

# Vision Derbyshire

A united commitment to strategic collaboration between Vision Derbyshire councils to improve outcomes for people and places.



# 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.

## A new model for local government

Vision Derbyshire provides an alternative to unitarisation. 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. We believe we can achieve better outcomes for people and places in Derbyshire via this alternative, non-structural reform route. We have the political commitment from our Leaders across both political parties to make this new model a reality.

## An ambitious opportunity to improve outcomes

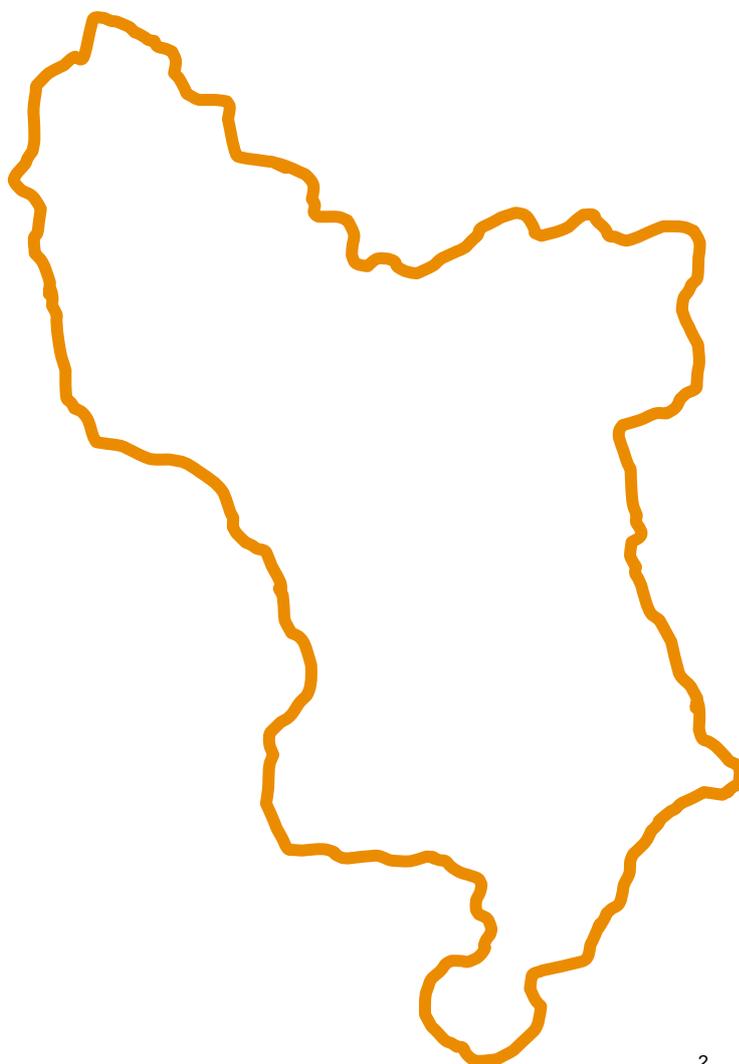
Our ambition for Derbyshire, based on extensive research, provides an opportunity to fundamentally change the lives and outcomes for people and places in Derbyshire.

## An ability to speak with one voice

We recognise the importance of us being able to speak with one voice to our residents in order to provide them a clear and consistent customer experience. Vision Derbyshire will also enable us to speak with one shared voice regionally and nationally, and have greater impact in these forums.

## A sustainable model for the future

Vision Derbyshire will make our councils more sustainable with an estimated financial benefit to Vision Derbyshire councils in the region of £20.0-65.9m. The model will also impact the wider system (Derbyshire's economy, public sector and communities) in the region of an estimated £1.08bn.



\*Amber Valley Borough Council, Bolsover District Council, Chesterfield Borough Council, Derbyshire County Council, Derbyshire Dales District Council, Erewash Borough Council, High Peak Borough Council, North East Derbyshire District Council, South Derbyshire District Council.



# Vision Derbyshire's impact

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

**For people and places, Vision Derbyshire will:**

- Create a fair society for Derbyshire where everyone has opportunities
- Enable people to better manage their quality of life, health and wellbeing
- Exceed climate change targets for people
- Develop an inclusive and diverse economy for Derbyshire
- Empower communities to drive sustainable change

# £1.08bn

in wider system benefits for Derbyshire

**We will enable efficiencies and improved effectiveness for Vision Derbyshire councils including:**

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

# £20-66m

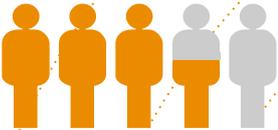
in estimated financial benefits for Vision Derbyshire councils



# A catalyst for change

We know where we deliver positive outcomes, but we also recognise where we could do more for people and places.

