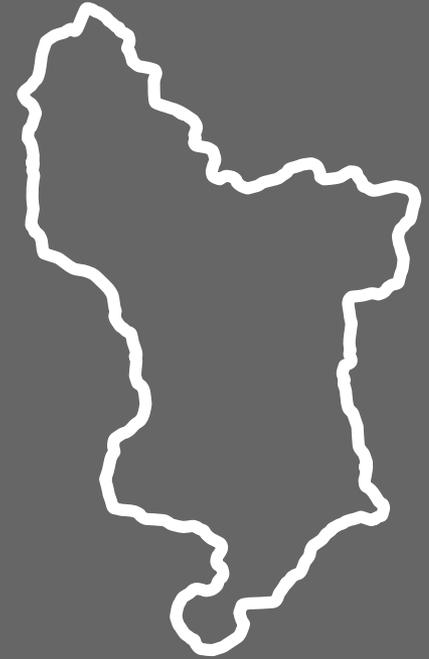


Vision Derbyshire

Executive Summary
August 2020





Vision Derbyshire

Vision Derbyshire is our shared commitment across nine county, district and borough councils, to strategically collaborate to improve outcomes for people and places, speak with one voice as a county, and coordinate our resources better and more sustainably. We believe we can achieve this more effectively and efficiently together, rather than apart, and we have already begun working in this way.

Our opportunity

We believe strategic collaboration is the right way forward for Derbyshire because we recognise that with the right collaboration and mechanisms in place, we will be readily able to focus on the rapid transformation of the way Local Government works in Derbyshire to help deal with the immediate, medium and long term challenges being faced. There are advantages of two tier local government, in particular the ability to blend working at a hyper local level with a large strategic level. This has been exemplified through the pandemic crisis, as Derbyshire councils have swiftly and effectively responded to local need as well as speaking with one voice in national forums.

Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change.

We have developed Vision Derbyshire through collective engagement across nine councils. First, we agreed the principles underpinning collaboration and the priority areas for collaboration (climate change; tourism; economy; social mobility). Since then, through engagement across the nine councils, we have collectively developed a detailed case for change which outlines our intentions for Vision Derbyshire and how we will achieve our commitments. We have also commenced Vision Derbyshire pilots in specific areas to support our recovery from Covid-19 in relation to the economy and communities. The learning from the pilots has helped to inform our longer term proposals.

There is political will for Vision Derbyshire across multiple political parties, as our Leaders recognise this as the most effective way to improve outcomes for our people and places.



Vision Derbyshire

The impact

Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations.

- **Derbyshire will be a fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.
- **People in Derbyshire will be better able to manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.
- **Derbyshire will exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.
- **Derbyshire will develop an inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.
- **Communities will drive sustainable change and will be empowered** through access to better opportunities; devolved decision making and budgets.

The estimated impact to the wider system (Derbyshire's economy, public sector and communities) is in the region of £1.08bn.

Through strategic collaboration, Vision Derbyshire councils will transform ways of working, identifying significant benefits. Vision Derbyshire councils will:

- Enable a simpler and more coherent experience for customers
- Improve staff satisfaction through removing barriers for staff which will enable collaboration, efficiency and effectiveness
- Increase service performance through a transformed culture
- Enable a stronger local government voice across the county and at a national scale.

The estimated financial benefit to Vision Derbyshire councils is in the region of £20.0 - £65.9m.



A viable alternative to reorganisation

We believe Vision Derbyshire is a viable alternative to structural reorganisation in local government.

Other councils aim to achieve holistic place-based working, financial efficiencies and improved outcomes through local government reorganisation. We believe that by focusing on strategic collaboration, Derbyshire can improve outcomes and realise financial efficiencies, delivering the benefits of reorganisation without the administrative burden, financial cost, time delays and political upheaval.

Local government structural reform can be a disruptive and lengthy process, requiring upfront investment of time and resources to agree and build new organisational structures. This can result in a preoccupation with organisations themselves and how they are structured, taking focus away from the people and places they serve. We recognise that the councils, their Leaders and officers, are direct representatives of local people, there to serve the public in the most effective way. Vision Derbyshire, with its cross-party support, has been an active choice for leadership across Derbyshire. We have taken the time to build agreement, and form a foundation of consensus. We believe we can achieve better outcomes for people and places in Derbyshire via this alternative, non-structural reform route.

