

# Vision Derbyshire

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Dear Colleagues

Over the last 12 months you have heard me make reference to Unitary Authorities – Non-structural Reform and “Vision Derbyshire”. I have also mentioned the White Paper on Local Government Reform being published in September.

**Well, to bring you up to date, please find enclosed the documentation and background information of “Vision Derbyshire” proposed by Price Waterhouse Cooper.**

As I understand it, not all Members at other authorities have, or are being consulted but I feel that this is at the beginning of what may prove to be a major event in the future of Local Government and you should all be aware of it.

Whilst I am a believer of project collaboration to produce a positive end result, I cannot reconcile my political/socialist philosophy with reductions in service and job losses and my views are supported by our two main Unions.

I am also including the latest correspondence designed to force compliance on District Leaders to the “Vision Derbyshire” project, along with correspondence between myself and the Leader of Derbyshire County Council ensuring changes to his approach.

We need to discuss the ramifications of “Vision Derbyshire” and the politics of either being a party to, or otherwise of, what “might be”.

Also included is the District Council Network document – Power in Place: devolution and districts driving our recovery, which illustrates the importance of the role that District Councils play in understanding and delivering quality services to its residents and business.

For a start, let’s talk about the positives of collaboration and the negatives that are providing the impetus.

For a number of years Local Authorities have relied more and more on the Revenue Support Grant (RSG) to balance the budget. The main ingredients of authorities’ income are Council Tax, NNDR and RSG.



- The limitation on Council Tax increases have essentially controlled the amount of income in that respect
- The reduction in RSG support is adding to the squeeze
- The financial security from the above has, to some degree, been mitigated by adjustments to the NNDR pool but will not continue

This forces Local Authorities to reduce expenditure through efficiency savings which has meant staff reductions etc. The easiest solution during this time had been collaboration and shared services – the BDC and NEDDC Strategic Alliance is a good example. Over time it produced shared office responsibility but remains essentially part-time working. This potentially creates a conflict of loyalty and places officer in an invidious position. This would be magnified over a county wide operation.

This ultimately reduces the ability to continue to provide the expected service to residents or for non-mandatory services make the operation unsustainable and put more financial pressure on the overall budget.

We, at Bolsover believe that creating additional income will compensate for the continuous control and squeeze on local authority budgets, therefore maintaining services.

Collaboration/joint ventures etc. can help in this too; As well as, I might add, by creating jobs in all areas. So, working together on projects can be profitable and I am in full support of these beneficial ventures.

The practicalities of the decision by Government to reduce expenditure mean decisions have to be made on cutting costs and the easiest way is to reduce staff.

Some authorities believe that by putting services out to tender to the private sector is a possible solution. Others just slash services and jobs. In the present and in my opinion, the Government want to do just that, but they would much rather force/encourage Local Authorities to do the job for them, hence “Vision Derbyshire”.

There is a rush by DCC to approach Mr Jenrick, Secretary of State for Housing, Communities and Local Government before his White Paper is published later this month. You will see in the “impact of Vision Derbyshire” that savings will be made by reducing “back room” staff and duplicated management and the figures quoted by Price Waterhouse



Coopers equate to a thousand or so job losses and a reduction in services. You will draw your own conclusions.

I can understand why Derbyshire Leaders, whatever their political colour, have signed up to this. Just looking through their finances gives a picture of their motives.

We all understand the position of Derbyshire County Council. Their parlous state could be due to the gradual erosion of their mandatory responsibilities and if rumours are accurate, this could get worse.

The numbers.

They expect to save up to

- £1.5 million in senior managers wages
- £35 million in front and back office wages
- £7 million on service delivery

They want to spend up to £48 million as a one off cost to deliver these savings. Of this they have included:

- £650k for senior management redundancies
- £5.7 million for non-senior management redundancies
- £14 million for an implementation support team. (making people redundant)

### Job losses

Using the above figures and the average salaries quoted in the report, this equates to the following job losses.

- Senior Managers – £1.5 million saving on an average salary of £55,000 = **the loss of 27 jobs**
- Workforce (non-senior management) - £35 million saving on an average salary of £25,600 = **the loss of 1367 jobs**
- This equates to a total of just under 1,400 job losses across Derbyshire. If you assume that there is an even spread of Derbyshire County Council jobs across the 8 Districts, Bolsover District can expect to lose **175 jobs**

In percentage terms the proposal seeks to reduce the workforce across Derbyshire Councils by 13% and senior managers by 11%

We then come onto Governance:- Their (PWC) proposal is a Derbyshire Cabinet made up of the Leaders of all Authorities with delegated powers to act. This would be:

• Amber Valley	Labour
• Bolsover District Council	Labour/NOC
• Chesterfield	Labour
• Derbyshire Dales	Conservative
• Erewash	Conservative
• High Peak	Labour
• North East Derbyshire	Conservative
• South Derbyshire	Conservative
• Derbyshire County Council	Conservative

Finally-there is a lack of detail across the report but the intent is quite clear; to reduce costs – mainly County and mainly through staff reduction.

This is obviously structural reform for both staff and governance; the report is quite clear on this. Some of the changes to governance i.e. a proposed Derbyshire Super Cabinet made up of all Council Leaders may in the opinion of our Solicitor need legislation to enable this and also possible public consultation also needs to be considered.

Project collaboration is a good thing when it can be proved to be beneficial to the authority and residents. Equally local government reorganisation is not always a bad thing if it is done properly with everyone being involved. *The present three tier system is now nearly 50 years old.* Democracy is precious and should be defended at all costs and reorganisation can be achieved over time and in a painless way. Staff are the key to service provision and their Trade Unions representatives must be involved in discussions at every stage.

The driver for any reform must be the control of top quality service provision not just a cost cutting exercise.

Due to the lack of clarity around governance and the unacceptable way in which the proposal removes jobs without exploring other alternatives

or by explaining how this will be achieved, to date Bolsover had refused to sign up to the Vision Derbyshire Model.

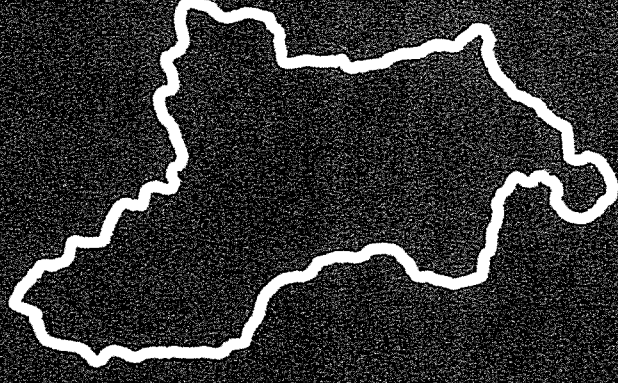
However, through a series of meetings and correspondence with the Derbyshire County Council Leader and District Leaders, my suggested amendments have been accepted which alters the letter to Government in relation to Vision Derbyshire. This means that as a Council we were not signing up to the model, but agreeing to explore the concept of Vision Derbyshire. This makes sure that we are in a position to either shape the future of Vision Derbyshire or walk away at a later date.

I have made it quite clear all along that I would be happy to discuss concepts with the Secretary of State Robert Jenrick, but would not personally support loss of sovereignty for this Council, or the compulsory mass reduction in staff. After all it is the staff who provide the high quality of services the public have come to expect.

I do hope you share my view.



