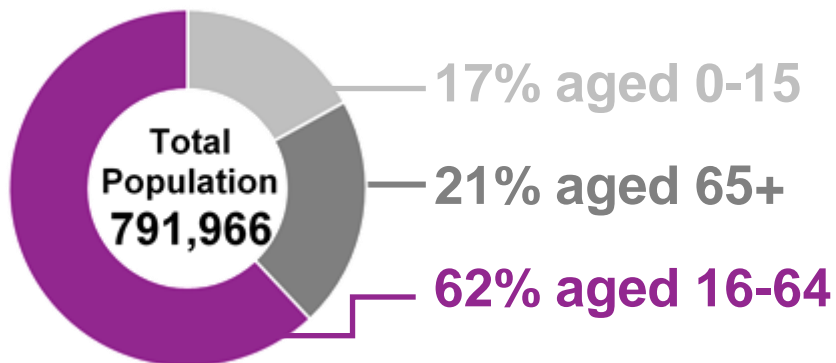
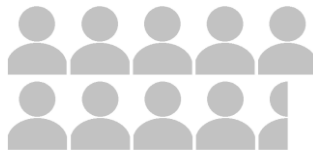
A county with a **rich**, diverse heritage with **spectacular** landscapes such as the Peak District National Park and other unique attractions

Derbyshire is a largely **rural** county with many sparsely populated areas alongside larger built-up urban conurbations



Derbyshire's population is expected to increase by **8%** by **2039**

Around **9.5 million** people live within easy reach of Derbyshire in the surrounding cities of Derby, Sheffield, Nottingham, Manchester and Leicester



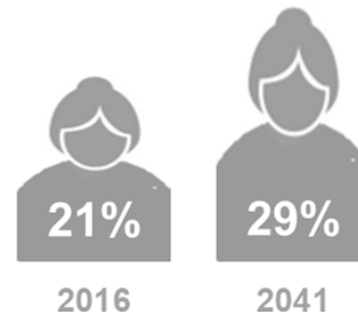
Population growth varies across the county ranging from just **2.6%** in Derbyshire Dales to **16.8%** in South Derbyshire

Derbyshire's economy is worth **£15.2 billion** and has grown significantly over recent years



**4.2%** or **32,652** people living in the county are from Black and Minority Ethnic groups

**28** market towns play a significant role in the local economy. Chesterfield is the area's largest town, with a population of **104,600**



People aged 65 and over



# About the Council



Has **64** elected members who represent the residents of Derbyshire



Provides services to almost **17,000** older, vulnerable and disabled people and supports **21,000** carers and over **270** young carers across Derbyshire

Runs **45** branch libraries, **2** mobile libraries, **1** museum and **1** record office which together welcome over **2 million** visits each year



Runs **21** children's centres and supports **146** day nurseries, **112** pre-schools, **221** out of school clubs, **8** creches, **22** holiday schemes and over **480** childminders providing early years support



Maintains almost **3,335** miles of roads and **2,796** miles of footway each year



Looks after **1,182** bridges, **1,000** footbridges, **3,093** rights of ways and over **610** miles of retaining walls

Employs more than **13,000** people and has a budget of more than **£500 million**



Runs **nine** household waste recycling centres and disposes of more than **389,000** tonnes of waste each year



Working with **416** schools (including academies) with approx. **6000** teachers (full-time equivalents), teaching **107,000** children



Maintains **89,650** streetlights and **76,984** traffic signs



# Ambition

We will strive to be:

An enterprising and value for money Council enabling people and communities to thrive.

# Values

The way we work – we will:

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

# Outcomes

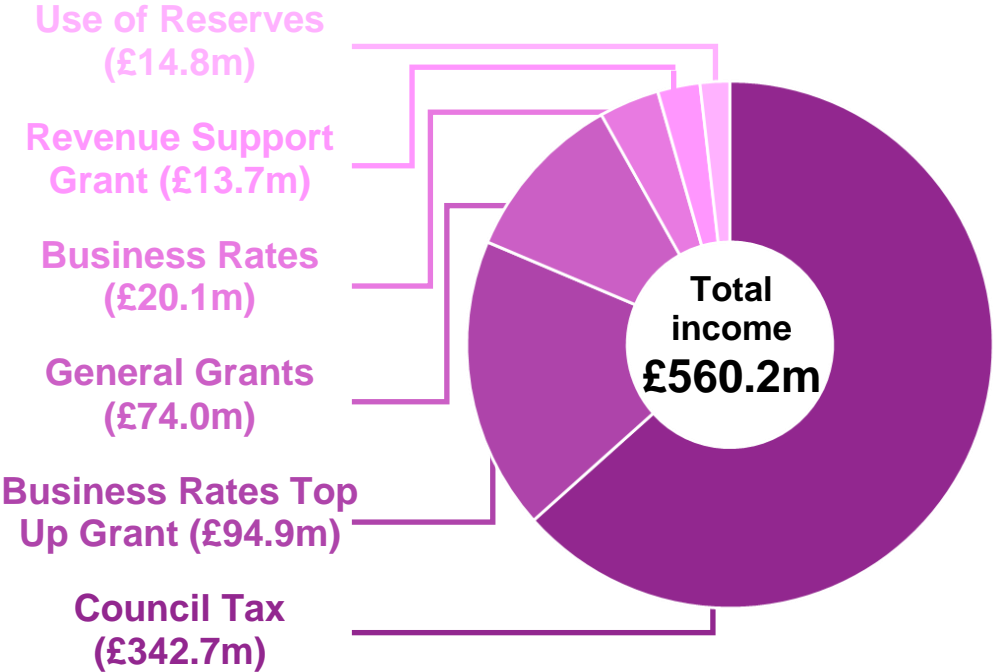
We want Derbyshire to have:

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

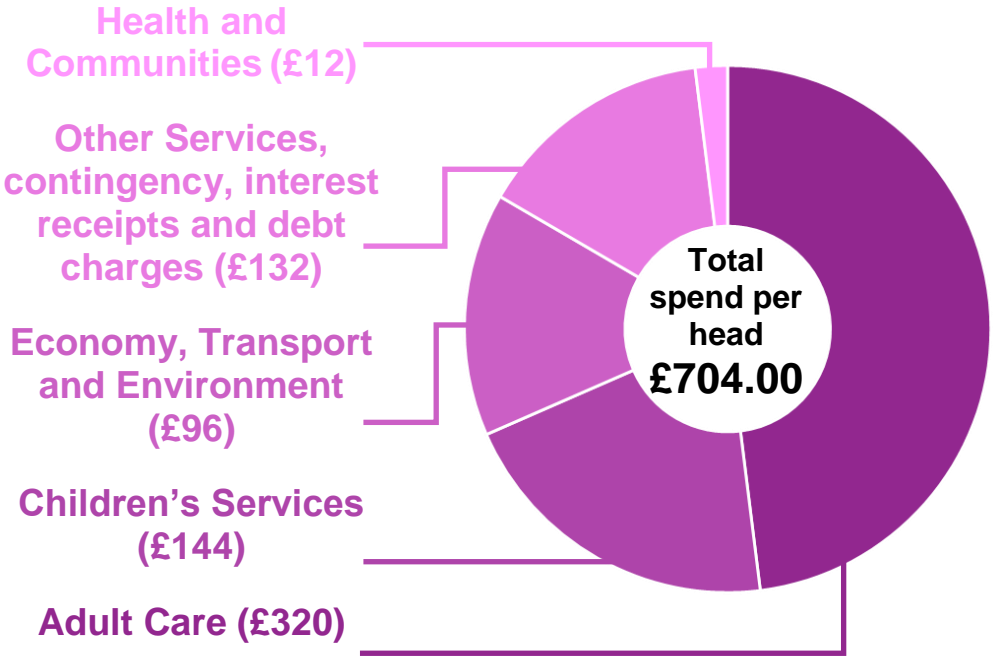
# Budget

In 2020/21, the Council's budget of £560.2m will be used to deliver a broad range of services including its statutory responsibilities. This money comes from six main sources. The Council will spend £704 for every resident in Derbyshire to support the delivery of services.