We can achieve similar improvements to LGR in terms of streamlining decision making and aligning strategies while retaining the benefits of a two-tier model. Our two-tier structure offers a breadth of skills, diversity and talent, and our local presence means we have a deep understanding of the assets and needs of our communities. This has enabled us to quickly and effectively respond to the recent pandemic, and we see this as a significant asset in better understanding and serving our communities.

It should be noted that should Derbyshire wish to take advantage of future opportunities for structural reform, this door is still open. We anticipate the Vision Derbyshire ambition for people and places will not change, and the consensus built through Vision Derbyshire will remain in place over the long term.

Our Derbyshire context: National

National Context

Our society faces unprecedented challenges.

- The 2020 coronavirus pandemic has irreversibly altered global society as well as national priorities, affecting every aspect of people's lives and changing our perception of how to achieve better outcomes for people and places.
- Our changing climate and obligation to reduce greenhouse gas emissions is a requirement on all national institutions, which will impact on every individual, and has the potential to radically change our laws and lifestyles.
- At the end of 2020, the UK will leave the EU, transforming our relationship with the countries across Europe, affecting trade, laws and human rights and freedoms for everyone in the UK.
- The demographic trend towards an increasingly older population is set to continue for a number of decades, the need for a society which can manage this demographic shift is pressing.
- There is increasing demand for local public services, underlining the importance of empowering a younger generation to support this shift financially and societally.

The UK Government is responding to the economic impact of Covid-19 and will need to intervene in significant ways to manage this fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. The Government is committed to an agenda of devolution for Local Government, changing the relationship with regional and local institutions, and will clarify its position in a white paper in autumn 2020. The social and economic impact of Covid-19 is far reaching and governments, including the UK government are going to need to intervene in significant ways to manage the fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. We recognise that the purpose and role of Local Government in Derbyshire must be embedded in this national context.

If these changes are to be managed over the long-term, and if we are to take opportunities from these changing circumstances to do better for people in our place, Local Government must be relevant, recognisable, effective and sustainable. This national context is therefore a key driver for Vision Derbyshire.

Our Derbyshire context: Local

Local Context

In Derbyshire, we understand our context. We are aware of where we deliver positive outcomes: our residents feel safe in the place, have physical health in line with national averages, and are able to provide affordable housing. We also know where we could do better for people and places: we rank low nationally for social mobility, our manufacturing-focused economy is at risk from automation and we have a higher than average CO₂ output per person.

The coronavirus pandemic has had, and will continue to have, a significant impact on our people, place and councils in Derbyshire. There will be short, medium and long-term impact to manage. In the short term, we need to identify and support those in our communities who are most at risk either from the virus itself or the impact of societal changes such as lockdown, while harnessing the energy and enthusiasm our communities have demonstrated in supporting one another throughout the crisis. We also need to adapt the way we deliver and fund our services to be appropriate to managing the impact of the virus in the future, for instance accommodating social distancing rules and reduced council income. In the short to medium term, we need to recover our local economy and quickly adapt to key shifts for instance, more home working and a reduction in high street spending. Long term, we need to adapt Derbyshire's economy and societal fabric to be ready for future waves of this pandemic.

We recognise that as the Vision Derbyshire councils, we share a responsibility to the residents of Derbyshire, and to each other, during times of crisis and long into the future. Across the nine county, district and borough councils in Derbyshire we have a track record of collaborating to improve outcomes for people and help to make our councils more sustainable. This includes shared services for our residents, and shared resources for our organisations. Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change. As Leaders and Chief Executives of the nine county, district and borough councils, we recognised the political will and administrative obligation of collaboration, and collectively agreed to collaborate strategically and by default.





What Vision Derbyshire will achieve (1)

We have a collective Vision Derbyshire ambition. Vision Derbyshire is about going beyond organisational boundaries to work for Derbyshire as a whole, and our ambition reflects both what we intend to achieve, and how we intend to achieve it.