We have conducted extensive data analysis to identify our current strengths and weaknesses, alongside opportunities and threats. This has enabled us to understand our own Derbyshire Context.



73% of people in Derbyshire feel 'very safe' or 'fairly safe'.

13%

A total of 13% of LSOAs in Derbyshire fall within the most deprived 20% nationally.



Derbyshire has strong business survival rates of 64% of firms in existence after 3 years compared with 61.4% for England.



The manufacturing industry accounts for 18.9% of employment in Derbyshire.

33.6m

Derbyshire has a large Visitor Economy welcoming 33.6m visitors and generating £1.7bn in 2017.



Houses are 19% more affordable in Derbyshire than nationally.

## Reflecting the national picture

These outcomes need to be understood alongside the wider national picture. For example, we recognise that Covid has the potential to widen the inequalities in terms of deprivation. However, Covid has also highlighted the power of our communities, as they have rallied to support one another during the pandemic. We also recognise the potential impact of Brexit, and what this may mean for the future of Derbyshire's economy. Furthermore, we understand the current climate crisis, and how we in Derbyshire need to demonstrate our councils', businesses' and residents' commitment to tackling this. We have built this context into our understanding of the lives of people in Derbyshire.

We recognise that as Vision Derbyshire councils we share a responsibility to the residents of Derbyshire, and to each other. Across the nine councils in Derbyshire we have a track record of collaborating to improve outcomes for people and help to make our councils more sustainable. We are committed to building on these foundations, including creating shared services for our residents and shared resources for our organisations, in order to further improve outcomes for people and place.

**This commitment has fuelled our Vision Derbyshire ambition.**

# Building Vision Derbyshire



We have taken time to build a strong commitment to Vision Derbyshire. This provides a once in a lifetime opportunity to transform outcomes for people and places of Derbyshire.

Since Summer 2019, we have been collectively building a shared commitment whilst designing a new model of local government for Derbyshire. We believe we can achieve more effectively and efficiently together, rather than apart, and we have already begun working in this way. The recent coronavirus crisis has further strengthened our view to change and demonstrated the effectiveness of our model.

We have:

- **Designed an aspirational ambition for Derbyshire** based on analysis of current state and future trends which sets out the outcomes we want to achieve for people and places
- **Made a shared commitment to fundamentally transform our ways of working** including designing a new model of governance
- **Designed a series of flagship priorities** to demonstrate the immediate value of Vision Derbyshire
- **Demonstrated the potential success of Vision Derbyshire** through applying our new ethos and way of working to tackling the homeless challenge as a collective during Covid. We also have launched 3 cross-council pilots to demonstrate Vision Derbyshire's impact across key areas of: economic recovery, community recovery and engagement and communications.



# An alternative to unitarisation



## 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 of structural reorganisation.

### **Vision Derbyshire can demonstrate a compelling case against the government requirements for structural reorganisation:**

- **Improved outcomes and services**

Our ambition sets out 5 key outcomes which we will relentlessly work to achieve:

- A fair society where everyone has opportunities
- Climate change targets exceeded
- An inclusive and diverse economy
- People can manage their quality of life, health and wellbeing
- Committees drive sustainable change

We will make progress against these outcomes in the immediate, medium and long term.

- **Value for money and efficiency**

We are committed to transforming how our organisations operate, including our service delivery and enablers, in order to create efficiencies and better value for money, whilst also improving outcomes.

- **Stronger and more accountable leadership**

We are developing new governance processes to ensure we are collectively accountable. We will also enable stronger strategic and local leadership which we can flex between dependent on the outcomes we are looking to address.

- **Delivery financial savings**

We will save our councils an estimated £20-65m by creating a more efficient and sustainable model for the future.

- **Broad stakeholder support**

We have strong commitment from across the both sides of our political leadership to make Vision Derbyshire a reality.

- **Immediate and long-term sustainability**

Vision Derbyshire's more efficient model will provide us sustainability in the immediate and long term with benefits being released throughout the next 5 years.