Where the money will come from (£m)



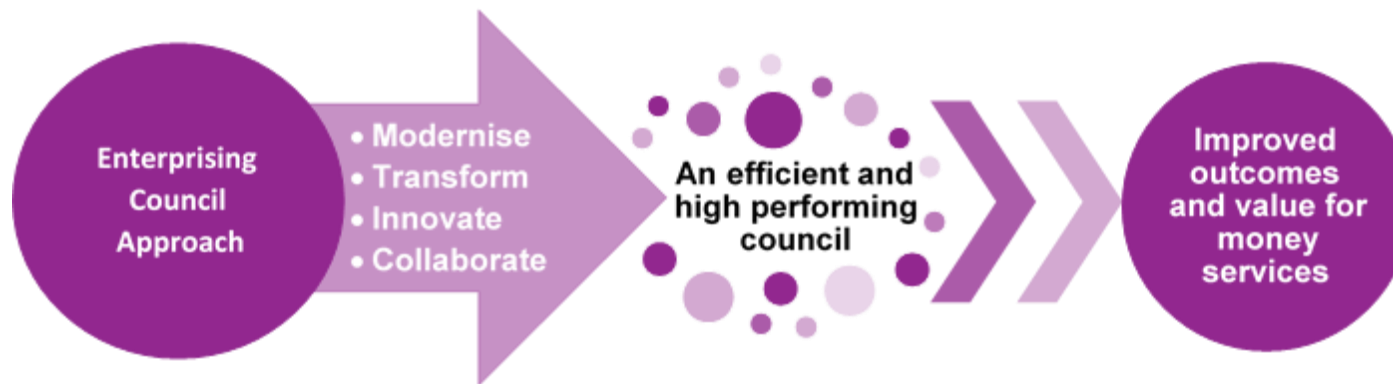
How the money will be spent (£/head of population)



# Enterprising Council

The role and shape of public services has changed dramatically over recent years. Reduced public sector funding and increasing demand for services driven by demographics and long standing social, health and economic pressures mean that the Council, like many other authorities across the country, continues to face significant challenges in providing the services that local people need and want with available resources.

The Council has made huge progress in recent years. However more needs to be done to drive forward the radical transformation needed to continue to improve performance and ensure the sustainability of the organisation in the short, medium and long term. Moving forward, the Council will need to be innovative, think differently about the way services are delivered and not be afraid to make the bold decisions that are ahead.



The Council has committed to becoming an **Enterprising Council**, taking forward an ambitious programme of whole Council transformation and cultural change. Our One Council approach will ensure we have the necessary plans in place to modernise, innovate, transform and collaborate to meet our ambitions, making identified savings whilst continuing to deliver priorities and achieve better outcomes for local people.

# Priorities

The Council provides a wide range of services to support residents and businesses in Derbyshire to thrive. The following five strategic priorities have been identified to direct improvement activity over the coming years.



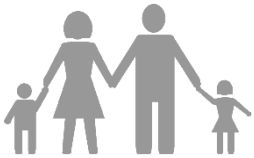
**Value for money**



**A prosperous and green Derbyshire**



**Empowered and self-sufficient communities**



**A focus on prevention and early intervention**



**High performing council services**

# We're making good progress.....

Continued to spend money wisely, funding high quality, value for money services which people rely on. We are on track to achieve £11 million of savings to our budget in 2019/20, taking the total saved between 2010 and 2020 to £247 million



Made £100,000 available to help residents and businesses affected by flooding and took part in a multi-agency response at Toddbrook Reservoir preventing the dam breaching and ensuring the safety of thousands of local residents



Supported, since 2017, 394 new apprenticeships in a wide variety of occupations with Derbyshire County Council. These include surveying, horticulture, ICT, trading standards, road working, civil engineering, health and social care and catering

Awarded £632,000 in Action Grants to community groups to support 712 projects across Derbyshire, since the scheme launched in May 2018



Delivered faster broadband to over 106,000 premises, of which over 99,000 have access to superfast (in excess of 24Mbps) broadband



Helped fund a £2 million project 'Invest in Derbyshire' supporting businesses looking to move to Derbyshire

The project has helped more than 40 firms bring more than 100 new jobs to the county and will be extended for a further three years with the aim of supporting 80 more businesses relocate to or start-up in the county



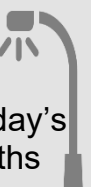
Approved the Council's draft Carbon Reduction Plan and adopted the aim to have net zero greenhouse gas emissions by 2032. Set aside more than £4 million to tackle climate change and continued to implement energy efficiency measures in our buildings, reducing emissions by 54% from the 2010 baseline