# Impact of Vision Derbyshire

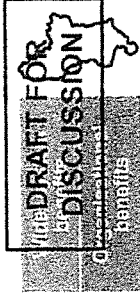


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DRAFT FOR DISCUSSION

Version 0.2

# Impact of Vision Derbyshire: Summary



Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations. Given the contextual challenges we are facing with a post-pandemic economic downturn and uncertainty around local government funding and income, it is critical Vision Derbyshire delivers tangible benefits, quickly. While typical structural reform would focus on consolidation of existing council functions and realising straightforward efficiency savings (albeit this can also provide an opportunity to deliver transformation), Vision Derbyshire has a more ambitious agenda of outcomes-focused transformation across a range of functions. As a result, the impact of Vision Derbyshire on the wider system can be estimated alongside benefits to the councils themselves, with the benefits incorporating innovation in ways of working as well as straightforward consolidation.

The impact has been categorised into two for this Case for Change:

- (i) **Wider system benefits** accruing to Derbyshire's wider communities, economy and public sector system. This includes the outcomes that will be improved across the people and places of Derbyshire, and a quantification of this impact.
- (ii) **Organisational benefits** accruing to the Vision Derbyshire councils. There are both financial and non-financial benefits. These lenses are not mutually exclusive, there is likely to be a degree of overlap between the organisational and wider system benefits. Detailed calculations, including assumptions, can be found in Appendix F and outcome case studies can be found in Appendix G.



# Impact of Vision Derbyshire: Summary

Vision Derbyshire will deliver significant benefits for both the wider system and the organisations.

## Wider system benefits

People in Derbyshire will be better able to **manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.

Derbyshire will be a **fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.

Derbyshire will **exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.

Derbyshire will develop an **inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.

**Communities will drive sustainable change** and will be empowered through access to better opportunities; devolved decision making and budgets.

## Organisational benefits

Vision Derbyshire will enable a simpler and more coherent experience for **customers**.

Vision Derbyshire will **improve staff satisfaction** through removing barriers for staff which will enable collaboration, efficiency and effectiveness.

Enablers as part of Vision Derbyshire, such as culture, business insight and analytics and performance management, will **increase service performance**.

Vision Derbyshire will enable a **stronger local government voice** across the county and at a national scale.

Estimated financial benefit:

£1.27bn

Estimated financial benefit:

£24.5 - 72.6m

# Approach to quantified benefits

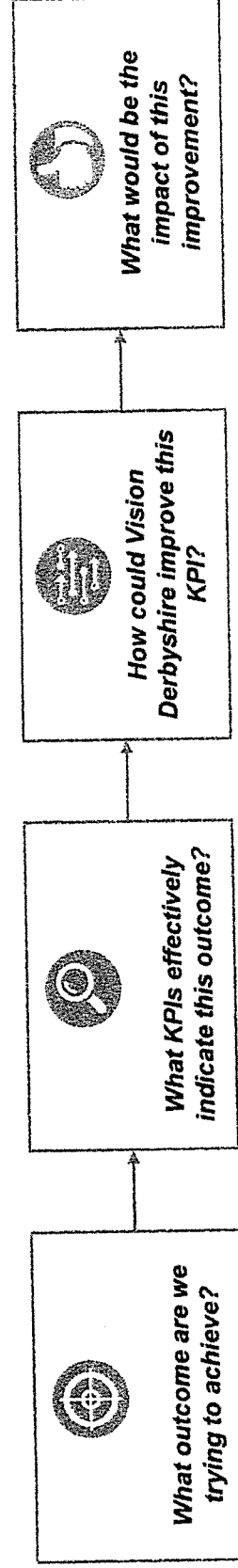
Below is a summary of the framework used to calculate the quantified benefits for the wider system.

## Wider system benefits

This is the quantified benefits to the community, public sector system, and economy through improved outcomes which has an indirect impact on economic output. We have used peer-reviewed research on the total economic impact of specific areas of interest. For example, calculating the full costed impact of mental health issues - this number might be made up of lost economic output, cost to the health system, quantified financial cost of loss of life or poorer quality of life etc.

The wider system benefit has then been calculated based on the impact that Vision Derbyshire could have on this area of interest, such as a mental health strategy which would reduce the prevalence of mental health issues across Derbyshire, reducing the wider economic cost.

The calculations are based on assumptions and detailed breakdown of the quantified benefits and assumptions can be found in Appendix F.





# Approach to quantified benefits

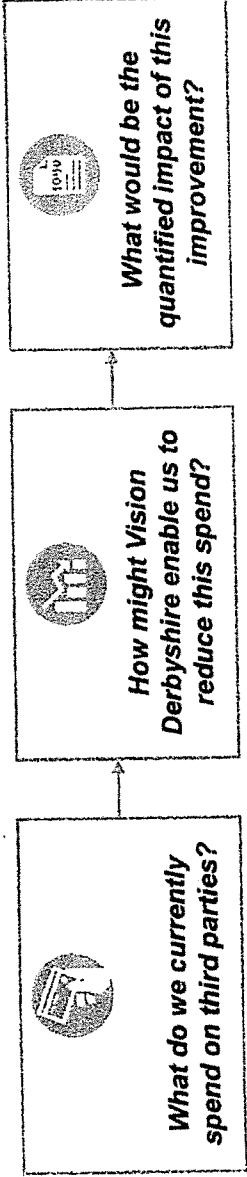
Below is a summary of the framework used to calculate the quantified benefits for the Vision Derbyshire councils.

## Organisational benefits

### Reduction in third party spend

Vision Derbyshire can enable participating councils to derive significant savings from their spend with the suppliers of goods and services through the consolidation of contracts and strengthened negotiation position.

This includes savings from procurement and commissioning through consolidation of contracts and strengthened negotiation position.



# Approach to quantified benefits

Below is a summary of the framework used to calculate the quantified benefits for the Vision Derbyshire councils.

## Organisational benefits

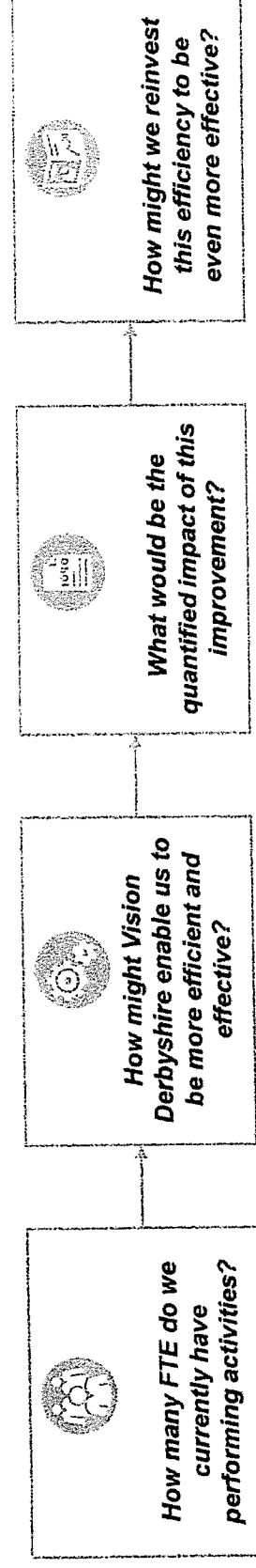
### Operational efficiency and effectiveness

Vision Derbyshire will allow capacity to be released in the form of a reduction in the overall number of full time equivalent (FTE) employees required across the county and district councils. This resource can be reinvested in, for instance, preventative programmes to further reduce demand on services.

