

**COUNCIL**

2<sup>nd</sup> JULY 2020

Report of the Chief Executive

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**NEW VISION FOR DERBYSHIRE – NON STRUCTURAL REFORM (PHASE 2)**

**PURPOSE OF REPORT**

To provide a further update on work taking place with all Derbyshire Councils on non-structural reform and the development of a new vision for Derbyshire.

**RECOMMENDATION**

1. That the progress on the development of a new vision for Derbyshire and work to take forward non-structural reform be noted.
2. That the Council's active participation in Phase 2 and the associated costs of supporting PWC proposals be approved.

**WARDS AFFECTED**

All

**STRATEGIC LINK**

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.

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**1. INTRODUCTION**

- 1.1 At the meeting of Council on 16<sup>th</sup> January 2020, Members were appraised of the work commissioned by all Derbyshire Councils, to work in partnership with Price Waterhouse Coopers (PwC) 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 At the meeting of the Leaders' Advisory Group on 11<sup>th</sup> February, the Council's participation in Phase 2 of the project and the associated costs (circa £17,000) were agreed, in principle, subject to a retrospective report being presented to a future meeting of Council. The Covid-19 pandemic has prevented this matter being considered by Council to date, however, work has continued on the project and a further update is summarised in the remainder of this report.

## 2. PHASE 1 PROJECT SUMMARY

2.1 The key aims of the Phase 1 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.

2.2 All Derbyshire Councils agreed to participate in, and contribute financially to, the study. Derbyshire Chief Executives, and a sub-group comprising a small number of Derbyshire Councils (including Derbyshire Dales), have led the work throughout this process to guide the work and future phases.

2.3 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

2.4 Two exploratory workshops, held on 6<sup>th</sup> September 2019 and 4<sup>th</sup> 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.

2.5 The third and final workshop took place on 25<sup>th</sup> 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.

2.6 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. 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 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.

2.7 During workshop activities a number of areas for future collaboration 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

2.8 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.

2.9 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. Following discussions at Derbyshire Chief Executives meetings and the D2 Committee for Economic Prosperity in November 2020, PWC were asked to develop and submit proposals for Phase 2 which are set out below.

### **Phase 2 Proposal**

2.10 Phase 2 non-structural reform proposals aim to progress a new model of local government collaboration for Derbyshire. Detailed proposals build on the work carried out to date, with a view to:

- maintaining the momentum successfully built up during Phase 1 and extending engagement to a broader range of members, employees and partner organisations;
- developing a case for change and a proposition to Government; and
- designing and mobilising a dedicated team and delivery programme in order to accelerate implementation.

2.11 Phase 2 will enable Councils to:-

- foster even closer working relationship between Councils in Derbyshire through a clear understanding of how a new model of local collaboration will work and deliver benefits;
- persuade central government to back the new model; and
- establish the operations of the new model and begin to deliver tangible results through enhanced collaboration across specific areas/themes, with climate change being the potential first theme to take forward.

## Proposed Approach

2.12 To deliver identified outcomes, PWC have proposed the adoption of two workstreams, with a number of identified deliverables as follows:-

<b>Workstream</b>	<b>Activity</b>
1. Development of case for change and proposition to government	<ul style="list-style-type: none"> <li>• Confirm scope and structure of case for change with Steering Group</li> <li>• Collect and analyse baseline data</li> <li>• Interviews and engagement with Leaders and Chief Executives</li> <li>• Engagement events</li> <li>• Develop a functional model for collaborative working in Derbyshire</li> <li>• Develop the strategic narrative that will underpin collaborative working in Derbyshire</li> <li>• Assess potential financial and non-financial benefits</li> <li>• Write up the case for change</li> <li>• Produce a formal proposition for government</li> <li>• Support Council in their discussions with Government</li> </ul>
2. Delivery programme mobilisation and acceleration	<ul style="list-style-type: none"> <li>• Mobilise and provide both 1:1 and group coaching for the cross-Council delivery team</li> <li>• Support the design of the delivery programme for the new model of collaboration</li> <li>• Provide embedded support for a period of three months, including running workshops to begin delivery of tangible results through the programme</li> </ul>

2.13 An indicative project plan alongside detailed activities and deliverables for each workstream has also been developed and seeks to both focus and direct the work of both PWC and participating Councils during the implementation period, which is anticipated to last six months.

2.14 Whilst the proposed areas for future collaboration outlined at paragraph 2.7 remain valid, the steering group working with PWC has determined that a more relevant, and cogent demonstration of extensive collaboration, can be better articulated by the response to the current Covid-19 pandemic. It is proposed that this work is used as part of the case for change to be presented to Government.

2.15 An updating report on the outcome of Phase 2 will be reported to a future meeting of Council.

## 3. RISK ASSESSMENT

### 3.1 Legal

The report seeks retrospective authority to participate in discussion to investigate and develop proposals for collaborative working within the Derbyshire Area for the benefit of Residents. As this project is in a formative stage the legal risk is low.

### **3.2 Financial**

The cost of supporting PWC proposals for the District Council is estimated to be circa. £17,000. Subject to retrospective approval on the Council's active participation in Phase 2, the sum of £17,000 will be financed from the General Reserve.

### **4. 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.

### **5. CONTACT INFORMATION**

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### **6. BACKGROUND PAPERS**

A New Vision for Derbyshire – Non Structural Reform Report, PWC (November 2019)