



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES

12 MAY 2022

Report of the Managing Director

Vision Derbyshire Update

1. Purpose

- 1.1 To present an update on progress on Vision Derbyshire and to outline the latest position in respect of Phase 4 implementation.

2. Information and Analysis

2.1 Background

Over the last two years, Councils across Derbyshire have been working towards a new collective and ambitious vision and model of local government collaboration, integration and shared leadership, which has looked beyond traditional partnerships and focused on achieving the greatest public value for local people and communities.

The new model of collaboration – Vision Derbyshire - has progressed through a number of critical phases over the last two years. A report to Cabinet on 9 September 2021 provided a comprehensive update on progress and set out proposals to take forward the implementation of Vision Derbyshire and specifically Phase 4 of the approach. Phase 4 builds on the foundations and architecture developed through previous phases and focuses on the following key priorities:

- Confirming detailed implementation proposals and commencing the delivery of agreed short and medium-term programmes of activity focused on achieving the four Vision Derbyshire strategic ambitions

- Establishing a new joint Vision Derbyshire programme team, tasked with accelerating and supporting the implementation of delivery plans and proposals
- Building on the success of previous phases, further extending and deepening the engagement and involvement of Elected Members, senior managers and partner organisations through agreed implementation and delivery proposals
- Establishing the new Vision Derbyshire Joint Committee, embedding new decision-making processes across participating councils
- Building a broader longer-term delivery programme to meet agreed Vision Derbyshire ambitions.

The establishment of governance arrangements through the Joint Committee formalises Vision Derbyshire as an approach with a number of district and borough councils - Chesterfield, Derbyshire Dales and High Peak - signing up to take forward Phase 4 proposals alongside the County Council.

4.2 Recent Developments

The first meeting of the new Vision Derbyshire Joint Committee took place on 4 April 2022. The Joint Committee approved governance arrangements and agreed proposals to establish the Programme Team to provide much needed capacity to further develop and support the implementation of Phase 4 of the approach.

This work will need to align and dovetail with work that is also taking place to secure a County Deal for Derbyshire and Derby which will look to secure greater powers, freedoms and flexibilities and investment into the county to support the achievement of better outcomes for local people and places.

A presentation to the Committee will provide an update on the development of the approach and the latest position in respect of Phase 4 implementation. The presentation will also outline recent progress on activity undertaken across the four Vision Derbyshire ambition areas and planned activity over the forthcoming period.

3. Consultation

3.1 Not applicable

4. Alternative Options Considered

4.1 Not applicable

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

- 6.1 Report to Cabinet 9 September 2022 Vision Derbyshire - Phase 4 Implementation

7. Appendices

- 7.1 Appendix 1 - Implications.
- 7.2 Appendix 2 – Vision Derbyshire Update

8. Recommendations

That the Committee:

- a) Note the latest position in respect of Vision Derbyshire and recent developments in taking forward Phase 4 implementation.

9. Reasons for Recommendation(s)

- 9.1 To ensure Members are aware of the current position and latest developments in respect of the Vision Derbyshire approach and Phase 4 programme of work.

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Implications

Financial

1.1 None identified.

Legal

2.1 None identified.

Human Resources

3.1 Work is currently underway to appoint to a Programme Team which will support the implementation of Vision Derbyshire Phase 4 activity. The Programme Team will greatly enhance capacity to support the development and delivery of agreed programmes of work under the four Vision Derbyshire ambition areas.

Information Technology

4.1 None identified

Equalities Impact

5.1 None identified.

Corporate objectives and priorities for change

6.1 Vision Derbyshire is one of the Council's three pillars forming the Council's strategic approach in recognition of the need to work collaboratively with partner agencies and stakeholders to improve outcomes for local people and communities. The ongoing development of the Vision Derbyshire approach and the implementation of Phase 4 activity is a key deliverable set out in the Council Plan 2021-2025.