This includes savings from the following:

- Senior management rationalisation through reduction in FTE. Enhanced collaboration arrangements through Vision Derbyshire could offer opportunities to consolidate or share management posts.
- Sharing technology assets and aligning systems to maximise efficiency and effectiveness in the back office.
- Improving demand management in service delivery through better use of business insight and analytics.
- Streamlining and improving customer experience and communications, reducing time spent on managing customer queries through more traditional channels.

The detailed breakdown for the quantified benefits can be found in Appendix F.



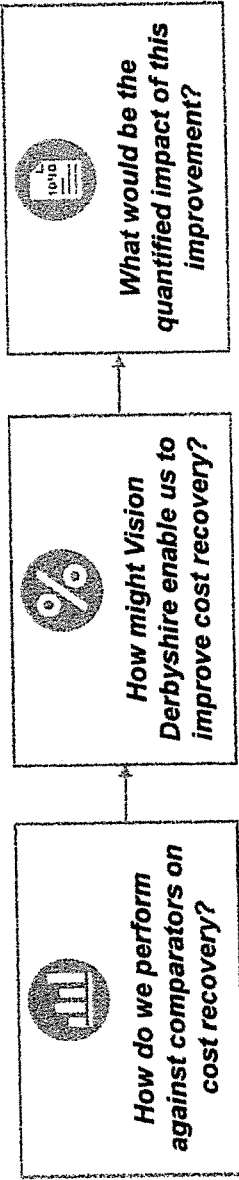
# Approach to quantified benefits

Below is a summary of the framework used to calculate the quantified benefits for the Vision Derbyshire councils.

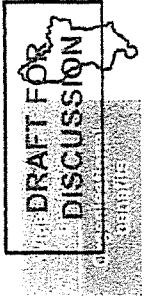
## Organisational benefits

### Income revenue

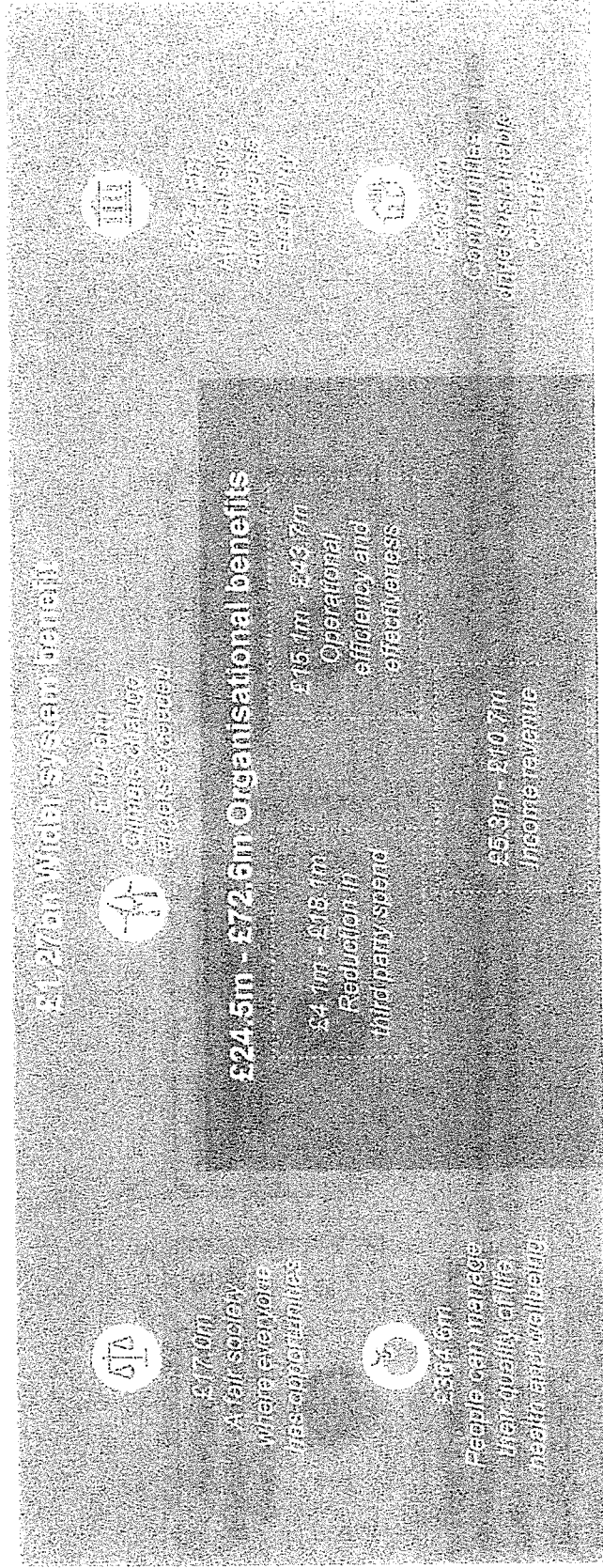
There will be opportunities to increase income and improve cost recovery through both the collaboration and innovation that Vision Derbyshire offers. However, this is dependent on there being political will for the alignment of income generation opportunities with the broader strategic direction.



# Vision Derbyshire quantified benefits



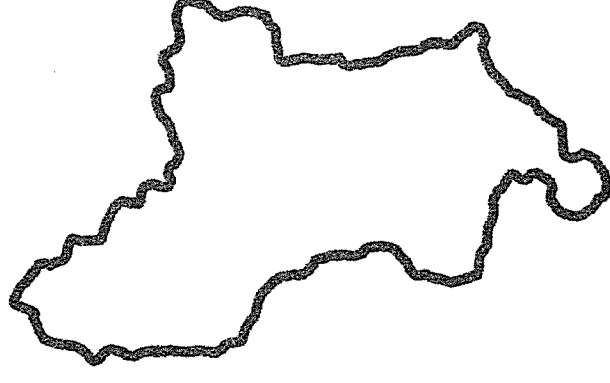
Below is a summary of the quantified benefits over a five year period. These are per annum, and net of the assumed ongoing revenue costs.



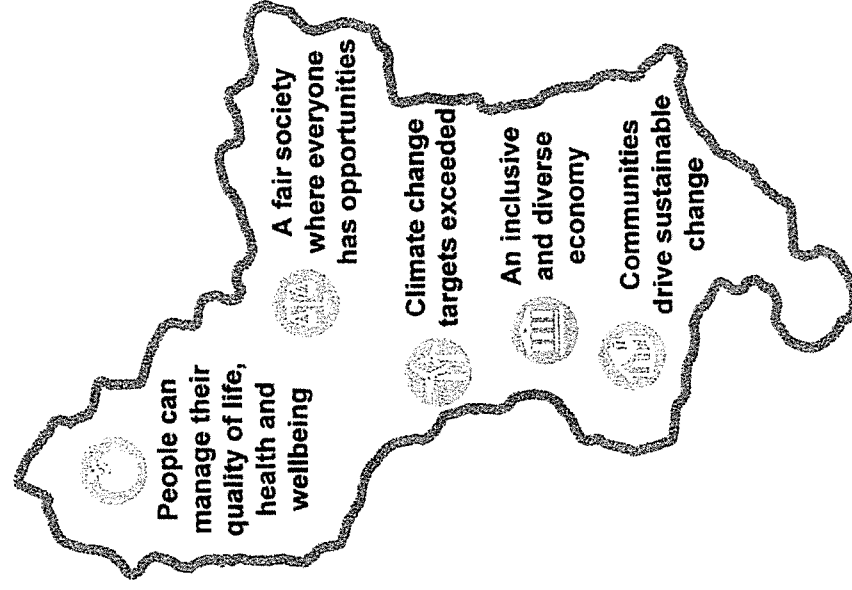
The estimated one-off costs for delivery of the organisational benefits for Vision Derbyshire are outlined below. This does not include the cost to achieve the wider system financial benefit.