# Our ambition for Derbyshire

Vision Derbyshire is about going beyond organisational boundaries to work for Derbyshire as a whole.

**A fair society where everyone has opportunities**

**Climate change targets exceeded**

**An inclusive and diverse economy**



## Seize innovation

- Derbyshire will seize innovation to pioneer the skills and technologies of the future.
- The economy is diverse and supports ambitions regionally, county-wide and locally.
- People seek out and create innovative opportunities.
- Derbyshire pioneers new industries of the future and grows the skills to support them.
- Businesses in Derbyshire are at the forefront of decisions, and are aligned to our outcomes.



## Establish relentless ambition

- Derbyshire will be the home to ambitious and empowered communities.
- Every young person in Derbyshire has opportunities which inspire them.
- People in Derbyshire have relevant, future-proofed expertise and skills.
- All children in Derbyshire start school with a good level of development.
- Derbyshire is a high-knowledge economy with plenty of quaternary job opportunities.
- Businesses want to invest, innovate and grow in Derbyshire first.





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 strengths of our local people, and combines this with our understanding of the key opportunities and threats we face externally.

## People can manage their quality of life, health and wellbeing

## Communities drive sustainable change



### Build proactive communities

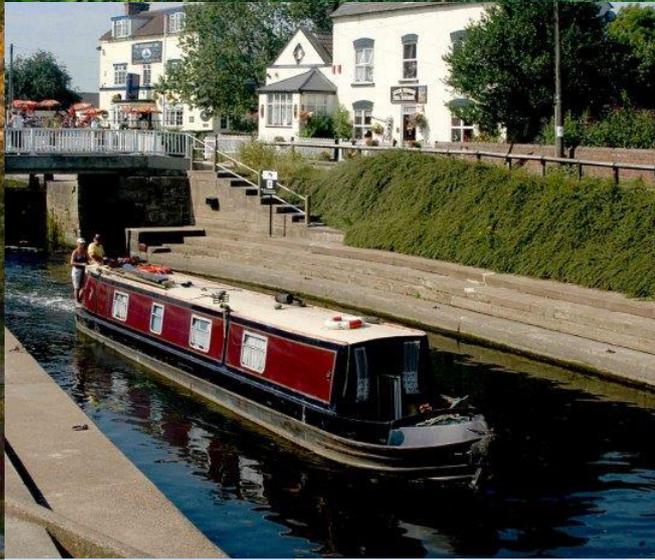
- The energy and proactivity that exists in Derbyshire is seized and emulated in future initiatives.
- Derbyshire's communities are self-sufficient and take on responsibility for change.
- All voices in Derbyshire are heard equally.
- Derbyshire has rich, shared insight into its communities which inform decisions.
- People are informed and able to make positive lifestyle choices.



### Live and work sustainably

- Embedding balance and sustainability in it approaches, allowing Derbyshire to withstand future challenges and create room to grow.
- Derbyshire's housing drives good wellbeing and prosperity in communities.
- Everyone in Derbyshire makes conscious choices to live and work sustainably.
- Everything we do aligns with our climate change agenda.
- Derbyshire is a destination for net zero tourism which has a positive impact on communities.





**We know that to make Vision Derbyshire a reality we will need to commit to working differently. Our ambition cannot be achieved in siloes. We will fundamentally transform our ways of working to enable effective strategic collaboration by default.**

# Delivering Vision Derbyshire- A new model



Vision Derbyshire councils are committed to collaborating at all levels in order to most effectively improve outcomes for people and place.

Our model allows us to blend working at a hyper local level with a large strategic level. We will collaborate at three levels: regional/national, county-wide or local place level, depending on the nature of the outcome we are looking to improve.

**In adopting this way of working, Derbyshire can blend strategic, county-wide and local approaches to tackle outcomes in a multi-faceted way, and maintain focus on people and places, not organisational boundaries.**



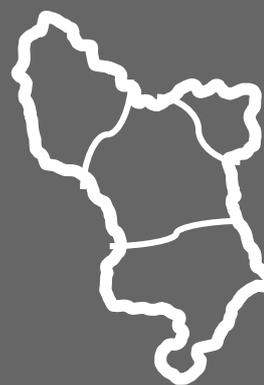
## Regional and national collaboration:

This level of collaboration is where outcomes will be addressed which impact people across the wider region or nationally, and there is a need for collective regional/national activity and effort in responding to this. This level provides an opportunity for Derbyshire to have a collective clear voice and stand point in regional decisions, and in national forums.