Set up a Value for Money Board with representatives from local businesses to ensure Council contracts deliver value for money



Supported students to achieve their potential, 65% of students achieved grade 4-9 in English and Maths GCSE and 43.6% achieved the higher benchmark of grade 5-9, both significantly better than national figures for the last 3 years

Progressed our LED street lighting project which has saved 4.6 million kWh of electricity, 2,000 tonnes of CO2 emissions and £690,000 at today's energy prices, over the last 12 months



## Value for money



# Deliverables

### In the next year we will have:

- Kept Council Tax as low as possible
- Achieved budget savings of £46.8m
- Strengthened partnership working, for instance working with partners to agree the creation of a Strategic Alliance for the region to drive sustainable growth
- Lobbied Government to secure a better funding settlement
- Reviewed and transformed key services - highways, libraries and countryside services - to ensure a mix of in-house and commissioned provision
- Introduced digital platforms for service delivery to support more agile and flexible working
- Improved the management of Council land and buildings, reducing assets which are surplus to requirements
- Improved employee well-being through a new strategy that also increases productivity and reduces absence
- Ensured contract decisions deliver value for money through our Value for Money Board
- Begun to implement the new Procurement Strategy to help the Council to procure goods and services which achieve value for money

### In four years we will have:

- Maintained the lowest possible Council Tax
- Achieved budget savings of £63.2m
- Reviewed every service to improve efficiency and effectiveness
- Delivered the Information and Communications Technology Strategy 2018-2023 to streamline service delivery and embed modern working practices
- Significantly reduced our land and building assets and improved the management of those that remain
- Achieved excellence in contract management
- Gained national recognition as an excellent Council

# A prosperous and green Derbyshire



## Deliverables

### In the next year we will have:

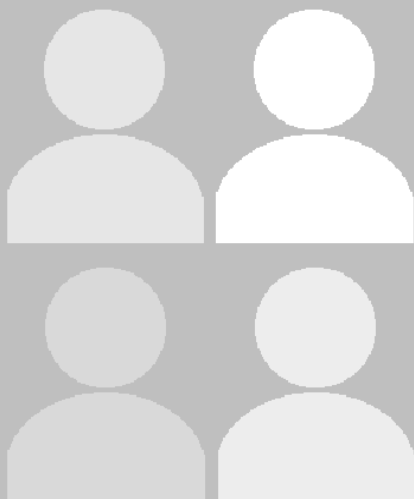
- Assisted small and medium sized enterprises to grow and be more productive
- Worked to maximise growth opportunities arising from HS2 and mitigated impact
- Delivered the new “Invest in Derbyshire” programme in line with agreed timescales
- Delivered the Employment and Skills Strategy action plan in line with programmed timescales, including improved co-ordination of Council activity
- Assisted in the successful implementation of a manufacturing zone in North Derbyshire
- Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale
- Supported growth in the visitor economy by improving access to a range of accommodation and quality attractions
- Increased fibre enabled broadband coverage across Derbyshire for homes and businesses
- Invested in well maintained roads and highways infrastructure
- Completed the development and started the implementation of a countywide Infrastructure Plan to support good growth
- Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations
- Worked with partners and communities to deliver the Derbyshire Environment and Climate Change Framework

### In four years we will have:

- Secured significant international links to enable greater investment and trade
- Supported the development of a network of electric vehicle charge points across the county
- Supported the creation of growth zones at Chesterfield and Toton
- Sustained investment in well maintained highways infrastructure
- Boosted economic growth in Derbyshire through the effective use of the Midlands Engine Strategic Programme Development Fund
- Assisted in the delivery of 5G mobile connectivity for Derbyshire
- Secured Derbyshire as a destination of choice for UK and overseas visitors
- Increased social mobility in Derbyshire with a focus on South Derbyshire and Amber Valley
- Created an innovation park on the former Coalite site in Bolsover
- Implemented renewable energy generation both large scale and microgeneration on our land, buildings and in our communities
- Supported low carbon businesses to establish and flourish in Derbyshire, creating new skilled jobs across the county