# Wider system benefits

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# Vision Derbyshire Outcomes

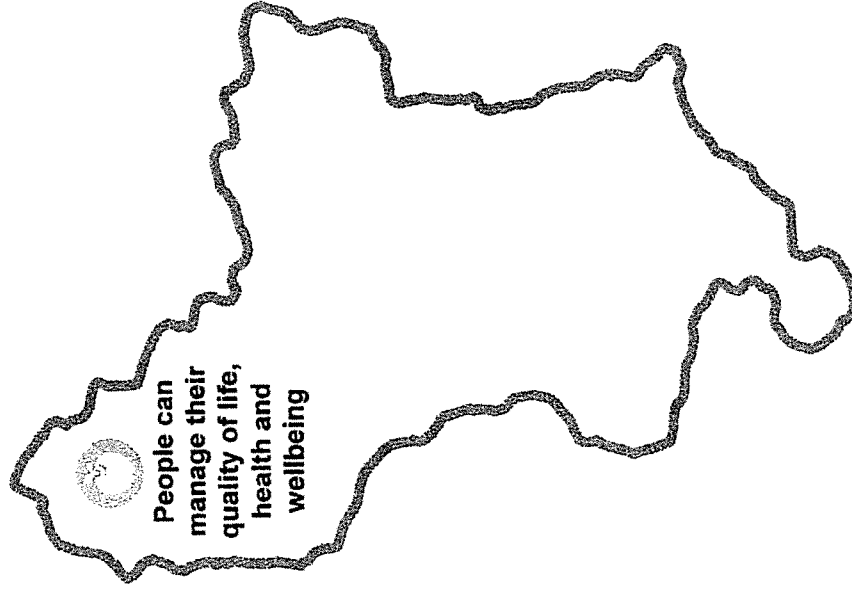


The ambition areas are designed to collectively deliver on the overarching outcomes of Vision Derbyshire. The outcomes are designed to be the end result of Vision Derbyshire activities. They are broad and cross-cutting, and will serve as an overarching set of outcomes against which benefits of Vision Derbyshire can be measured.

Each element of the ambition is designed to be cross-cutting and will support multiple outcomes, evidenced using a range of indicators. This demonstrates the importance of collaborative working across traditional service boundaries to deliver on the Vision Derbyshire ambition and outcomes over the long term.

It is not enough to continue working in silos to achieve individual outcomes, the interdependency between outcomes means we must work collectively going forward. These five outcomes are shown to the left and detailed in the following slides.

# Vision Derbyshire Outcomes



**People can manage their quality of life, health and wellbeing**

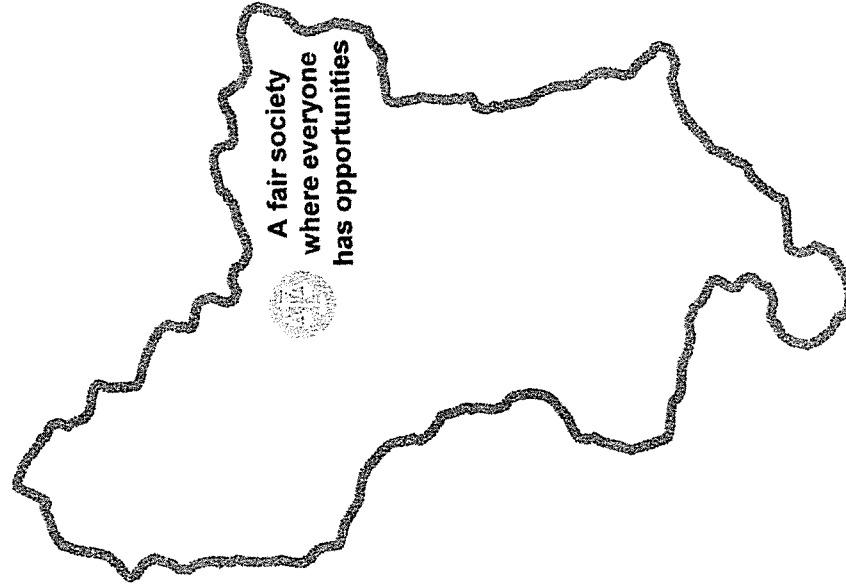
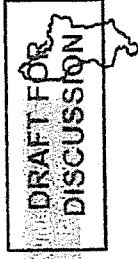
**Prevention** is key to the sustainability of people's wellbeing, and related support services. Taking responsibility for health and wellbeing should be prioritised to improve the quality of life for everyone in Derbyshire.

Improvements in **equality** will be important in reducing **risk factors** and improving **mental health**.

Building proactivity amongst the community will encourage residents to take on **responsibility for their own mental and physical wellbeing**; for example, making choices around healthier lifestyles by doing more physical exercise and minimising risk factors where possible. This in turn will improve the physical and mental health of residents which reduces the pressure on health and social care resources.

Focus on sustainability and the physical world will create a **healthier and higher quality environment** for residents to live in because they are encouraged to develop **more sustainable lifestyles**. This could include reducing risk factors and accessing physical spaces to improve our mental and physical health and wellbeing. The promotion of sustainability improves many aspects of day-to-day life, as well as working to combat climate change.

# Vision Derbyshire Outcomes



## A fair society where everyone has opportunities

Derbyshire values both equality and growth and therefore Derbyshire must work to provide a fairer society where everyone has **strong social mobility, employment opportunities and ambition** is encouraged.

By providing a range of opportunities to develop and re-skill for all residents Derbyshire can ensure that everyone has the **opportunity to innovate and thrive** in the future.

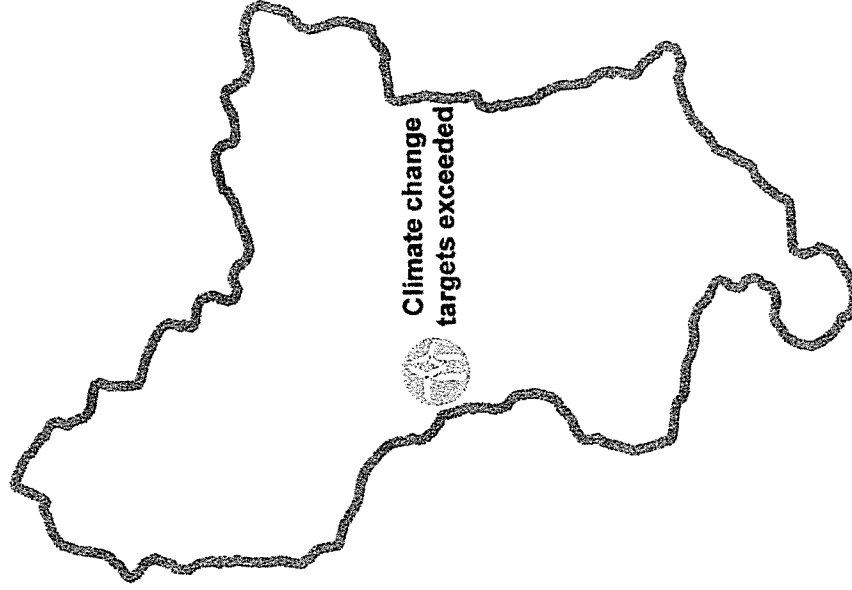
Vision Derbyshire will **remove both the social and economic barriers** for young people to access training and education opportunities as the activities will be targeted to ensure that young people are equally aware of the offers that currently exist and any new offers being introduced. There will be fair access and not reliant on payment of steep costs to access this.

