

For Publication

Improving collaborative working across Derbyshire (LC000)

Meeting:	Cabinet
Date:	25 February 2020
Cabinet portfolio:	Leader of the Council
Report by:	Chief Executive

For publication

1.0 Purpose of report

- 1.1 To provide an update on work taking place with Derbyshire Councils on non-structural reform and to approve the Council's participation in the development and implementation of a new model of local government collaboration for Derbyshire.

2.0 Recommendations

- 2.1 To note progress on the development of a new vision and new model of local government collaboration in Derbyshire.
- 2.2 To note the agreed principles for collaboration and areas of potential focus for future working, as set out in the report.
- 2.3 To consider Price Waterhouse Coopers' (PwC's) proposals for Phase 2 and Derbyshire County Council's (DCC's) suggested

approach for sharing the costs of commissioning PwC to support Derbyshire Councils' to progress development of a new model of local government collaboration for Derbyshire.

2.4 To approve the Council's active participation in Phase 2 and the associated costs of supporting PwC to implement its proposals.

3.0 **Background and Phase 1**

3.1 In June 2019, Price Waterhouse Coopers (PwC) were commissioned, by all Derbyshire Councils, to undertake a programme of work to explore the appetite for future collaborative working in Derbyshire. It was agreed that the new approach should look beyond traditional partnerships, towards a new collective and ambitious vision and model of collaboration, integration and shared leadership focused on achieving the greatest public value for local people and communities.

3.2 The key aims of PwC's Phase 1 activity were to:

- Identify and explore the existing level of ambition and appetite of stakeholders to progress non-structural reform in Derbyshire
- Establish the purpose and potential value of progressing the approach in Derbyshire and the conditions which would need to be in place to support future collaboration
- Identify and develop short-, medium- and long-term options for collaboration
- Scope and establish the parameters for a Phase 2 work programme.

3.3 The Derbyshire Chief Executive Officers' Group, supported by a sub-group of officers drawn from a smaller number of Derbyshire Councils (which has included Chesterfield Borough Council's Chief Executive and Assistant Director for Policy and

Communications), have guided and led the work with PwC; commencing with a series of semi-structured interviews with Leaders and Chief Executives, in August 2019.

Key interview topics included:

- Derby/Derbyshire as a place
- Existing level of alignment
- Collaborative successes and challenges
- Ambitions for future collaboration
- Potential outcomes and themes for collaboration
- Ways of working, culture and behaviours, enablers and barriers

3.4 A series of Leader / Chief Executive workshops, held in September and October 2019, built on the learning that PwC had gained from the interviews; and explored opinions on the vision for place, the “why” (why should councils work together) and the “what” (what should councils work together on).

3.5 A number of guiding principles emerged through this Phase 1 activity; the need to / for:

- Improve outcomes – collaboration must enable us to improve outcomes for people and place
- Speak with one voice – collaboration must support us to speak to our residents, businesses, regional and national stakeholders with one voice
- Better coordination – collaboration must enable better coordination and use of resources, allowing us to make strategic choices according to the needs of our place
- Provide a viable alternative to unitarisation – collaboration needs to represent a viable alternative to unitarisation, with greater flexibility to deal with strategic challenges whilst maintaining appropriate local control

- Deliver to be sustainable – collaboration should be delivered within the means, both resources and financial, of all Councils, to be sustainable

3.6 In addition, several areas for future collaboration emerged. These, whilst not exclusive, provide a potential focus for future working and include:

- Climate change
- Tourism
- Skills and employment
- Social mobility
- Economic prosperity

3.7 The Leaders' and Chief Executives' also identified several success factors which they viewed as critical. These indicate a step change in approach to ways of working that have the potential to drive a truly different model of local government in Derbyshire, and include:

- Working at pace, building on the momentum achieved through the Phase 1 activity
- Working as a collective in a different physical and mental space from business as usual
- Continuing to strengthen and role model collaborative, collective leadership behaviours

3.8 Following further discussions at the D2 Joint Committee for Economic Prosperity in November, PwC were asked to develop and submit proposals for a second phase of activity.

