North East Derbyshire District Council

Council

11th January 2021

VISION DERBYSHIRE

Report of Cllr Dale, Leader of the Council

Purpose of the Report

- To provide an update on work that has been taking place with Derbyshire Councils on the development of a new collaborative approach to deliver non-structural reform across Derbyshire;
- To consider and agree the Council’s continued engagement with Vision Derbyshire and its related projects;

1 Report Details

1.1 In June 2019, the Council embarked on a programme of work with all Derbyshire Councils to explore the appetite for future collaborative working. Fuelled by a desire to secure better outcomes and achieve the greatest public value for local people and communities across Derbyshire, Councils 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.

1.2 Future Collaborative Working

Price Waterhouse Cooper (PwC), were commissioned to support the development of the approach and programme of work which has been undertaken in two phases over the last eighteen months, as follows:

1.2.1 Phase 1 - All ten Councils in Derbyshire – the County Council, City Council and eight District and Borough Councils – worked together during the first phase to identify shared priorities and agree to strategically collaborate on the improvement of outcomes for people and places. This phase aimed to identify and explore the existing level of ambition and appetite of stakeholders to progress non-structural reform in Derbyshire and resulted in the development and agreement of:

- **Principles for collaboration** to guide future working such as improve outcomes, speak with one voice, better coordination, provide a visible alternative to unitarisation and delivery to be sustainable.
- **Areas for future collaboration** to provide a potential focus for future working such as climate change, tourism, skills and employment, social mobility and economic prosperity.
- **Critical success factors** to drive a step change in approach/ways of working to accelerate a truly different model of local government in Derbyshire, including working at pace and building on momentum, working as a collective in a different physical and mental space from business as usual and strengthening and role modelling collaborative and collective leadership behaviours.

1.2.2 The work undertaken as part of the first phase marked a statement to deliver differently for the people of Derbyshire and following Phase 1, Councils agreed that further work was now required to turn the vision and ambition into a viable alternative to structural reform through a second phase. Derby City Council, who participated in Phase 1 of the approach, declined to participate in Phase 2, although the opportunity to work collaboratively on the further development of the approach remained open.

1.2.3 Following what appeared to be a pause in the initiative, in March 2020, during the transition from the ‘response’ phase into the ‘recovery’ phase of the COVID 19 pandemic, the programme was reinitiated as a second phase. A series of workshops which included all CEO’s (or senior officers) and Leaders from across the county were established. These were communicated as opportunities to test the ‘emerging collaboration model’ and build out a roadmap for the future of what was now – ‘Vision Derbyshire’ and to share ambitions with wider public sector partners.

1.2.4 Phase 2 of the programme has subsequently resulted in the development of four key ambitions as follows:

- **Seize innovation** - pioneering skills and technologies for a sustainable future economy
- **Establish relentless ambition** - creating opportunities for everyone in Derbyshire and making these visible
- **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

1.2.5 The Leader was asked to sign a joint letter from all Leaders across Derbyshire (excluding City) to request a meeting with the Secretary of State - Robert Jenrick, to discuss the approach as an alternative to structural reform. The jointly signed letter was sent on 4 September 2020, with a meeting still to be arranged.

1.3 **Devolution and Local Recovery White Paper**

1.3.1 The Government announced its intention to publish a White Paper on Devolution and Local Recovery, as a means to ‘level up’ all parts of the country and reduce regional inequalities, during the final stages of Phase 2 of the development of Vision Derbyshire. Whilst the formal content of the White Paper is not yet known, it was widely expected that the Government would set out its proposals for local government structural reform in England along with setting out the role which greater devolution will play in national recovery. Having initially been expected during autumn, it is now anticipated that the White Paper would be published in spring 2021 at the earliest.
1.3.2 Many councils across the country are currently exploring the potential offered by the 'expected' White Paper to secure a devolution deal for their areas. A devolution deal for the East Midlands could result in significant additional investment in infrastructure, skills, transport and housing in Derbyshire which would have potential resultant benefits to North East Derbyshire District Council, particularly in light of the continued pressure on public finances and the current and continuing impact of Covid19.

1.3.3 The initial announcement of the publication of the White Paper, resulted in a sense of urgency and need to present the Vision Derbyshire as an alternative to local government structural reform. In response to further proposals put forward by Derby City Council and Derbyshire County Council, the Council also jointly signed a letter to the Government with all seven other District and Borough Councils in Derbyshire stating that Vision Derbyshire is our preferred approach, and that now is not the time for structural reform of local government in Derbyshire.

1.3.4 More recently however, the Secretary of State for Housing, Communities and Local Government (Robert Jenrick), announced that;

‘Locally-led changes to the structure of local government, whether in the form of unitarisation or district mergers, can be an appropriate means of improving local accountability. However, restructuring is only one of the different ways that councils can streamline and make savings. Joint working with other councils and partners can take a variety of forms ranging from adopting joint plans, setting up joint committees, sharing back office services or special purpose vehicles to promote regeneration’.