By **promoting proactivity**, there should be a rise in the agency and empowerment of individuals within communities to achieve their goals and the things they desire. This should give those underrepresented or disadvantaged groups more opportunities and support Derbyshire's ambitions to create a **fairer and more inclusive society** where everybody's views and abilities are valued, and they can contribute.

Many of the steps taken towards creating more **resilient and sustainable spaces** involve the promotion of policies around equality; whether that be affordable housing across all the districts, or developing transport links to more rural locations. These changes will be beneficial in providing opportunities for everyone and increasing social mobility.



# Vision Derbyshire Outcomes

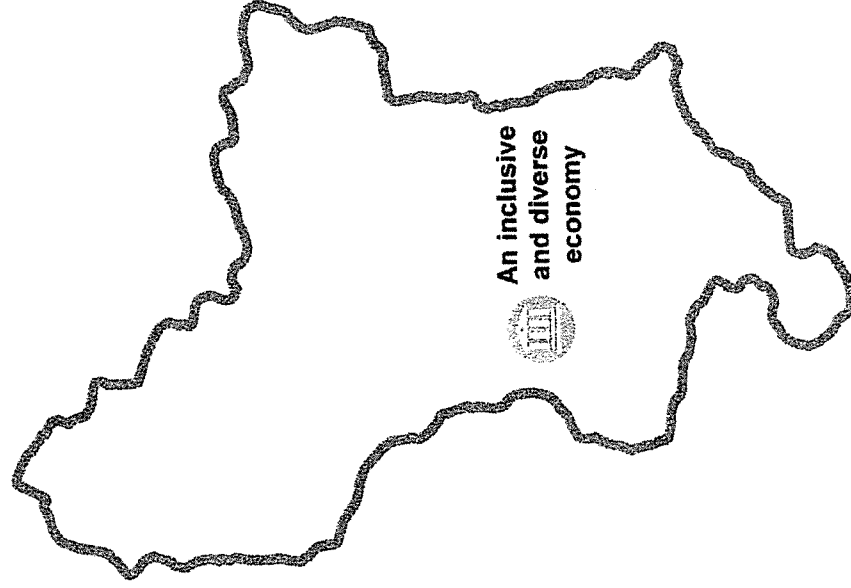
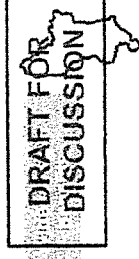


## Climate change targets exceeded

Derbyshire has committed to **ambitious climate change targets** that must be driven by councils, individuals, businesses and communities. By working together, everyone in Derbyshire can adopt more **sustainable practices** that help preserve and improve their communities.

Through prioritising sustainability Derbyshire can take steps to reduce the impact of climate change in Derbyshire and exceed the climate change targets set at national, regional and county levels. This will involve encouraging individuals, businesses and communities to make an **active contribution** and to take up more **sustainable alternatives**; and **planning and coordinating green infrastructure** that works towards emissions targets rather than against them.

# Vision Derbyshire Outcomes



## **An inclusive and diverse economy**

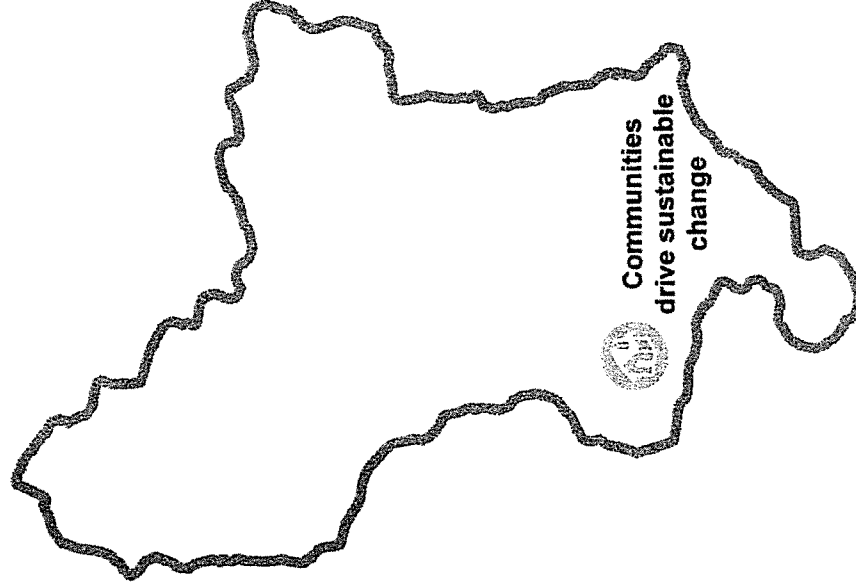
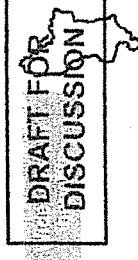
**Prosperity should benefit everyone** in Derbyshire, and should not be sought at the expense of outcomes for communities who are unlikely to benefit from narrow economic growth. The economy should be **diverse to support inclusivity and resilience** against macro shocks.

By **investing in developing the skill sets** of Derbyshire residents, the councils will be investing in an **innovative and flexible working population** who are prepared for the challenges that the changing employment sector will bring. Having a high-skilled working population will **attract businesses** to situate jobs in the county where they know there is a strong talent-pool. Equally, there will be new market opportunities created, fiscal incentives, access to knowledge and experience, partnership opportunities and innovation hubs.

Vision Derbyshire will **enable young people to develop diverse skill sets**, allowing them to enter diverse, new and exciting professions, which are future-proofed and will support Derbyshire to thrive as a **flexible, innovative and diverse economy**. This will enhance their employability and lead to greater labour productivity levels, improving economic output, balancing this with ensuring that the training delivered aligns with the current and future labour demands. Part of this will be encouraging young people to aspire to be the next leaders of the generation in careers that don't currently exist.

Vision Derbyshire will develop a **sustainable economy** for the future, in terms of equal balance of sectors as well as reducing carbon emissions. **Sustainable strategies** will enable Derbyshire to develop an economy is fit for the future; this includes affordable housing, promotion and protection of the visitor economy and building up resilience in local communities.

# Vision Derbyshire Outcomes



## Communities drive sustainable change

Sustainability is fundamental to our collective futures across all aspects of life. While there are obvious climate implications it is also important to consider how we can **develop infrastructurally, improve health and wellbeing, and strengthen communities** to ensure that everyone can thrive sustainably in the future.

Through encouraging innovation the Derbyshire residents will be **empowered to learn and try new skills and ideas**. Being confident will not only enable communities to continue to thrive economically, but will also provide the proactivity socially to make a difference within the community, leading to sustainable development.