4.0 **Phase 2 – Proposed Approach**

4.1 PwC's aim, in presenting their proposals, is to support Derbyshire Councils to progress a new model of local government collaboration for Derbyshire with a view to:

- Maintaining the momentum successfully built up during the Phase 1 activity and extending engagement to a broader range of Members, employees and partner organisations
- Developing a case for change and a proposition to Government
- Designing and mobilising a dedicated team and delivery programme in order to accelerate implementation of activity on one or more of the areas identified for early collaboration (see paragraph 3.6 above); with climate change being the potential first area to take forward.

4.2 To support Derbyshire Councils' to deliver against the identified outcomes, PwC have proposed the adoption of two workstreams, with a number of identified deliverables:

Workstream	Activity
1. Development of case for change and proposition to government	<ul style="list-style-type: none"> • Confirm scope and structure of case for change with Steering Group • Collect and analyse baseline data • Interview and engage with Leaders and Chief Executives • Engagement events • Develop a functional model for collaborative working in Derbyshire • Develop the strategic narrative that will underpin collaborative working in Derbyshire • Assess potential financial and non-financial benefits • Write up the case for change • Produce a formal proposition for government • Support Councils' in their discussions with government
2. Delivery programme mobilisation and acceleration	<ul style="list-style-type: none"> • Mobilise and provide both 1:1 and group coaching for the cross-council delivery team • Support the design of the delivery programme for the new model of collaboration • Provide embedded support for a period of three months, including

	running workshops to begin delivery of tangible results through the programme
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4.3 An indicative project plan setting out in more detail the activities and deliverables for each workstream has also been developed. The plan seeks to both focus and direct the work of both PwC and participating councils during the implementation period, which is anticipated to last six months. Completion of the programme will be dependent upon an agreed start date; however, participating councils are keen to maintain momentum and build on the impetus gathered through the Phase 1 activity, commencing Phase 2 as soon as practicable.

4.4 PwC's Phase 2 proposal was discussed by the Leaders of all Derbyshire Councils at a meeting of the D2 Joint Committee for Economic Prosperity on 10 January 2020. The Leader of Derbyshire County Council and likewise the Leaders of all eight District and Borough Councils expressed an interest in participating in Phase 2 subject to them gaining the support of their respective Councils to do so. Derby City Council, whilst supportive of future collaborative working, reserved their position and sought more time to consider whether to participate in Phase 2 at this time.

5.0 Resource considerations

5.1 The total cost of taking forward PwC's Phase 2 activity is expected to be in the region of £350,000. Derbyshire County Council have proposed that the costs be shared amongst Derbyshire Councils using the following split:

Derbyshire County Council - 62.5%

District and borough councils - 37.5% (shared between 8 councils)

5.2 The cost for Chesterfield Borough Council is therefore estimated to be £17,000, which it is recommended be met from reserves.

5.3 Involvement in the proposed Phase 2 activity presents a unique opportunity for the council to participate in the development of an innovative and collaborative approach for Derbyshire. It is therefore recommended that Cabinet approves the Council's active participation in Phase 2 and the associated costs.

6.0 Equalities considerations

6.1 Equality, diversity and social inclusion have been key considerations during the development of the project to date. As the Phase 2 activity develops appropriate equality impact assessments will be undertaken and reported.

7.0 Recommendations

7.1 To note progress on the development of a new vision and new model of local government collaboration in Derbyshire.

7.2 To note the agreed principles for collaboration and areas of potential focus for future working, as set out in the report.

7.3 To consider Price Waterhouse Coopers' (PwC's) proposals for Phase 2 and Derbyshire County Council's (DCC's) suggested approach for sharing the costs of commissioning PwC to support Derbyshire Councils' to progress development of a new model of local government collaboration for Derbyshire.

7.4 To approve the Council's active participation in Phase 2 and the associated costs of supporting PwC to implement its proposals.

8.0 Reason for recommendations

- 8.1 To enable Chesterfield Borough Council to fully participate in the proposed development of a new model of local government collaborative working for Derbyshire; with a particular focus on improving outcomes for Chesterfield Borough and Derbyshire County residents.

Decision information

Key decision number	941
Wards affected	ALL

Document information

Report author	Contact number/email
Huw Bowen Chief Executive	01246 345308 huw.bowen@chesterfield.gov.uk