At the heart of Vision Derbyshire, collaboration and innovation come together to improve outcomes. The Vision Derbyshire ambition sets out a stretching, future-focused, holistic commitment to improve key aspects of life for people in Derbyshire. Our ambition takes into account Derbyshire's unique features as a place, the needs of our local people, and combines this with our understanding of the key opportunities and threats we face externally.

This ambition is outlined in the following four commitment areas:

- 1 Seize innovation** - pioneering skills and technologies for a sustainable future economy.
- 2 Establish relentless ambition** - creating opportunities for everyone in Derbyshire and making these visible.
- 3 Build proactive communities** - harnessing the energy in Derbyshire's communities and empowering people to make change.
- 4 Live and work sustainably** - committing to a zero carbon footprint in our tourism, wider economy and ways of working.

1 Seize innovation

We will seize innovation, pioneering skills and technologies for a sustainable future economy.

- We will have a strong, resilient and inclusive economy that is not too reliant on any one sector. There will be a balance of multiple, diverse geographical areas that all contribute to Derbyshire's polycentric, knowledge-based and innovative economy.*
- We will innovate first, and there will be incentives for solutions to big issues. This will be participative, and we will incubate innovation with a diverse range of communities across Derbyshire.*
- We will create strong connections and networks between entrepreneurs, larger businesses, researchers and investors to share, co-create and build on success. These hubs will become a huge asset to our people and form new communities.*
- We will harness our assets to connect with local, national and international institutions, to nurture talent in Derbyshire, and attract diverse talent from outside.*
- Derbyshire's businesses, large and small, will be responsible leaders in the place, developing ideas to help achieve Vision Derbyshire's ambitions and driving action.*
- A social mobility taskforce will put equal opportunity at the heart of this collaborative activity.*



What Vision Derbyshire will achieve (2)

2 Establish relentless ambition

We will establish relentless ambition, creating opportunities for everyone in Derbyshire and making these visible.

- *We will make opportunities visible from an early age, breaking down systemic barriers to social mobility and providing role models for success, who will be a reflection of Derbyshire's diverse communities.*
- *Alignment between employers and educators/places of learning will be much stronger so that young people acquire the best skills, knowledge, and tools to meet the demands of the future economy.*
- *We will ensure that every child has equal and plentiful opportunities to thrive and excel at home, in the classroom and beyond.*
- *We will communicate the value of quaternary skills to Derbyshire's future economy.*
- *We will prioritise the creation of attractive job opportunities which align to our green economy plans and diverse industries, and provide a variety of leisure and relaxation opportunities; to attract and retain talent.*
- *We will have clearly articulated unique selling points and areas of specialty. Organisations will want to locate in Derbyshire to fulfil their ambitions.*

3 Build proactive communities

We will build proactive communities, harnessing the energy in Derbyshire's communities and empowering people to make change.

- *Communities across Derbyshire will be given the permission, tools and power to drive change for themselves.*
- *We will work with the VCS to support proactive efforts from the community to build trust between formal and informal volunteering networks.*
- *Councils will ensure that all communities are heard equally and their voices have parity with councils', recognising that more vulnerable members of society may have less agency or confidence to speak out directly.*
- *We will recognise our influence in all policy areas and build a 'health and wellbeing/health inequality lens' into policies as a key factor in all decision making, encouraging residents to make positive choices. Good communications, simple information, and 'nudge' approaches will also help support this.*
- *Derbyshire and the East Midlands must coordinate county-wide and regional strategies to spread awareness about an issue faced across boundaries, to co-develop effective and evidence-based approaches, and jointly utilise funding sources.*



What Vision Derbyshire will achieve (3)

4 Live and work sustainably

We will live and work sustainably, committing to a zero carbon footprint in our tourism, wider economy and ways of working.

