

## Vision Derbyshire Joint Committee Update on Approach

<b>Date:</b>	20 July 2023
<b>Key ambition area:</b>	Whole Programme
<b>Sponsors:</b>	Emma Alexander
<b>For publication:</b>	Yes

### 1.0 Purpose of the report

- 1.1 To receive an update on progress and work undertaken since the last Vision Derbyshire Joint Committee and to consider and agree a series of proposals for taking the approach forward.

### 2.0 Recommendations

- 2.1 Agree that that the current principles and those of the emerging East Midlands Combined County Authority (EMCCA) are refreshed and aligned, to be adopted by all councils at the formation of the new approach in September 2023 and will form a fundamental basis for the revised approach.
- 2.2 Agree the Vision Derbyshire brand is retired and replaced by the title 'Derbyshire Strategic Leadership'.
- 2.3 Agree the revised thematic delivery programme and appoint new leads with an updated work programme for formal agreement at a future meeting.
- 2.4 Agree the changes to the programme resource plans and the phased approach to establishing the programme team.
- 2.5 Agree funding for the programme for the remainder of the 2023/24 period to be met by Derbyshire County Council to the value of £70,161.
- 2.6 Agree, in principle, funding for the programme for the 2024/25 period to be met by participating Councils through redirecting current Derbyshire Economic Partnership funding and retained business rate pool funding to the value of £357,747.

2.7 Note the key milestones, activities and timeline in the Action Plan 2023/24 to deliver the necessary activities over the rest of the financial year.

2.8 Agree that progress on the Action Plan 2023/24 be presented at the next Vision Derbyshire Joint Committee by way of update.

### **3.0 Reason for recommendations**

3.1 To ensure there is a collective agreement across Derbyshire Councils to establish a refreshed and fully inclusive approach to collaborative working in Derbyshire.

### **4.0 Report details**

#### **Background**

4.1 The Final Report of the Vision Derbyshire Light Touch Review was submitted to the Vision Derbyshire Steering Group on 30 January 2023. Since that time and in anticipation of the Review Report being formally presented to the Vision Derbyshire Joint Committee, the steering group agreed a series of actions and activities to ensure progress can be made on the approach at the earliest opportunity.

4.2 This work has resulted in the development of a series of proposals to be agreed by the Vision Derbyshire Joint Committee. These proposals will ensure the is collective agreement on the establishment of a refreshed and fully inclusive approach to collaborative working in Derbyshire and also includes an action plan to undertake the necessary activity moving forward.

4.3 Agreeing these proposals will ensure that the future approach aligns with proposals for the EMCCA and that the new approach can be fully implemented before the combined authority is formally established.

4.4 The current Vision Derbyshire approach comprises a number of key elements including:

- A case for change and agreed principles of working
- Vision Derbyshire branding and associated communications
- A thematic accelerated delivery programme with key projects
- Agreement to create a dedicated programme team/resource
- Financial arrangements and agreed funding from participating councils
- An agreed governance structure and host authority arrangements – including the Vision Derbyshire Joint Committee.

- 4.5 These key elements will be considered in turn with recommendations for discussion and agreement by the Vision Derbyshire Joint Committee.

#### **Future drivers for collaboration and principles of working**

- 4.6 When first exploring for future collaborative working in Derbyshire, Councils agreed that the new approach should look beyond traditional partnerships, towards a new and collective ambitious vision and model of collaboration, integration and shared leadership focused on achieving the greatest public value for local people and communities. In support of the approach, Councils agreed to the following set of drivers for collaboration and the principles for working together:

- **Improve outcomes** – Collaboration must enable us to improve outcomes for people and place
- **Speak with once voice** – Collaboration must support us to speak with one voice to our residents, business, 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 need of our place
- **Viable alternative to unitarisation** – Collaboration needs to represent a viable alternative to unitarisation, with greater flexibility to deal with strategic challenges of the future whilst maintaining appropriate local control
- **Deliver to be sustainable** – Collaboration should be delivered within the means, both resource and financial, of all councils, to be sustainable. Where appropriate, we will consider the principle of invest to save.