# Empowered & self- sufficient communities



## Deliverables

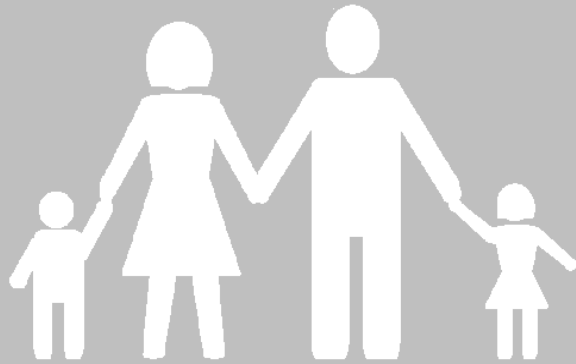
### In the next year we will have:

- Rolled out the Thriving Communities programme across 13 localities
- Reviewed grants and developed a new offer to voluntary and community groups to enable the sector to grow and thrive
- Co-designed our offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals
- Enabled residents to self-serve using an optimal combination of communication channels
- Implemented the transfer of a minimum of five libraries to community management
- Helped people furthest from the labour market into sustainable employment
- Supported communities to take action to tackle climate change within their local areas through our new green action grants programme

### In four years we will have:

- Mainstreamed the thriving community approach to enable people to lead bigger and better lives
- A thriving voluntary sector that is less dependent on Council funding
- Become an excellent enabling Council, with communities taking responsibility for their areas, assets and environments
- Expanded the range of communication channels through which customers can access Council services
- Enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on statutory services
- Embedded a successful community managed library approach by implementing the Derbyshire Library Strategy

# A focus on prevention & early intervention



## Deliverables

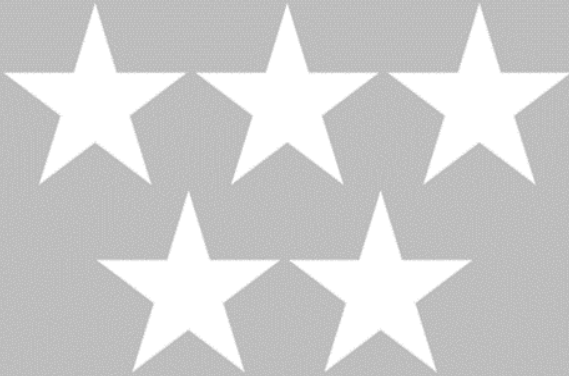
### In the next year we will have:

- Continued the implementation of the Older People's Housing, Accommodation and Support Strategy
- Reviewed our care and support offer for adults and children with special educational needs and disabilities to improve efficiency, value for money and customer outcomes
- Better supported people to live at home longer
- Commissioned a new approach to provide innovative technological solutions to support people with social care needs
- Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes
- Embedded our newly redesigned Early Help Offer for Children, Young People and Families
- Embedded our newly redesigned Universal and Targeted 0-5s Offer through our Health Visiting services and Children's Centres in partnership with the NHS
- Embedded the 'Pause Project', an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring

### In four years we will have:

- Continued the implementation of the Older Peoples Housing, Accommodation and Support Strategy
- Ensured older and disabled people are able to live better lives with increased independence and connectedness to our thriving communities
- Embedded assistive technology across the adult care offer and continued to exploit the opportunities that new technology provides
- Supported more people to manage their own physical and mental health and wellbeing
- Embedded a culture of prevention and demand management across the Council

# High performing council services



## Deliverables

### In the next year we will have:

- Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners
- Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services
- Maintained our high performance in reducing delayed transfers of care from hospital
- Ensured all Council run adult care homes have Quality of Care graded as good or outstanding
- Continued to drive improvements in the delivery of children's social care services
- Strived to ensure that all Council run children's homes are good or outstanding
- Worked with Schools to ensure they increase the percentage of children in schools which are good or outstanding, so Derbyshire is in line with the national average
- Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services
- Introduced a new Customer Care Charter to set out how we will meet people's needs
- Developed and embedded a more robust performance management framework
- Developed an integrated approach to reporting performance and cost information

### In four years we will have:

- Ensured all Council run adult care homes are good or better
- Maintained effective children's social care services
- Strived to ensure all Council run children's homes are good or outstanding
- Continued to work with Schools to ensure they increase the percentage of children in good or outstanding schools to above the national average

# Measuring Impact

We will monitor and report on the delivery of the Council Plan through progress on the deliverables described above and on the key performance measures which are set out below. These measures will be reviewed and updated on a regular basis to ensure they are the most appropriate measures and that timely data is available.