- *Housing provision in Derbyshire will be fully aligned to the long-term view of communities, the economy, and sustainability.*
- *In Derbyshire, individuals and communities will make proactive, conscious choices to live and work sustainably in all aspects of their lives.*
- *Businesses will be responsible for developing sustainable methods to minimise environmental impact as a prerequisite of their role in co-developing our economic strategy.*
- *Derbyshire has an ambitious and powerful climate change agenda that is leading the way across English counties to become the first net zero county by 2050. Derbyshire will continue to have a clear voice in national and regional forums to share best practice and learn from others, adopting an environmental lens across all policies.*
- *Derbyshire will be the prime tourist destination for sustainable and eco-tourism. It attracts visitors from both the UK and abroad. Tourists come to visit Derbyshire due to the plethora of attractions and tailored services for tourists with a range of interests.*

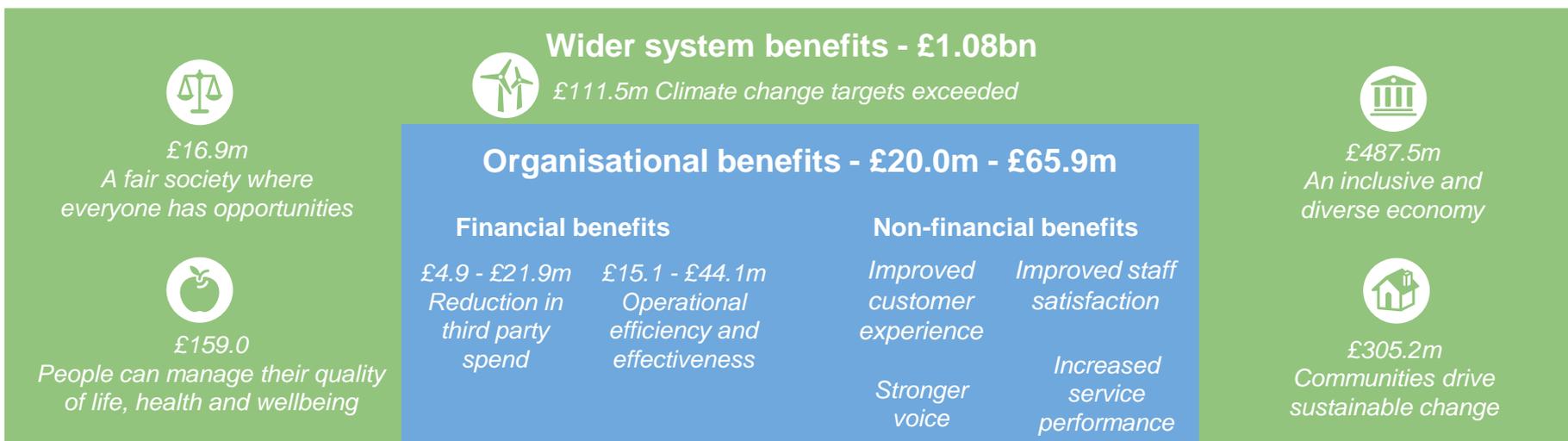
The impact on Derbyshire's people and places (1)

Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations. Given the contextual challenges we are facing with a post-pandemic economic downturn and uncertainty around local government funding and income, it is critical Vision Derbyshire delivers tangible benefits, quickly. While typical structural reform would focus on consolidation of existing council functions and realising straightforward efficiency savings (albeit this can also provide an opportunity to deliver transformation), Vision Derbyshire has a more ambitious agenda of outcomes-focused transformation across a range of functions. As a result, the impact of Vision Derbyshire on the wider system can be estimated alongside benefits to the councils themselves, with the benefits incorporating innovation in ways of working as well as straightforward consolidation.

The impact has been categorised into two for this Case for Change:

- I. **Wider system benefits** accruing to Derbyshire's wider communities, economy and public sector system. This includes the outcomes that will be improved across the people and places of Derbyshire, and a quantification of this impact.
- II. **Organisational benefits** accruing to the Vision Derbyshire councils. There are both financial and non-financial benefits.

These lenses are not mutually exclusive and there is likely to be a degree of overlap between the organisational and wider system benefits. There will be one-off costs required to help fund the transformation, as outlined in chapter 4 of this document.





The impact on Derbyshire's people and places (2)

Vision Derbyshire will deliver significant benefits for both the wider system and the organisations.

Wider system benefits



People in Derbyshire will be better able to **manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.



Derbyshire will be **a fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.