- 4.7 The value, benefits and opportunities of joint working remain across all councils, however the context has changed since the approach was agreed, not least with the development of the EMCCA. It is recommended that the current principles and those of the emerging EMCCA are refreshed and aligned to ensure the drivers for collaboration and key working principles are the most relevant and meaningful to local authorities now.

- 4.8 These refreshed principles will be adopted by all councils and will form a fundamental basis for the revised approach moving forward.

#### **Future branding**

- 4.9 A recognised umbrella brand 'Vision Derbyshire' was agreed to launch Phase 3 of the approach as the programme moved into delivery, and the University of Derby were subsequently commissioned to develop a brand identity and

guidelines. This brand was adopted by the Joint Committee and provided the basis to launch key pieces of work, such as the Vision Derbyshire business start-up support and grant scheme.

- 4.10 However, not all Councils have formally agreed to be participating members of Vision Derbyshire, and it is acknowledged that continuing the current Vision Derbyshire brand could present barriers for Councils joining the approach in the future.
- 4.11 It is therefore recommended that the Vision Derbyshire Brand is retired to be replaced by a suitable alternative which reflects the refreshed of the approach and is consistent with the current context. Following consideration by Leaders and Chief Executives, it recommended that the rebrand for this new partnership approach should be 'Derbyshire Strategic Leadership' and that this is adopted by all councils in anticipation being agreed at the formation of the new structure in September 2023.

#### **The proposed thematic approach and delivery programme**

- 4.12 A key element of the Vision Derbyshire approach was to clearly focus on a programme of delivery specifically aimed at achieving better outcomes for local people and places across Derbyshire under the following four ambition themes:
- Seize innovation
  - Establish relentless ambition
  - Build proactive communities
  - Live and work sustainably
- 4.13 There is a recognition that Vision Derbyshire has achieved a number of positive outcomes, not least the business start-up scheme and a significant amount of work under the Vision Derbyshire Climate Change Strategy. There is also a significant number of projects and additional activity in the pipeline.
- 4.14 The current leadership model was praised by East Midlands Councils as fostering a collegiate approach to delivering on council's shared priorities and empowered councils to equally drive forward the thematic delivery programme, however it was also recognised that some thematic areas have progressed slower than others.
- 4.15 It is proposed that the current Vision Derbyshire themes a revised and modified to aligned with the EMCCA deal areas as outlined on the table below:

Vision Derbyshire Themes	County Deal Themes	New Themes
Seize Innovation	Economic Development	Economic Delivery and Growth
	Business Engagement	
Establish relentless ambition	Skills	Employment and Skills
	Adult Education	
Build proactive communities	Public Health	Health and Communities
	'Beyond the deal'	Public Service Reform
Live and work sustainably	Net Zero	Climate Change
	Land and Housing	Planning and Housing

- 4.16 It is recommended that the Vision Derbyshire Joint Committee agree to the six new thematic areas of work identified above.
- 4.17 It is also recommended that the delivery model maintains the successful mixed Lead Leader, Chief Executive and Officer approach. There are currently a number of lead vacancies across the current themes and work will take place over the coming months to finalise these new thematic areas and appoint appropriate Leaders, Chief Executives and Officers to those lead roles, for formal agreement and a future meeting. It is proposed that this takes place alongside the development of comprehensive work programme aligned to the modified themes taking forward current projects whilst identifying new emerging areas of work. This work programme will be vital to shape the work of the programme team and also ensure that Derbyshire is well placed to optimise the benefits of the opportunities presented by the establishment of the EMCCA.

### **Resources for programme delivery**

- 4.18 Proposals, to adequately resource Vision Derbyshire ambitions and plans, were agreed on 4 April 2022 by the current full member authorities Chesterfield Borough Council, Derbyshire County Council, Derbyshire Dales District Council and High Peak Borough Council. This created a programme resource which comprised mainly of an officer team and accompanying budget.
- 4.19 Proposals for the Programme Team include the creation of the following roles, in line with Chesterfield Borough Councils pay and grading arrangements on a one-year fixed term basis:
- 1 x Grade 12 Programme Manager
  - 4 x Grade 8 Senior Project Officers (one per ambition theme)
  - 1 x Grade 8 Communications Officer

- 1 x Grade 5 Admin Support

- 4.20 The programme Team would be responsible for:
- Overseeing and managing the approach – including servicing meetings/committees
  - Work with thematic delivery leads to identify, develop and deliver programmes and projects.
  - Shape the future programme and support align with the EMCCA to optimise benefits for Derbyshire.