Derbyshire will be an **attractive place to live and work**, striking an effective balance between quality of life, community spirit, green space and a diverse economy. This will lead to sustainable development.

Being proactive will result in **bringing communities closer together and feeling more empowered**. This will enable communities to work together to solve problems together and to seize opportunities when they present themselves. This is an incredibly powerful tool for communities because this confidence alongside growth in responsibility can be projected into the workplace and help to develop a more resilient and sustainable economy; environment and community.

Achieving the **sustainability targets** laid out will require an **active contribution** from residents, businesses and families to be proactive and driven to effectively deliver sustainable practises. This need for **collective action** across Derbyshire will help to bring communities together as they will be empowered by the difference their collective efforts make; whether that be to increase recycling or to adopt greener technologies.

## Wider system benefits

The following tables summarise the system benefits that could be achieved from working in a Vision Derbyshire way and achieving the ambition. The impact of this can be quantified by estimating the benefit to the whole public sector system in Derbyshire, the wider community and the wider economy.

Target measures have been assigned based on the potential of Vision Derbyshire to achieve a national or regional average level. Cost calculations have not been attributed to these benefits as the benefits are a quantification of anticipated impact over the long term, and the levels of funding required to deliver this will be wide-ranging and would require a large number of assumptions to predict. Assumptions can be found in Appendix F and the detailed case studies can be found in Appendix G.

Outcome	KPI	Measure now	Target Measure	How will Vision Derbyshire impact on this outcome?	Wider system benefit (£m)
People can manage their quality of life, health and wellbeing	Proportion of adults that are obese or overweight	66%	41.7%	<ul style="list-style-type: none"> <li>Vision Derbyshire councils coordinate regionally to understand if there are any health related initiatives currently being rolled out across the region.</li> <li>Collaborative food retail licensing policies at local level could limit the number of unhealthy food establishments to reduce the prevalence of obesity.</li> </ul>	1.5
	Adults who are alcohol dependent	1.3%	1.0%	<ul style="list-style-type: none"> <li>Councils will build in 'health and wellbeing lens' to all policies, and it will be a requirement that all policies consider and support lifestyle goals.</li> </ul>	335.3
	Adult smoking prevalence	13.9%	5.9%	<ul style="list-style-type: none"> <li>Councils will work with local communities to provide effective information and communications, adapted for specifically for local needs and cultures, making sure everyone has the same starting point and is equally informed.</li> </ul>	8.5
	Mental health prevalence	9.5%	9.0%	<ul style="list-style-type: none"> <li>Vision Derbyshire councils can work as one to influence wider policy and attract funding.</li> <li>Derbyshire will influence at regional level to embed healthy choices.</li> </ul>	9.2
	Inactive adults	25.0%	21.1%	<ul style="list-style-type: none"> <li>Vision Derbyshire councils will have a county-wide strategy for walking and cycling routes, and generate more equal access to use of green spaces for physical activity.</li> </ul>	10.2
	Sub-total				364.6

# Wider system benefits

Assumptions can be found in Appendix F and the detailed case studies can be found in Appendix G.

Outcome	KPI	Measure now	Target Measure	How will Vision Derbyshire impact on this outcome?	Wider system benefit (£m)
A fair society, where everyone has opportunities	NEET (16-18 year olds)	2.8%	1.4%	<ul style="list-style-type: none"> <li>At a regional level there will be shared learning about how to best to inspire young people. This will involve using shared insight and showing what has been able to make the most positive impact.</li> <li>There will be targeted support for young people from disadvantaged backgrounds to ensure they have access to opportunities, and aspirations that allow them to realise their full potential.</li> </ul>	1.07
	Primary school exclusion rate	0.05%	0.03%	<ul style="list-style-type: none"> <li>Councils will work together to share best practice examples of activities that have been successful in each of the councils in assisting with child development at a local level.</li> </ul>	0.2
	Children in Need	3209	2382	<ul style="list-style-type: none"> <li>At a local level, we will identify and target resources towards the most vulnerable families. Local teams will have the ability to work flexibly in different communities and understand why different strategies are best in certain places. This will involve spotting the families whose children are most at risk of not achieving good development, via rich and local information and insight.</li> </ul>	1.4
	Attainment 8 score	45.6	50.0	<ul style="list-style-type: none"> <li>This will involve using shared insight which will allow the region to harness more innovative solutions to tackling a shared challenge, such as educational attainment.</li> </ul>	14.2
	Good level of development	70.8%	75.0%	<ul style="list-style-type: none"> <li>The region can work together to jointly lobby to request for further funding from the government to assist in improving children's development.</li> <li>Councils will work together to share best practice examples of activities that have been successful in each of the councils in assisting with child development at a local level.</li> </ul>	0.05
	Sub-total				17.0

# Wider system benefits

Assumptions can be found in Appendix F and the detailed case studies can be found in Appendix G.

Outcome	KPI	Measure now	Target Measure	How will Vision Derbyshire impact on this outcome?	Wider system benefit (£m)
Climate change targets exceeded	CO2 emissions per capita	9 tonnes	8 tonnes	<ul style="list-style-type: none"> <li>Set out a 'deal' with the people of Derbyshire that acts as a 'social contract': encouraging citizens to take responsibility for certain actions or behaviours which will contribute to reduction in CO2 emissions.</li> </ul>	56.2
	Rate of household waste recycled	44%	50%	<ul style="list-style-type: none"> <li>Build upon the foundation of the engagement and communications pilot in order to create consistent, clear communications from councils to the public regarding recycling processes and expectations.</li> <li>Share learning across districts where recycling is better.</li> </ul>	0.01
	Number of vehicle miles travelled on roads	5.03bn	3bn	<ul style="list-style-type: none"> <li>At regional forums, the county can work to align regional transport networks across borders to make transports as efficient as possible, and invest in new transport options.</li> </ul>	48.32
	Sulphur dioxide emissions from point sources*	5.81 tonnes	4.0 tonnes	<ul style="list-style-type: none"> <li>Businesses will be able to contact councils and/or a wider business network for support and advice on moving to greener alternatives so that jobs can be maintained but at a lower environmental cost.</li> </ul>	0.01
	Number of virtual visits to Derbyshire	0	1000	<ul style="list-style-type: none"> <li>Recognising the Peak District, Derbyshire's primary tourist attraction, is a regional asset, we will co-develop a shared regional plan to market the Peaks to maximise tourism while outlining what we expect from tourists in return. This will include reference to our desire to be netzero, the need for tourists to minimise their carbon footprint, our desire to build sustainable communities and the need for tourists to be respectful to local residents and assets.</li> </ul>	0.03
	Sub-total				104.6

\*Emission source at a known location, which has grid references and so can be mapped directly

# Wider system benefits

Assumptions can be found in Appendix F and the detailed case studies can be found in Appendix G.