Derbyshire will **exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.



Derbyshire will develop an **inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.



Communities will drive sustainable change and will be empowered through access to better opportunities; devolved decision making and budgets.

Estimated financial benefit:

£1.08bn

Organisational benefits



Vision Derbyshire will enable a simpler and more coherent experience for **customers**.



Vision Derbyshire will **improve staff satisfaction** through removing barriers for staff which will enable collaboration, efficiency and effectiveness.



Enablers as part of Vision Derbyshire, such as culture, business insight and analytics and performance management, will **increase service performance**.



Vision Derbyshire will enable a **stronger local government voice** across the county and at a national scale.

Estimated financial benefit:

£20.0 - £65.9m

Our commitment to working together differently (1)

Working together through Vision Derbyshire will enable us to have a much bigger impact on the lives of Derbyshire's people and places. The ambition cannot be achieved by individual organisations working in silos.

We will consider the whole place and all tiers of government when addressing systemic challenges, collaborating by default:

- *We will be outcomes-focused in all of our collaboration, maintaining focus on people and places, not organisational boundaries.*
- *We will collaborate on a regional, county-wide and local footprint, blending approaches to achieve outcomes in a multi-faceted way, and balancing local delivery with delivery at scale.*
- *We won't simply do the same activities together, we will innovate, actively considering the role of the council in relation to partners and communities in delivering outcomes.*
- *Our collaboration will allow us to speak with one voice as Derbyshire in all forums, making our offer clear.*
- *We will share resources, responsibility and decision making, and delivery of services.*
- *We will prioritise choices consistently, making better use of our scarce resources.*

We know that to effectively collaborate, and achieve this stretching ambition, we must transform *how* we work both as individual organisations and as a collective.

We will fundamentally transform our ways of working to enable effective strategic collaboration:

- *We will develop an organisational culture where everyone collaborates by default across all councils.*
- *We will unify our approach to customer service and experience across all councils in Derbyshire ensuring a consistent experience for all residents.*
- *We will align our technological and physical assets to enhance our efficiency and make best use of scarce resources.*
- *We will integrate our business insight and performance measurement information to develop a shared basis for decisions and evaluation.*
- *We will share career and training opportunities across the workforce of all councils, and align incentives.*
- *We will take advantage of economies of scale in our commissioning and procurement, sharing negotiation and contracts to get best value for money for people in Derbyshire.*
- *We will develop strategy and policy collaboratively, recognising there will be instances where a localised approach is needed.*
- *We will view our organisational transformation as a means to an end in achieving better outcomes for people and places in Derbyshire.*

Our commitment to working together differently (2)

Transforming our ways of working

We have agreed milestones over a 5-year period to drive transformation in our ways of working together as councils. Below are some of the key milestones we have agreed over the next 2 years.

- *We will have designed a consistent customer strategy and experience for all Derbyshire residents.*
- *We will have established a shared set of cultural values and ways of working.*
- *We will have gathered the requirements we need for shared technology systems.*
- *We will have established shared KPIs for Vision Derbyshire, assessed our business insight capabilities, and set a high level design for our future needs.*
- *We will have a shared approach to strategy development, and transformation, across all our councils.*

Our commitment: Governance

We know that to achieve this ambition and improve outcomes for people and places in Derbyshire, we must have clear, strong governance which enables efficient, effective decision making.

We will use every legislative power available to provide the necessary governance to transform our services and improve our offer to local people. We believe that at the heart of the new model of local government, will be **a single Joint Committee for Derbyshire councils**, to be known as the Vision Derbyshire Joint Committee.

This Joint Committee will:

- Provide **collective leadership** for Derbyshire
- Progresses **shared ambitions** for the area
- **Work together** to tackle the issues and challenges outlined in this case for change.
- Enable agile, timely and effective decision making

It is proposed that each constituent council's Leader will represent their authority on the Joint Committee. One of the first tasks of the constituent councils will be to determine which powers are to be delegated to the Joint Committee.

These new governance arrangements will demonstrate our commitment to collaboration and aims to ensure that across Derbyshire constituent members are working together to build effective solutions to and share responsibility for the challenges we face.