The communication also set out that;

‘The Government will not impose top-down restructuring of local government and will continue to follow a locally-led approach for unitarisation where councils can develop proposals which have strong local support. This has been the Governments consistent approach since 2010, when top-down restructuring was stopped through the Local Government Act 2010. When considering reform, those in an area will know what is best - the very essence of localism to which the Government remain committed. However, the pandemic has rightly necessitated resources across Whitehall and in local government being reallocated to tackling covid-19 and on economic recovery, and this must be Whitehall’s and town halls’ No.1 priority at present’.

1.3.5 At subsequent meetings of the Vision Derbyshire Leaders and Chief Officers group, there remains general consensus that the principles which underpin Vision Derbyshire are clearly still very sound and there is a strong desire from participating authorities to continue to engage with it.

1.3.6 Priority areas to accelerate delivery have also been discussed - initial thoughts centre on a strategic approach and ‘collaboration at scale’ aimed at; the visitor economy, skills and climate change amongst others. By bringing forward an accelerated delivery programme which focusses on topics that are important to all Councils, it is hoped that the benefits of collaboration can be demonstrated
and that significantly greater progress can be made collectively as opposed to working as individual Councils alone.

2 Conclusions and Reasons for Recommendation

2.1 There is clearly a valid case for working collaboratively with others. The case for a collective commitment to strategic collaboration between Councils is already evident with many examples including: the Strategic Alliance between this Council and Bolsover District Council; the Joint Building Control service between this Council, Bolsover District Council and Chesterfield Borough Council and the Joint ICT service between this Council, Bolsover District Council and Derbyshire Dales District Council.

2.2 At the heart of this collaborative approach is the belief that such a commitment to strategic collaboration can improve outcomes and realise financial efficiencies, delivering the benefits of reorganisation without the administrative burden, financial cost, time delays and political upheaval.

2.3 The Vision Derbyshire approach could support the drive for a devolution deal for the East Midlands which may result in significant additional investment in infrastructure, skills, transport and housing in Derbyshire which would have potential resultant benefits to North East Derbyshire District Council.

2.4 The previously anticipated imminent publication of the White Paper, did result in a pressing need to present Vision Derbyshire, as a viable alternative to local government structural reform, at the earliest opportunity whilst also supporting regional ambitions for a streamlined and coherent East Midlands.

2.5 Following the more recent announcement of the Secretary of State for Housing, Communities and Local Government (Robert Jenrick), it is clear that alternatives to local government reorganisation and structural reform, including collaborative models for non-structural reform such as Vision Derbyshire could be welcomed by government.

2.6 The announcement clearly removes some of the urgency previously thought to be needed if top-down restructuring from government was likely and imminent. The announcement is unequivocal that this is not the intention of government.

2.7 However, the fundamental drivers behind the concept of Vision Derbyshire are intact; the ability to speak with one voice; delivering better outcomes for communities; and delivering sustainably. As such, there remains a desire from many of the local authorities in Derbyshire to continue to explore Vision Derbyshire, both as a means of achieving ‘collaboration at scale’ and as a possible alternative to structural reform of local government within the County.

2.8 This paper seeks “in principle” Council approval to continue to engage with the Vision Derbyshire project. However, any matters of detail or commitments to be made will be brought back to Council for formal approval, together with any relevant business cases.
3 Consultation and Equality Impact

3.1 There are no known negative equality impact issues at this stage.

3.2 The concept of Vision Derbyshire has been developed over the past 18 months with the inclusion of; Leader of the Council; Senior Officers and staff to reach this stage.

4 Alternative Options and Reasons for Rejection

4.1 To remain as is and do nothing differently is an option that is unlikely to produce the impact on our communities that the Vision Derbyshire concept has the potential to deliver.

5 Implications

5.1 Finance and Risk Implications

5.1.1 None at this stage – Vision Derbyshire is not at this stage a ‘business case’ for approval.

5.2 Legal Implications including Data Protection

5.2.1 None at this stage – Vision Derbyshire is not at this stage a ‘business case’ for approval.

5.3 Human Resources Implications

5.3.1 None at this stage – Vision Derbyshire is not at this stage a ‘business case’ for approval.

6 Recommendations

6.1 That Council note the progress and work that has taken place with Derbyshire Councils on the development of Vision Derbyshire – a new collaborative approach to deliver non-structural reform across Derbyshire.

6.2 That Council note the Government’s plans to publish a White Paper on Devolution and Local Recovery and the potential implications for local government reform in Derbyshire, as well as the more recent announcement, (extract at 1.3.4 of this report) from the Secretary of State for Housing, Communities and Local Government in relation to local government reform.

6.3 That Council authorises the Leader and Director of Corporate Resources and Head of Paid Service to engage in further discussions at local, regional and national level to support and enable the full development of Vision Derbyshire as a concept and possible option for non-structural local government reform in Derbyshire, as an alternative to unitarisation. If not supported by Government, the Council will maintain that now is not the time for structural reform of local government in Derbyshire.
6.4 That Council asks the Leader and Director of Corporate Resources to prepare update reports for Council, as required, on Vision Derbyshire, the Government’s White Paper on Devolution and Local Recovery, when published, and on details of any alternative proposals as they arise. Any commitments to Vision Derbyshire or any other related proposals would be subject to a further decision of Council.

7 Decision Information

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<th>A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</th>
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8 Document Information

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<th>Background Papers</th>
<th>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)</th>
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