Outcome	KPI	Measure now	Target Measure	How will Vision Derbyshire impact on this outcome?	Wider system benefit (£m)
An inclusive and diverse economy	Unemployment rate	4.2%	3.9%	<ul style="list-style-type: none"> <li>Single economic plan developed with partners e.g. businesses and educational/learning institutions, that determines which key industries the region will focus on, invest in and develop over the next 10-20 years.</li> </ul>	247.7
	Number of enterprises in Derbyshire	36,770	38,000	<ul style="list-style-type: none"> <li>Derbyshire councils and partners must together actively encourage the start-up of new businesses through simplified policies, incentives, and effective marketing of Derbyshire as a great place to be an entrepreneur.</li> </ul>	88.8
	Number of people with NVQ Level 3 qualification	177,540	200,000	<ul style="list-style-type: none"> <li>To ensure everyone's skills are recognised and play a part in diversifying and strengthening the future economy, we will at a local level engage with a diverse range of community groups and local education/social centres to understand their strengths and assets. We will tailor education to be relevant to their needs and assets.</li> </ul>	74.74
	Number of apprenticeships offered	8640	10,000	<ul style="list-style-type: none"> <li>Local co-investment between district/borough councils and local businesses/VCS with a shared economic centre could kick-start this process. Clear and consistent communications with communities will be vital in facilitating this.</li> </ul>	28.3
	Number of tourists	33.6m	40	<ul style="list-style-type: none"> <li>We will communicate Derbyshire's touristic assets with one voice, nationally and internationally. We will also take time to understand our existing profile of tourists through cross-council and tourist board engagement, building on these strengths.</li> </ul>	32.3
	Sub-total				471.8

## Wider system benefits

Assumptions can be found in Appendix F and the detailed case studies can be found in Appendix G.

Outcome	KPI	Measure now	Target Measure	How will Vision Derbyshire impact on this outcome?	Wider system benefit (£m)
Communities drive sustainable change	Proportion of carers that have as much social contact as they would like	47.6%	55.6%	<ul style="list-style-type: none"> <li>Coordination at the regional scale will help to identify whether there are any health related initiatives currently being rolled out across the region that the county and local councils could benefit from implementing.</li> </ul>	6.4
	Number of people earning less than real living wage	79,000	0	<ul style="list-style-type: none"> <li>Sharing insight, good practice and structured problem solving across industries and social issues will help draw on the expertise of businesses, encourage innovative solutions and make use of collective resources to maximise earnings.</li> </ul>	144.4
	Number of people that are part of a local community group	119,421	130,000	<ul style="list-style-type: none"> <li>A joint framework should be developed across the Derbyshire local government family which lays out how the councils can best work in partnership with the network of communities and VCS across the patch.</li> </ul>	16.4
	Proportion of people that volunteer at least once a month	32%	40%	<ul style="list-style-type: none"> <li>The councils must focus on developing their adult learning and training services to ensure that communities have the skills and the confidence to take on responsibility. This could include volunteering.</li> </ul>	50.9
	Proportion of people that think Derbyshire is a safe place to live	73%	74%	<ul style="list-style-type: none"> <li>At a local level, councils will better understand communities' lived experiences, how they operate and what their needs are. It is important to consider communities in the broadest sense not just through the lense of community groups and volunteers.</li> </ul>	90.6
	Sub-total				308.7



## Future measures for wider system benefits

We have also identified further potential metrics for measurement for the general population, which could be explored in the future as Vision Derbyshire's ambition and priorities evolve. Some of these measures are nationally or locally collected currently, some are not collected at all and would need to be built into a Vision Derbyshire evaluation framework.

The proposed measures include:

- Healthy life expectancy
- Ability to live independently
- Gym membership/footfall in leisure centres
- Networks and community measures which create the conditions for diversity
- New green technologies
- Environmentally friendly small and large scale businesses
- Number of green industries
- Gender pay and BAME pay gap
- Level of community budgets
- Number of decisions made by communities
- Fairness/equality

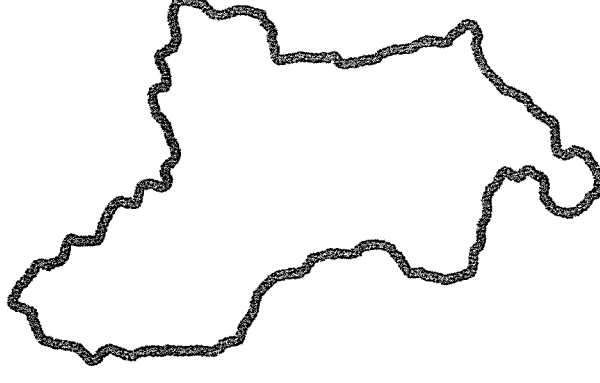
Thriving Communities was a Derbyshire programme which aimed to spend time to understand communities to be able to tailor services in order that they are personalised and flexible. As part of this, an evaluative framework was developed which details an innovative way to measure progress when collaborating with communities. This framework includes:

- Devolving the evaluation - communities should be in control of the KPI and measuring this, they know what success looks like.
- Assessing whether changing the KPI reduces the demand for services which is at a high cost; this is through calculating direct costs and researching the social value of measures from national studies.
- Evaluating whether the organisation is holding the community to account and whether there are opportunities created which enable the KPI to change.

Moving forward, measuring in a different way with devolved powers to communities to set and measure the KPIs themselves is an option to consider.

# Organisational benefits

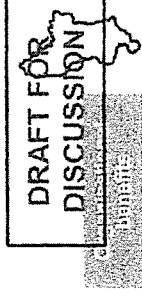
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# Organisational benefits

## Non-financial benefits



Vision Derbyshire is about improving outcomes for people and places, but it is also about improving *how we deliver* outcomes as a collective of nine councils. Through being ambitious and innovative in the way we work, there are a number of non-financial benefits to the Vision Derbyshire councils which will be achieved.

### Improved Customer Experience



By working together, the councils can promote more consistent standards to improve customer experience, as well as ensuring the customer experience is as simplified as possible. Furthermore, this joined-up approach will ensure time and capacity are spent on understanding customer needs, this will enable them to guide, inform and signpost customers accurately first time and allow for better quality outcomes.

### Improved Staff Satisfaction



Vision Derbyshire will offer a more functional county-wide scale for addressing the most urgent challenges; this will remove barriers enable council staff to get more done and thus foster pride and success across the organisations. Through more aligned strategies and policies throughout the county, staff will better understand the purpose and aims of their role. Furthermore, improved communication across the county will help staff to more supported in the role and enabled them to 'self-serve' across their new county-wide networks and through shared resources.

### Increased Service Performance



The changing priorities across the organisations with a focus on innovation, ambition, proactivity and sustainability will promote a change in culture in which staff are encouraged to find more collaborative ways to work where appropriate. The implementation of enablers such as an increased business insight capability will support more insightful decisions about skills training, resource allocation and scheduling, thus leading to better staff utilisation. A dedicated resource to monitor performance management across the councils could help to embed continuous improvement in all service areas.

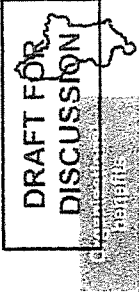
### Stronger Voice



Vision Derbyshire will enable a stronger local government voice across the county and at a national scale. Locally, this will help to embed a stronger sense of identity across the council, as well as providing clarity for residents on the roles and responsibilities of their councils. At the national scale, a stronger voice will be fundamental for Derbyshire to compete with combined authorities and unitarys in regional and national forums to attract external funding and investment to the county.

# Organisational benefits

## Financial benefits



As well as non-financial benefits, there will also be financial benefits for the Vision Derbyshire councils arising from enhanced collaboration and innovation. Vision Derbyshire has an ambitious agenda to transform organisational ways of working, including aligning technology, streamlining customer experience and integrating business insight capabilities to better support the achievement of outcomes. Vision Derbyshire's ambition is not simply to consolidate activities which is often the focus of structural reform in local government (although there are some opportunities to do this), but to transform organisational ways of working using innovation.