Effective governance is also not about just aggregating functions, Vision Derbyshire will look to ensure local services are relevant and meaningful to local people. Consideration will be given to establishing sub-committees or advisory committees at a local level, for the purpose of discharging functions at the most appropriate level.

Sources: Legal Advice provided by Geldards to the County Council on 16th August 2020

We will be working over the coming months to detail which powers are to be delegated to the Joint Committee and to further clarify and strengthen this approach against the aims of Vision Derbyshire.

These arrangements would, as a minimum:

- Establish joint arrangements to exercise authority across **all local authorities**
- **Meet frequently** to maintain pace and momentum
- Have members appointed by each authority to ensure **accountable representation**
- Vote by a simple majority in all matters to ensure swift and **effective decision making**.

As this approach develops and the new governance arrangements begin to exercise their functions, Vision Derbyshire will look in the future to how partners can be co-opted to increase collaborative working. It will also lobby government, for the provisions of statutory powers to employ staff and hold assets and funding, like those of a Combined Authority.

Joint Committees

Section 101(5) of the Local Government Act 1972 provides powers for two or more local authorities to discharge functions jointly and, where they do, to arrange for the discharge of functions by a joint committee.

Establishing a joint committee can be an effective practical way for local authorities to streamline decision making, by providing for decisions to be taken by the joint committee, rather than needing to go to each individual authority for decisions.



Improving outcomes over ten years and beyond

Vision Derbyshire is a journey. We want to start this journey by prioritising several flagship priorities, which we aim to achieve in the first 2 years. These key milestones for these are shown below. We have prioritised these milestones either because they will achieve change fast, or because they are a foundational step towards achieving a larger change.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<p>We will have partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels, and with businesses to incubate and harness SME innovation.</p> <p>We will have agreement with our regional counterparts on the key future industries for our place, and a corresponding Derbyshire economic strategy that attracts inward investment in key technologies and innovation.</p>	<p>We will have partnerships with academic institutions, and have mapped innovative career pathways for young people in Derbyshire.</p> <p>We will have a Social Mobility Commission, with agreed county-wide initiatives to work on with partners, aimed at raising young people's aspirations.</p>	<p>We will have a joint framework for how councils and communities work together, and will have key community assets mapped across the whole county.</p> <p>We will have a framework for learning setup at the local, county and regional levels to adopt best-practices and share successes.</p> <p>We will have a county-wide strategy to support community-led adult education</p>	<p>We will have a joint strategic housing plan across the county based on modelling of future population demand and industries.</p> <p>We will have green public transport gateways developed to access the national park.</p> <p>We will have jointly prioritised procurement of green technologies.</p> <p>We will have a regional forum set up to understand how to tackle climate change across the regions.</p> <p>We will have incubation spaces for green entrepreneurs to help them obtain grants/funding.</p>

Our asks of Government



In order to deliver Vision Derbyshire, and our flagship priorities, we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so an open dialogue with government will be required. Our current asks of government are highlighted below:

Our asks:

- Support for Vision Derbyshire from Government- As Vision Derbyshire is a new model, and an alternative to unitarisation we are asking the government to recognise this and support us in achieving our ambitions.
- An opportunity to continue a dialogue around our asks as Vision Derbyshire evolves- As we continue to progress Vision Derbyshire's flagship priorities and the wider ambition, there may be further asks in terms of finances, support or power. We would value the opportunity to keep an open dialogue with government for when these discussions are needed.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<ul style="list-style-type: none"> • Devolved powers for post-16 skills agenda • 5G connectivity investment • Resources, funding and expertise from Government to guide and support strategic investment in key new industries 	<ul style="list-style-type: none"> • Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy • Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire 	<ul style="list-style-type: none"> • Greater devolution of Public Health responsibilities at the local level and devolution of all public health functions including those under section 7A of the Health and Social Care Act 2012. • Additional investment to pump prime public health aspirations, building on our successful localities programme and Thriving Communities approach, to reduce health inequalities. • Assurances around EU prosperity funding 	<ul style="list-style-type: none"> • Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport • Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint • Direct investment in housing development • Powers to raise capital through investment loans to support development