

COUNCIL

16th January 2020

Report of the Chief Executive

NEW VISION FOR DERBYSHIRE – NON STRUCTURAL REFORM

PURPOSE OF REPORT

To provide an update on work taking place with all Derbyshire Councils on non-structural reform and the development of a new vision for Derbyshire, and to agree proposals for taking forward the approach over the next six months.

RECOMMENDATION

1. Note progress on the development of a new vision for Derbyshire and work to take forward non-structural reform.
2. Note the principles for collaboration, the areas of potential focus for future working and the next steps for taking work forward.
3. Delegate authority to the Chief Executive to participate in further discussions and that a further report identifying the key actions, resources and capacity required to ensure the Council can participate fully in the development and future implementation of proposals be presented to a future meeting of Council.

WARDS AFFECTED

All

STRATEGIC LINK

The current Corporate Plan (2015-2019) includes as a priority the need to continue to seek efficiencies and innovative working practices. The non-structural reform initiative will enable the Council to explore more collaborative forms of working across traditional boundaries in an effort to improve the outcomes for Derbyshire Dales residents and businesses.

1. BACKGROUND

- 1.1 In June 2019, Price Waterhouse Coopers (PwC) were commissioned by Derbyshire County Council 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
- 1.2 The key aims of the study 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 Phase 2
- 1.3 All Derbyshire Councils agreed to participate in the study. Derbyshire Chief Executives, and a sub group comprising a small number of Derbyshire Councils (including Derbyshire Dales), has led the work throughout this process to guide the work and future phases.
- 1.4 The study commenced in August 2019 through a series of semi-structured interviews with Leaders and Chief Executives, led by a team from PwC. Key interview topics for discussion, included:
- Derby/Derbyshire as a place
 - Existing level of alignment, successes and challenges
 - Ambitions for future collaboration
 - Potential outcomes and themes for collaboration
 - Ways of working, culture and behaviours, enablers and barriers
- 1.5 Two exploratory workshops, held on 6th September 2019 and 4th October 2019, subsequently took place. The workshops started to explore the vision of place for Derbyshire with the first workshop exploring the “why” (why should councils work together). The second workshop focused on the “what” (what should councils work together on) with a small number of themes starting to emerge.
- 1.6 The third and final workshop took place on 25th October 2019 and sought to confirm priority themes and identify both barriers and enablers moving forward. The final workshop also explored how the Councils could collectively maintain the momentum, energy and enthusiasm for joint working that has been built through the process and next steps.
- 1.7 All workshops, and the process of developing proposals, have been well received and have provided a space for an honest conversation about the opportunities and challenges for future collaboration. PwC have now set out, for consideration by the councils, proposals for future action together with a draft timeline. Derbyshire Councils will be meeting to consider these proposals early in the New Year.
- 1.8 A number of principles for collaboration to guide future working have also been identified as follows:
- **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, 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
 - **Provide a visible alternative to unitarisation** – collaboration needs to represent a viable alternative to local government 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.
- 1.9 During workshop activities a number of areas for future collaboration have emerged. These, whilst not exclusive, provide a potential focus for future working and include:
- Climate change
 - Development of a strategic narrative
 - Tourism
 - Skills and employment
 - Thriving Communities/Social Mobility
 - Economic Prosperity
- 1.10 The ambition to work collectively together moving forward has revealed a number of success factors which Councils acknowledged were critical. These indicate a step change in approach and ways of working to drive a truly different model of local government in Derbyshire and include:
- Working at pace, building on the momentum achieved through the accelerated phase
 - 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
- 1.11 The work undertaken as part of the study marks a statement to develop a fundamentally new way of working together to deliver differently for the people of Derbyshire. To focus attention over the next six months, PWC have made recommendations and also identified a number of next steps for Phase 2, to capitalise on potential benefits as follows:
- Developing a proposition to Government articulating Derbyshire's vision and innovative approach
 - Developing a robust case for change that defines the opportunity, benefits and success measures
 - Mobilising a core team, dedicated governance and resource
 - Beginning to deliver enhanced collaboration within the new approach
 - Broader and continuous engagement with staff, local and regional stakeholders
- 1.12 The findings from the study and proposals have been discussed and considered at both Derbyshire Chief Executives and the D2 Joint Committee for Economic Prosperity, which took place in November 2019. Derbyshire Chief Executives have been tasked with taking Phase 2 of the work forward with PWC and reporting back on progress at the next meeting of the Joint Committee on 10th January 2020.
- 1.13 Wider engagement with Leadership Teams within participating Councils, both at an officer and Elected Member level, has emerged as a significant element of the proposals and a key action which will feature strongly in future delivery plans. It will be important to ensure that the Council is engaged in proposals as they emerge and develop over forthcoming months to maximise the benefits for local people and communities in the Derbyshire Dales.
- 1.14 Identifying the key actions which the Council will need to undertake, and the resources and capacity required to participate fully in both the development and future

implementation of proposals will be vital over forthcoming weeks. It is therefore recommended that a further report on progress, outlining the potential implications for the Derbyshire Dales, be brought to a future meeting of Council.

2. RISK ASSESSMENT

2.1 Legal

The report seeks authority to participate in discussion to investigate and develop proposals for collaborative working within the Derbyshire Area for the benefit of Residents. At present there are no firm proposals to review and assess legal risk. As this project is in a formative stage the legal risk is low.

2.2 Financial

This report is not seeking a financial contribution and ,therefore, there are no financial risks at this stage.

Should a financial contribution be sought in future, an updating report will be prepared for a future council meeting, when the financial risk of any contribution will be assessed.

3. OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

4. CONTACT INFORMATION

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5. BACKGROUND PAPERS

None