The total cost of taking forward resourcing proposals currently stands at £331,404. This funding was met with contributions from participating councils.

- 4.21 There is widespread agreement across Councils that capacity and capability is needed to develop and deliver associated work on collective priorities and that the thematic delivery programme struggled to incept cross-cutting projects where no dedicated capacity currently exists.
- 4.22 In January 2023 it was agreed that Derbyshire County Council would undertake the role of Host Authority moving forward due to the progress made on agreeing a devolution deal with Government and the anticipated work associated with building and aligning plans to a potential new combined county authority. The revision of the roles and responsibilities to the pay and grading arrangements of the County Council has taken place and therefore the Council is in a position the recruit the programme team when appropriate. Agreement on the model for financing the approach will support the recruitment envelope and some changes to the resourcing have been made to accommodate revisions to the wider approach.
- 4.23 It is recommended that that the establishment of programme resources are phased to align with the refresh of the new approach alongside the development of the EMCCA. This would utilise currently budgeted resource, whilst plans for the remaining financial envelope are agreed in principle and transferred for the next financial year.
- 4.24 Establishing Phase One – from September 2023 (to allow time for recruitment) for six-month period would cost £70,161 for 2023/2024 period as follows.

<b>Phase 1 Resource</b>	<b>£'s (inc. Oncosts)</b>
Programme Team	
1 x Grade 12 Programme Manager	56,623
2 x Grade 9 Project Officers	78,700

<b>Programme Team total</b>	<b>135,323</b>
Equipment, travel, subsistence and host authority costs	5,000
<b>Total</b>	<b>140,323</b>

4.25 Establishing Phase Two – from April 2024 would cost £375,747 for 2024/2025 period as follows.

<b>Phase 2 Resource</b>	<b>£'s (inc. Oncosts)</b>
Programme Team	
1 x Grade 12 Programme Manager	56,623
4 x Grade 9 Project Officers	157,400
1 x Grade 9 Communications Officer	39,350
1 x Grade 6 Admin Support	29,374
<b>Programme Team total</b>	<b>282,747</b>
Programme budget	50,000
Equipment, travel, subsistence and host authority costs	15,000
Communications budget	10,000
<b>Total</b>	<b>357,747</b>

4.26 It is recommended that the above two-phase approach is agreed in principle to establishing a programme resource and recruiting officers to form the programme team.

**Future funding arrangements for the programme**

4.27 On 4 April 2022 at the first Vision Derbyshire Joint Committee also agreed that the costs establishing the programme resource would be shared across full member Councils as follows:

<b>Council</b>	<b>£</b>
County Council	174,499
District and Borough Councils x three councils	52,350 157,050
<b>Total</b>	<b>331,549</b>

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- 4.28 Joint Vision Derbyshire projects have already demonstrated the ability to save Council’s money. For example was it estimated that the Renewable Energy Study project made total savings of around £120,000 for Councils through a collaborative approach.
- 4.29 Not all councils, however, are currently financially contributing to the approach and not all councils are therefore participating members under the existing model. A critical success factor for a collaborative model is that all Derbyshire Councils are actively involved and therefore there is a clear need to ensure the model is revised to support this. It is no longer viable for some members to contribute financially for equal benefit to all and therefore it is necessary to agree to a model which enables all Councils to financially participate moving forward.
- 4.30 It is recommended that Derbyshire County Council cover the costs of implementing Phase 1 of the approach, through the budget already committed to Vision Derbyshire in the 2023/24 period. This will be done on the agreement that, in principle, full proposals for Phase 2 of the programme agreed and committed by all Councils for the subsequent 2024/25 period at a cost of £357,747.
- 4.31 It is proposed that in principle, current Derbyshire Economic Partnership funding and retained business rate pool funding is secured and allocated to support the refreshed and revised approach moving forward. All Councils can utilise the pool and therefore can be full contributors moving forward. To ensure value for money and best use of available resource it is proposed that funding is aligned to the phasing of the programme resources. Proposals for meeting the required budget for the programme team outlined in section 4.24 and 4.25 is outlined below.