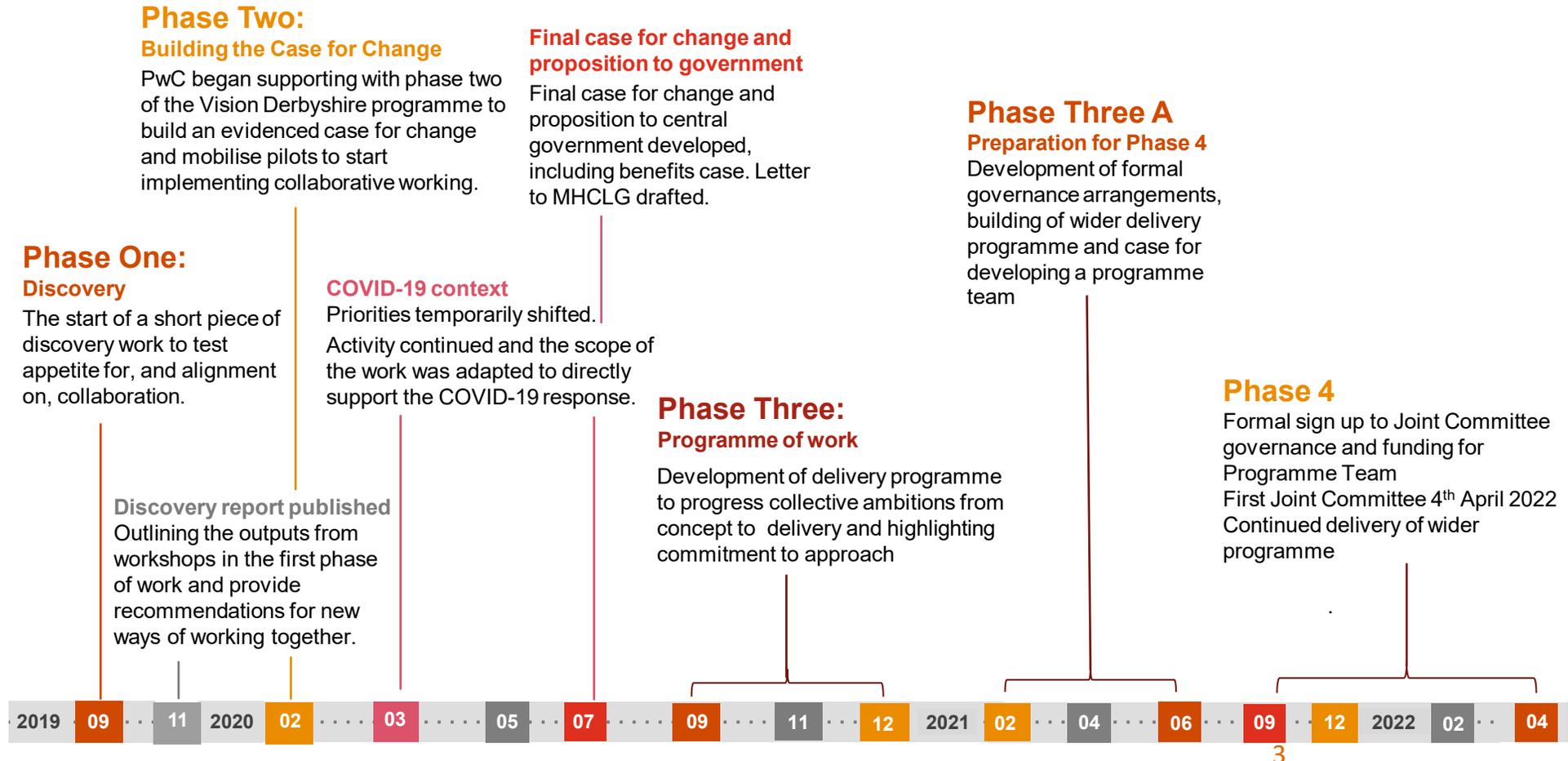
Vision Derbyshire Update

Improvement and Scrutiny Resources Committee –
12 May 2022

Start of the journey

- In June 2019, Derbyshire Councils began discussions about exploring the appetite for future collaborative working
- Collective desire to **secure better outcomes** and **achieve the greatest public value** for local people and communities across Derbyshire
- 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**
- PwC commissioned by Councils to support development of the approach

Journey so far – 2019 to date



Phase 1 September 2019 to January 2020

VISION

||| DERBYSHIRE |||

The Discovery Phase workshops helped Chief Execs and Leaders to collectively agree the following:

Five Vision Derbyshire principles - WHY

1. Improve outcomes
2. Speak with one voice
3. Better coordination
4. Viable alternative to unitarisation
5. Deliver to be sustainable



Focus areas for Vision Derbyshire - WHAT

- Climate Change
- Visitor Economy; Economic Development; Skills and Employment
- Transport and Infrastructure
- Health and wellbeing
- Communities



Critical success factors for Vision Derbyshire - HOW

- ✓ Dedicated resource
- ✓ Strategic narrative and leadership
- ✓ Business case and outcomes



Phase 2 – February to September 2020

Phase 2 commenced in March 2020 with participation from the County Council and all eight District and Boroughs; Derby City chose not to proceed at this stage.

Phase 2 resulted in the development of:

- **An ambitious case for change** – focussed around **four** key ambitions,
- **A proposition for central government** setting out a viable non structural reform
- **Three pilot approaches** to accelerate the implementation of the approach and demonstrate the new ways of working.

All participating Councils signed a letter to MHCLG on 4 September 2020 outlining ambitions.

Case for Change: Vision Derbyshire



Vision Derbyshire is our shared commitment across participating 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 sustainable.

- **A new model for local government**
- **An ambitious opportunity to improve outcomes**
- **An ability to speak with one voice**
- **A sustainable model for the future**

Case for Change: Focused around four key commitments



Our ambition is outlined in the following four commitment areas:

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

Case for Change: Impact on Derbyshire's people and places



Vision Derbyshire designed to deliver significant benefits for both the wider system and the participating councils as organisations

Wider system benefits



Communities better able to manage their quality of life, health and wellbeing



A fair society where everyone has opportunities



Exceed its climate change targets



An inclusive and diverse economy



Communities are empowered

Estimated financial benefit:

£1.08bn

Organisational benefits



Simpler and more coherent experience for customers.



Improve staff satisfaction



Increase service performance.



A stronger local government voice

Estimated financial benefit:

£20.0 - £65.9m

Case for Change: Governance



The heart of the new model of local government, is the single **Vision Derbyshire Joint Committee**.

The Joint Committee:

1. Provides **collective leadership** for Derbyshire
2. Progresses **shared ambitions** for the area
3. Enables councils to **work together** to tackle the issues and challenges outlined in the case for change.
4. Enable agile, timely and **effective decision making**

Consideration is being given to establishing sub-committees or advisory committees at a local level.

Case for Change: Summary

- Ongoing uncertainty around local government funding and income
- Can deliver benefits quickly without distraction of structural reform
- Has a more ambitious agenda of outcomes-focused transformation across a range of functions
- Goes further than typical structural reform, which historically focuses on consolidation and straightforward efficiency savings
- Impact on the wider system as well as benefits to the councils themselves
- Categorised into two for the Case-for-Change:
 - **Wider system benefits**
 - **Organisational benefits**

Phase 3 – September 2020 – January 2021

Phase 3 commenced in September 2020 with participation from the County Council and all eight District and Boroughs and resulted in the development of:

- **An implementation plan** - focuses on **five** key workstreams to accelerate delivery of approach and key programmes of work, including governance
- **An accelerated delivery programme** – focussed on the **four** key ambitions outlined in the case-for-change

- Implementation Plan focuses on **five key workstreams** to accelerate delivery of approach and key programmes of work:
 - **Strategic and Tactical Development**
 - **Building a Team**
 - **Accelerated Delivery Programme aligned to four Vision Derbyshire ambition themes**
 - **Governance Model**
 - **Communications and Stakeholder Engagement**

Accelerated Delivery Programme

Governance



Programme supported by:

- Leader and Chief Executive nominated leads
- Strategic Group
- Officer Lead

Leads and Strategic Group were responsible for :

- Identifying early starts and developing delivery plans
- Identifying key operational groups and stakeholders to support delivery
- Building medium/longer thematic programme based on 2 year and 10 year Vision Derbyshire plans
- Identifying opportunities, barriers, enablers and asks
- Reporting to Leaders/Chief Executives on progress