## County-wide collaboration:

This level of collaboration is where Derbyshire benefits from shared effort across the county, district and borough councils. This includes a majority of districts collaborating, sometimes with the County Council, to tackle outcomes affecting residents Derbyshire-wide. This level provides an opportunity for Derbyshire to adopt a coordinated, strategic response to county-wide outcomes.



## Local place collaboration:

This level of collaboration entails activity delivered at a local level directly with and for residents. This includes collaboration across 3 or fewer district/borough councils, potentially involving the County Council on specific place-based issues, as well as activity specific to a single district/borough such as the local application of a county-wide initiative.



# Delivering Vision Derbyshire-

## Our flagship priorities



Whilst Vision Derbyshire's ambition is long term, we will seek to have immediate impact with our flagship priorities.



### Seize innovation

Laying the foundations to future-proof Derbyshire's economy, recognising the changing local and national context:

- Work with businesses and educational institutions to identify the priority industries for Derbyshire aligned to government agendas. We will also align our agenda for adults skills to these industries
- Make strategic investment in new technologies and industries.
- Closer working with partners, including the LEP, on our mutually beneficial priorities
- A consortium to provide a source of all knowledge for potential inward investments.



### Build proactive communities

Building a framework for a different relationship with communities in Derbyshire by:

- Mapping assets in communities county-wide.
- Creating a framework through which decision making and budgets can be devolved.
- Building on the foundations of Thriving Communities to tell the 'story' of communities
- Create a new truly participative model for working with the communities
- Getting support from a wider group of partners in the place, recognising shared benefit across multiple organisations.



### Establish relentless ambition

Raising aspirations by transforming the offer for young people in Derbyshire through:

- A new social mobility commission with partners from across the county
- A reimagined county-wide apprenticeship scheme.
- Partnerships with businesses which align to the Derbyshire's future industries
- Targeted support to people who have less access and visibility of opportunities, including those impacted by Covid.
- Aligning to the priority industries identified through 'seize innovation'.



### Live and work sustainably

Sustainable and green strategic spatial planning Derbyshire-wide, including housing and transport:

- Develop a sustainable spatial vision for Derbyshire which incorporates housing and transport and minimises the carbon impact.
- Opportunity for a single public transport system in Derbyshire which maximises sustainable travel means
- Aligning the spatial plan to the priority industries, offer to young people and community assets/needs, encouraging people to stay in Derbyshire to live and work.
- Aligning council planning functions.

# Delivering Vision Derbyshire- Our asks



In order to deliver Vision Derbyshire we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so it is important we maintain an open dialogue.

Our asks relating to our flagship priorities:



## Seize innovation

- 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.



## Build proactive communities

- 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



## Establish relentless ambition

- 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.



## Live and work sustainably

- 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.

### Overarching 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.

# Vision Derbyshire is transformative



Vision Derbyshire whilst building on the foundation of strong partnership working, is a truly transformative change for Derbyshire's councils, people and places.

## Vision Derbyshire is truly transformative because:

### It puts people at the heart of ambition

Vision Derbyshire's ambition brings together components across organisational or departmental boundaries as we recognise their collective impact on people and places.

### There is power in numbers

This ambition could not be achieved by one organisation alone. Having this ambition shared across all 9 councils means Vision Derbyshire will have a much bigger impact on changing the lives of Derbyshire's people.

### A clear focus for long term effort and innovation

Achieving Vision Derbyshire's ambition will not be easy, but it sets a clear long term focus for councils to work towards as a collective. The ambition will stand for years to come meaning that Derbyshire can dedicate consistent effort and innovation to progress towards it, and have a real impact on the lives of people.

## We will transform our ways of working, including:

- Developing an organisational culture where everyone collaborates by default
- Unifying our approach to customer service and experience across all councils
- Aligning our technological and physical assets to enhance our efficiency and make best use of scarce resources
- Integrating our business insight and performance measurement information to develop a shared basis for decisions and evaluation
- Developing a formal, clear and committed governance approach, with a joint committee
- Taking advantage of economies of scale in our commissioning and procurement, sharing negotiation and contracts to get best value for money for people in Derbyshire.



**Thank you**