<b>Phase 1 Funding 23/24</b>	<b>£’s</b>
County Council Funding	70,161
<b>Total</b>	<b>70,161</b>

<b>Phase 2 Funding 24/25 (proposal)</b>	<b>£’s</b>
County Council Funding (40%)	144,000
DEP Funding	120,000
Business Rate Pool Contribution	94,000
<b>Total</b>	<b>358,000</b>



4.32 This proposal would ensure that funding therefore would be in place until March 2025 – with £94,000 shortfall beyond.

**Next Steps**

4.33 To ensure this refreshed and fully inclusive approach to collaborative working in Derbyshire is delivered and action plan has been developed outlined the steps necessary to make the changes needed to deliver and implement the approach moving forward.

4.34 The Joint Committee will be provided with an outlined of an action plan for 2023/24, by presentation, which will cover the following:

- Key Milestones
- Tasks and Activities
- Plan and Timeline.

4.35 It is recommended that progress on these activities should be brought to the next Vision Derbyshire Joint Committee by way of an update.

**5.0 Alternative options**

5.1 Not reviewing and revising the approach and continue with existing approach. Whilst this is a viable option it does not take into account the changing devolution landscape and could result in existing arrangements not being fit for purpose.

**6.0 Implications for consideration – Financial and Value for Money**

6.1 It is recommended that Derbyshire County Council cover the costs of implementing Phase 1 of the approach, through the budget already committed to Vision Derbyshire in the 2023/24 period. This will be done on the agreement that full proposals for Phase 2 of the programme is agreed in principles and committed by all Councils for the subsequent 2024/25 period at a cost of £357,747

6.2 Proposal for meeting the required budget for the programme team outlined in is outlined below.

<b>Phase 1 Funding 23/24</b>	<b>£'s</b>
County Council Funding	70,161
<b>Total</b>	<b>70,161</b>

<b>Phase 2 Funding 24/25</b>	<b>£'s</b>
County Council Funding (40%)	144,000
DEP Funding	80,000
Business Rate Pool Contribution	134,000
<b>Total</b>	<b>358,000</b>

6.3 This proposal would ensure that funding therefore would be in place until March 2025 – with £134,000 shortfall beyond.

**7.0 Implications for consideration – Legal**

7.1 Within the articles of the Joint Committee, agreed at the 4 April 2022 Vision Derbyshire Joint Committee, ‘Section C’ under ‘functions and responsibilities’, oversight of the Vision Derbyshire Delivery Programme is delegated to the Joint Committee

**8.0 Implications for consideration – Human Resources**

8.1 The host organisation will be responsible for the recruitment and hosting of the agreed Programme Team posts, and this will be in line with standard recruitment and remuneration policies.

8.2 The Programme Team, when in place, will report to their dedicated Accountability/Line Manager within Derbyshire County Council on both matters relating to their employment and operational matters relating to the delivery of the established work programme. Lead officers across the thematic accelerated delivery programme will work closely with the programme team and will also be responsible for holding team members to account by working with the Host Authority to monitor their effectiveness and flag any issues of inadequate performance, non-compliance or substandard conduct.

8.3 It is proposed that all posts will be created on a permanent basis, and as such, will be subject to the host council’s redundancy and redeployment policies and procedures.

8.4 Full Vision Derbyshire members will be asked to confirm their willingness to recognise an obligation to the postholders, through offering redeployment opportunities as appropriate, should this become necessary.

**9.0 Implications for consideration – Climate Change**

9.1 Funding for activity relating to climate change and in particular net zero ambitions is a key element and focus of a devolution deal as is the transfer of powers and flexibilities from central government to support the delivery of

identified actions. A successful deal and funding from central government would be crucial in delivering the Vision Derbyshire Climate Change Strategy in meeting Derbyshire’s agreed climate change priorities and targets.

**10.0 Implications for consideration – Equality and Diversity**

10.1 There are no Equality and Diversity issues relating to this update.

**11.0 Implications for consideration – Risk management**

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
NA	NA	NA	NA	NA	NA

**Document information**

<b>Report author</b>
Robert Lowe
<b>Background documents</b>
These are unpublished works which have been relied on to a material extent when the report was prepared.
None
<b>Appendices to the report</b>
None