## Value for money

- Percentage of identified annual budget savings achieved
- Amount of money raised from the disposal of land and buildings
- Average number of days per employee lost to sickness absence
- Percentage of residents agreeing the Council provides good value for money



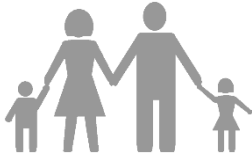
## A prosperous and green Derbyshire

- Amount of investment into the county
- Number of businesses and start-ups supported by the Council
- Percentage of homes and businesses with fibre enabled broadband
- Percentage reduction in greenhouse gas emissions from Council land and operations from 2010 baseline
- Percentage of road defects repaired within target
- Percentage of 16-17 year olds who are in education, employment or training



## Empowered and self-sufficient communities

- Number of services accessed via e-forms on the Council websites
- Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area
- Percentage of residents who agree that they have enough people around them to avoid a crisis
- Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months



## A focus on prevention and early intervention

- Rate of permanent admissions to residential and nursing homes for adults aged 18-64 and for those aged 65 and over
- Percentage of people remaining at home 91 days after discharge from hospital and provided with rehabilitation services
- Increased the percentage of clients agreeing that care and support services improve quality of life
- Percentage of children at the early years foundation stage achieving a good level of development
- Percentage of participants in Council delivered weight management programmes who lose weight
- Percentage of participants in Council delivered Stop Smoking Programmes who stop smoking



## High performing council services

- Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by the Care Quality Commission
- Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted
- Percentage of children in schools rated 'Good' or 'Outstanding' by Ofsted
- Percentage of residents satisfied with highways and transport services
- Rate of delayed transfer of care from hospital to social care
- Percentage of residents who are satisfied with the Council
- Percentage of residents agreeing that they feel informed about Council decisions

# 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:

Policy and Research  
Derbyshire County Council  
County Hall  
Matlock  
Derbyshire DE4 3AG

Email: [policy@derbyshire.gov.uk](mailto:policy@derbyshire.gov.uk)

Telephone: **Call Derbyshire: 01629 533190**

# Council Plan Delivery Plan

2019-2021

Appendix B





# Derbyshire County Council

## Delivery Plan 2019-21

This Delivery Plan has been developed to provide more detail on the implementation of the Council Plan 2019-21. It will also help the Council monitor the progress of its work. Timescales are provided though these sometimes extend outside the period of this plan reflecting the long-term ambition and implementation periods required.

### Key

*	These columns will be used for internal monitoring only
ASC&H	Adult Social Care and Health
CCP	Commissioning, Communities and Policy
CS	Children's Services
ETE	Economy, Transport and Environment

## Priority: Value for money

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
Kept Council Tax as low as possible	All depts	April 2019	March 2022	In progress
Achieved budget savings of £46.8m	All depts	March 2019	March 2022	In progress
Strengthened partnership working, for instance working with partners to agree the creation of a Strategic Alliance for the region to drive sustainable growth	All depts	May 2017	Ongoing	In progress
Lobbied government to secure a better funding settlement	CCP	Ongoing	Ongoing	In progress
Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	All depts	-	-	-
- Highways review	ETE	April 2018	March 2021	In progress
- Corporate Property review	CCP	February 2019	April 2020	In progress
- Countryside Services review	ETE	October 2018	July 2020	In progress
- Library Service review	CCP	January 2019	2024	In progress
- Procurement review	CCP	2018	March 2021	In progress
- Communications review	CCP	July 2018	December 2019	Completed
Embedded a new constitution and scheme of delegation to speed up decision making	CCP	July 2018	May 2019	Completed
Introduced digital platforms for service delivery, to support more agile and flexible working	CCP	Ongoing	Ongoing	In progress

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
Improved the management of Council land and buildings, reducing assets which are surplus to requirements	CCP	March 2019	March 2022	In progress
Improved employee well-being through a new strategy that also increases productivity and reduces absence	All	March 2019	Ongoing	In progress
Ensured Council contract decisions deliver value for money through the Council Value for Money Board	CCP	Ongoing	Ongoing	In progress
Implemented our new Procurement Strategy to help us to procure goods and services at reduced costs without compromising quality	CCP	February 2020	March 2021	In progress

