



**Derbyshire
Districts**

Strategic Plan 2021-24



Our 6 key strategic objectives

Clients and their needs

We will continue to provide high quality accessible advice for those in need ensuring targeted services for the most vulnerable. We will ensure that we remain responsive to new and emerging issues as well as the changing needs of our community and client group.

Service delivery

We will pursue a multi-channel delivery strategy (face to face, telephone and digital) that recognises potentially changing requirements as our client base develops and we recover from the pandemic.

Communications and campaigns

We will develop an integrated communication plan with defined audience and purpose to ensure that people are aware of us and our services. We will campaign effectively with key influencers and continue to develop our online presence.

Partnership working

To advocate for our clients as well as extend our reach into a diverse community we will continue to be an organisation that prioritises partnership working and collaborative approaches.

Sustainability

We will continue to curate a broad spectrum of funding for both core advice and innovation projects, along with maintaining an agile environment which enables us to seek funding for new services.

Culture

We will continue to be a high-quality authentic organisation that values our people and recognises volunteers as an integral part of our culture and operation. We strive to be an exemplary employer and provider of volunteer opportunities, as well as an inclusive organisation that supports diversity and challenges discrimination.

Our strategic plan

Clients and their needs

We will continue to provide high quality accessible advice for those in need ensuring targeted services for the most vulnerable. We will ensure that we remain responsive to new and emerging issues as well as the changing needs of our community and client group.

1. Our client base

Whilst continuing to support our existing client base, we will broaden our reach to respond to new clients.

- **Covid recovery**

As Covid support is withdrawn and the full, long term impact of the pandemic becomes clear, we will respond to the significant expected increase in clients.

- **Young people**

We will provide increased support and access to services for younger people.

- **Inclusivity**

We will strive to develop and tailor our services to be as inclusive and accessible to different groups that may currently be underrepresented in our client profile.

- **Other client groups**

We will continuously monitor our client base and the wider 'market' to ensure that we are able to identify client groups whose needs are not currently met and respond accordingly.

2. Our clients' needs and the advice we provide

In line with any changes to our client base, we will respond to new needs and issues via regular research and the application of clear criteria for new projects.

- **Advice, issues and outcomes**

We will monitor our extensive data to ensure our services remain agile, responsive, and relevant to our clients' needs.

- **New projects**

New projects will be assessed in line with our client and advice issues data to identify any gaps or emerging trends in service provision that they will address.

Service delivery

We will pursue a multi-channel delivery strategy (face to face, telephone and digital) that recognises potentially changing requirements as our client base develops and we recover from the pandemic.

1. Face to face services

Face-to-face services will continue to be delivered and prioritised as part of our core offer and will include flexible outreach services.

- **Fixed office locations**

The locations of fixed office face to face provision will be assessed to ensure that our geographic provision is appropriate to the needs of our client base.

- **Outreach services**

We will continue to provide flexible outreach services and build on community focused advice where opportunities arise, and make use of technology to provide a virtual service where possible.

- **Accessibility**

Accessibility of premises will be assessed accordingly, including suitability of location, physical comfort, and inclusivity of environment.

- **Opening hours**

Opening hours of drop-in services and appointments will be reviewed across services and assessed by location, need and demand.

2. Telephone services

We will continue to provide a high-performance quality telephone advice service.

- **Performance and quality**

We will continue to provide a high quality adviceline that answers a minimum of 85% of demand with an average queue time of less than 2 minutes.

- **National adviceline**

We will join the national adviceline service when it is considered that our local performance and quality of service will not be excessively impacted.

- **Telephone advice appointments**

We will continue to provide telephone advice appointments as part of our core offer of services.

3. Digital services

Provision of digital and self-help support (webchat, email, and social media) will be increased in line with the requirements of our current and developing client base.

- **Website**

We will have a new user-friendly accessible website, including email advice options.

- **Webchat**

We will continue to develop our webchat offer, including consideration for how it could be used with further specialist projects e.g. money advice and energy projects.

- **Social media**

We will explore the option of offering advice services via social media platforms.

Communications and campaigns

We will develop an integrated communication plan with defined audience and purpose to ensure that people are aware of us and our services. We will campaign effectively with key influencers and continue to develop our online presence.

1. Communications and marketing

A clear communications strategy will be developed to promote overall awareness of our organisation as well as specific issue-based campaigns to external stakeholders, clients, potential clients, and staff/volunteers.

2. Our online presence

To broaden our potential client base, we will monitor and develop our social media reach, as well as designing, developing, and launching a new organisational website.

3. Research and campaigns

We will continue to allocate resource to our research and campaigns team to support policy change, develop awareness in others both internally and externally and create empathy and influence with key decision makers. To raise the profile of our work internally we will give staff members further opportunity to influence our research and campaigns topics.

Partnership working

To advocate for our clients as well as extend our reach into a diverse community we will continue to be an organisation that prioritises partnership working and collaborative approaches.

1. New partnerships

In line with objective 1, we will actively seek new partnerships with organisations and individuals that can support us, particularly where we do not have the capabilities required to deliver specialist services or work with specific marginalised groups.

2. Existing partnerships

We will continue to build on the successes of our existing partnerships, working collaboratively and flexibly to maintain long standing relationships.

3. Stakeholders

We will continue to work extensively with stakeholder groups to ensure we deliver relevant, timely services that address multiple needs, and will strive to make longer lasting links with key stakeholder groups, decision makers and local influencers in line with objective 3.

Sustainability

We will continue to curate a broad spectrum of funding for both core advice and innovation projects, along with maintaining an agile environment which enables us to seek funding for new services.

1. Maintaining our current funding streams

We will prioritise and protect the delivery of advice services and actively drive and monitor delivery of our KPIs to ensure we are positioned well for each renewal or tender process. This will include ongoing monitoring of competitors.

2. New opportunities

We will remain alert and responsive to new funding opportunities and we will apply clear criteria to ensure that they fit with our strategic priorities and capabilities.

3. Our reputation and brand value

We will actively cultivate stakeholder relationships in line with objectives 3 and 4 to ensure that we are relevant and influential, that we are meeting multiple priorities for our funders, that the value and impact of our work is understood and that we remain the preferred delivery partner.

Culture

We will continue to be a high-quality authentic organisation that values our people and recognises volunteers as an integral part of our culture and operation. We strive to be an exemplary employer and provider of volunteer opportunities, as well as an inclusive organisation that supports diversity and challenges discrimination.

1. Our staff and volunteers

We will review staff and volunteer roles and how best we deploy volunteers, ensuring their engagement in a more diverse range of areas and roles.

2. Recruitment, retention, and wellbeing

We will strengthen recruitment and retention of staff and volunteers, providing the relevant development opportunities, ensuring a strong supportive culture of wellbeing and effective training, and explore new ways to recognise and reward them.

3. Equality, diversity, and inclusivity

We will build a full EDI strategy that encompasses our goals to be an accessible service for all clients, an inclusive employer to our staff and volunteers and an organisation that promotes and celebrates equality and diversity as well as challenging discrimination.