Seize innovation

- County Wide Business Entrepreneur Start Up and Support Programme – Leader Chesterfield BC Council and Managing Director Derbyshire CC

Relentless Ambition

- Skills and Employment – Leader Derbyshire CC and Chief Executive Derbyshire Dales DC

Build Proactive Communities

- Homelessness – Leader Erewash BC and Chief Executive High Peak BC

Live and Work Sustainably

- Climate Change – Leader Amber Valley BC and Managing Director North East Derbyshire DC
- Planning and Climate Change – Leader Derbyshire Dales DC and Chief Exec Lead TBC

Phase 3a focus on putting in place foundations and capacity to launch Phase 4 which resulted in the development of:

- Formal Joint Committee arrangements - **Vision Derbyshire Joint Committee**
- The design of a **programme resource** comprising a programme team and funding pot
- **A template report** to support sign up in participating councils
- Development of scopes for Phase 4 **delivery programme**
- Elected Member and Senior Management **engagement sessions** to widen engagement and involvement

Phase 4a – September 2021 to date



Phase 4 activity to date has focused on the following activity:

- **Securing Council sign up to approach** – four councils have formally signed up to date: Derbyshire Dales District Council, Chesterfield Borough Council, High Peak Borough Council and Derbyshire County Council
- **Implementation of Joint Committee arrangements** – first meeting of Committee took place on 4 April 2022
- Approval of **Vision Derbyshire branding**
- **Appointment of programme team** - commencing following joint committee meeting
- Development of programme relating to Vision Derbyshire **enablers and efficiency savings**

Thematic Delivery Programme

Progress



- Developed and launched in April 2021 a **Business Start-up Scheme** with £1m allocated to support up to 5 new business advisers and a complimentary grant fund
- Developed and delivered the **Derbyshire Festival of Business** with 86 individual events since end Sept 2021 and 3,650 confirmed attendees so far
- Coordinated **Homelessness** support and services during COVID-19 response
- Developed and adopted a **Vision Derbyshire Climate Change Strategy 2022 - 2025** supported by a shared action plan
- **Supplementary planning documents for Climate Change** have been prepared to support the implementation of local plan policies, including an innovative climate change metric
- £50,000 grant from the Midlands Energy Hub, D2 Energy Board and Business Rate Funding, for a **renewable energy study** to be delivered

Future Delivery Programme



- Proposals for a **'smart county' programme** to support to improved digital connectivity, place making, sustainable travel, tourism and business growth
- **Skills research** to better understand skill profile of the population and the skills needs of employers, with a focus on economic recovery and transition towards a low carbon economy
- A joined-up approach with other local authorities to **graduate recruitment**
- Investigate the benefits of **joint procurement** across Vision Derbyshire Councils
- A single approach to support victims and address issues relating to **domestic violence and abuse**

Future Delivery Programme

Activity (2)



- A Covid **community impact assessment** to support the identification of needs/priorities
- A **shared framework** across Councils for **supporting the VCS**
- **Remodelled future independent living service provision** into a short-term targeted offer to maximise people's independence and help them to remain living at home for longer
- **Alignment** of thematic programmes of work to the **County Deal**

Alignment with the developing County Deal



- Derbyshire and Derby chosen as **one of nine County Deal pathfinder areas** alongside Nottinghamshire and Nottingham
- Provides opportunity to secure additional powers, freedoms and flexibilities for Derby and Derbyshire and neighbouring areas
- Securing powers etc to support collaborative approach and achievement of improved outcomes for people and places in county a longstanding ambition for Vision Derbyshire
- **Innovative Vision Derbyshire proposals** to achieve efficiencies and service transformation **a key factor in Derbyshire and Derby being chosen** as a County Deal pathfinder area

Alignment with the developing County Deal (2)



- Devolution Template submitted to central Government **acknowledges role of Vision Derbyshire and the Vision Derbyshire Joint Committee**
- **Strong overlap** across requested powers and functions and four Vision Derbyshire ambition areas and collaborative approach
- **Vision Derbyshire framework and approach** provides excellent opportunity to support the development and shaping of proposals at a Derbyshire level
- Work now required and taking place to ensure **alignment of Vision Derbyshire** with **County Deal** process