## Priority: A prosperous and green Derbyshire

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Assisted small and medium sized enterprises to grow and be more productive	ETE	Ongoing	Ongoing	In progress
Worked to maximise growth opportunities arising from HS2 and to mitigate impact	ETE	May 2017	2033	In progress
Delivered the new “Invest in Derbyshire” programme in line with agreed timescales	ETE	June 2018	March 2021	In progress
Delivered the Employment and Skills Strategy action plan in line with programmed timescales, including improved co-ordination of Council activity	ETE	April 2019	March 2023	In progress
Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	ETE	March 2019	March 2021	In progress
Completed the clean-up of polluted land at the former Coalite works in Bolsover further developed Markham Vale	ETE	Markham 2006 Coalite 2017	2023 2030	In progress
Supported growth in the visitor economy by improving access to a range of accommodation and quality attractions	ETE	Ongoing	Ongoing	In progress
Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	ETE	April 2014	December 2020	In progress
Invested in well maintained roads and highways infrastructure	ETE	Ongoing	Ongoing	In progress
Completed the development and started the implementation of a countywide Infrastructure Plan to support good growth	ETE	September 2019	Tbc	In progress

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations	All depts	October 2019	March 2021 and ongoing to deliverable deadline of 2032	In progress
Worked with partners and communities to deliver the Derbyshire Environment and Climate Change Framework	ETE/ CCP	October 2019	March 2021 and ongoing to deliverable deadline of 2050	In progress

## Priority: Empowered and self-sufficient communities

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Rolled out the Thriving Communities programme across 13 localities	CCP	July 2019	March 2021	In progress
Complete the review of grants to voluntary and community and develop a new offer specifically for infrastructure support to enable the sector to grow and thrive	CCP / ASC&H	October 2018	September 2020	In progress
Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals	ASC&H	September 2019	March 2021	Not started
Enabled residents to self-serve using an optimal combination of communication channels	CCP	June 2019	June 2021	In progress
Implemented the transfer of a minimum of five libraries to community management	CCP	January 2019	March 2021	In progress
Helped people furthest from the labour market into sustainable employment	ETE	June 2019	March 2021	In progress
Supported communities to take action to tackle climate change within their local areas through our new green action grants programme	Tbc	Tbc	Tbc	Not started

## Priority: A focus on prevention and early intervention

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Continued the implementation of the Older People's Housing, Accommodation and Support Strategy	ASC&H	Ongoing	March 2021	In progress
Reviewed the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes	ASC&H / CS	May 2019	March 2021	In progress
Better supported people to live at home longer	ASC&H	Ongoing	Ongoing	In progress
Commissioned a new approach to provide innovative technological solutions to support people with social care needs	ASC&H	June 2019	March 2021	In progress
Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes	ASC&H	April 2019	Ongoing	In progress
Embedded our newly redesigned Early Help Offer for Children, Young People and Families	CS	Started	March 2021	In progress
Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	ASC&H / CS	Started	March 2021	In progress
Embedded the "Pause Project", an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring	ASC&H / CS	Started	September 2024	In progress



## Priority: High performing council services

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Deliver priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners	All depts	January 2019	March 2021	In progress
Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services	All depts	May 2017	December 2020	In progress
Maintained the Council's high performance in reducing delayed transfers of care from hospital	ASC&H	Ongoing	Ongoing	In progress
Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	ASC&H	Ongoing	Ongoing	In progress
Continued to drive improvements in the delivery of children's social care services	CS	Started	March 2021	In progress
Strived to ensure that all Council run children's homes are 'Good' or 'Outstanding'	CS	Started	Ongoing	In progress
Worked with schools to ensure they increased the percentage of children in schools which are 'Good' or 'Outstanding', so that Derbyshire is in line with the national average	CS	Started	Ongoing	In progress
Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	ETE	April 2008	Ongoing	In progress
Introduced a new Customer Care Charter to set out how it will meet people's needs	All depts	March 2019	May 2020	In progress
Developed and embedded a more robust performance management framework	All depts	April 2019	March 2021	In progress
Developed an integrated approach to reporting performance and cost information aligned to corporate priorities	CCP	April 2019	March 2021	In progress