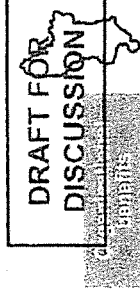
The financial benefits attributable to Vision Derbyshire councils are therefore driven by a combination of consolidated activities between organisations, and transformation of how activities are delivered. The assumptions underpinning these calculations reflect this combined approach.

The following tables summarise where we expect to see financial benefits, and the drivers behind these financial benefits. Detailed calculations, assumptions and sources can be found in Appendix F.

Third Party Spend	Vision Derbyshire councils have an opportunity to take advantage of collaboration by sharing negotiation and consolidating contracts to secure better value for money from providers. They can also work together to reduce competition on price. This could result in a reduction in spend on third parties. It will also underpin broader benefits around smarter commissioning and procurement to support outcomes over time.
Reduction in third party spend	
Income revenue	As we transform the way that we address outcomes through increased innovation and collaboration through Vision Derbyshire, we will evaluate the costs of the services we provide and where we can recover more of those costs from businesses and residents. This may include increasing revenue in line with a common approach across Derbyshire or the East Midlands region. Through more efficient and effective ways of working, Vision Derbyshire councils will also be better able to recover costs, increasing income revenue to be more in line with regional neighbours. Improvements in technology, information and how we manage customers will all contribute to a more effective process for cost recovery.
Increase in income	

# Organisational benefits

## Financial benefits



Continuation of table summarising drivers for financial benefits.

Operational efficiency and effectiveness  Reduction in FTE	Front office	Vision Derbyshire councils have a strong ambition to deliver a consistent customer experience and shared communications to residents across Derbyshire. Transforming the front office services across councils in Derbyshire to be consistent and consolidated would achieve significant financial benefits in the form of reduced FTE. Channel shift from face to face and telephone to lower cost digital channels and enabling customers to self serve will significantly reduce the amount of effort spent on managing customers within the councils. Effective signposting and communications will reduce unnecessary demand at the council front door (face to face, or digital) by making community options more readily available, reducing customer management activity.
	Back office	Vision Derbyshire councils are committed to collaborating around and sharing technology assets and aligning systems to maximise efficiency and effectiveness. This can significantly impact back office and corporate services through increased automation of processes and encouraging staff to self serve on simpler corporate/back office tasks. Reducing activity in the back office will reduce FTE effort.
	Service delivery	Vision Derbyshire councils are motivated to align business insight and performance measurement capabilities. Sharing resource, methods and tools for insight, and service delivery more broadly, will give the councils a more accurate understanding of needs and assets in the place, allowing for more informed service planning and ultimately reducing demand for services. This can result in reduced FTE in service delivery activities, and will also contribute to reduced third party spend and increased revenue.
	Senior management	Aligning Vision Derbyshire councils under one ambition could enable councils to consolidate similar activities and align efforts, thereby enabling consolidation of senior management in specific service areas. This can result in reduced FTE in senior management posts.

# Organisational benefits

## Financial benefits

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The table below summarises the financial benefits for Vision Derbyshire councils, grouped by the drivers already outlined. The financial benefits are reductions in annual costs, shown here as reductions in baseline spend. The reduction is incremental, in line with the planned sequencing of transformation which will drive benefits realisation.

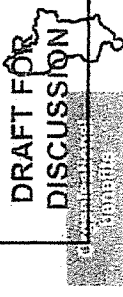
The following overarching assumptions underpin this benefits case:

- All council spending is recorded as one collective pot; the benefits are not broken down by council.
- Revenue outturn data and budget books provided by the councils have been used to develop baseline spend across all nine councils, from which these benefits have been calculated.
- Assumptions have been derived by combining understanding of the benefits expectations associated with LGR; non-structural reform, and the specific Vision Derbyshire ambition. All assumptions and calculations are provided in Appendix F.

	Year 1 (£m)		Year 2 (£m)		Year 3 (£m)		Year 4 (£m)		Year 5 (£m)		Total annual budget reduction from Year 5 (£m)	
	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High
Front office	0	0	1.3	5.1	1.3	5.1	1.3	5.1	1.3	5.1	5.1	20.5
Back office	0	0	0.7	1.5	1.5	2.9	2.2	4.3	2.9	5.8	7.3	14.6
Service delivery	0	0	0	0	0.5	1.4	0.7	2.1	1.1	3.5	2.3	7.1
Senior management	0	0	0	0	0.06	0.3	0.09	0.5	0.2	0.8	0.3	1.5
<b>Operational efficiency and effectiveness sub-total</b>											<b>15.1</b>	<b>43.7</b>
Mind party spend	0	0	1.1	4.7	1.1	4.7	1.1	4.7	1.1	4.7	4.1	18.1
Income/revenue	0	0	1.3	2.7	1.3	2.7	1.3	2.7	1.3	2.7	5.4	10.7
<b>Total annual benefit from Year 5</b>											<b>24.5</b>	<b>72.6</b>

# Organisational benefits

## One-off costs



There will be significant one-off costs in taking forward a non-structural reform programme like Vision Derbyshire as it will require a structured programmatic approach. It is important to note that the costs outlined here do not constitute all spend required to achieve the financial benefit to Derbyshire's wider system, community and economy, as the interventions outlined in relation to this will likely involve a review of existing budget allocations. Additional seed funding may be needed for some interventions, but there may be opportunities to seek this in the form of Government grants. The costs outlined below represent the cost of changing Derbyshire's councils to be ready to deliver on the commitments outlined in Vision Derbyshire, not the delivery itself.

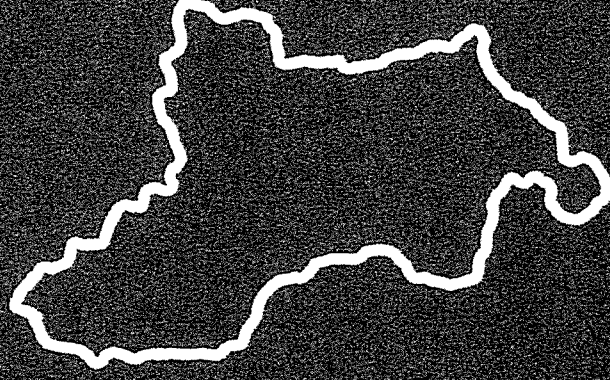
The main components of these one-off costs are outlined below. The assumptions for the costs are provided in Appendix F.

Cost type	Description	Estimated one-off cost (£m)	
		Low	High
Redundancy costs - senior managers	Exit costs for senior management savings	0.13	0.65
Redundancy costs - non-senior managers	Exit costs for non-senior management savings	3.05	5.77
Transition Costs	Backfill of council staff that are seconded to a change programme to deliver elements of transformation	0.10	0.30
Service transformation and programme management	Dedicated implementation team support, which may include external support	9.00	14.00
Third Party Spend programme	The cost of re-commissioning, re-negotiating and rationalising delivery partners to achieve third party spend benefits.	2.00	3.00
Technology transformation	Additional IT implementation team support, over and above council secondees	10.00	18.00
Training	Training for staff members with new or changed roles	0.10	0.30
Contingency	15% added for contingency	3.66	6.30
<b>Total one-off cost (£m)</b>		<b>28.03</b>	<b>48.32</b>



# Appendix F

Benefits assumptions  
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# Financial benefits methodology

## *Derbyshire's wider system*

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### **Methodology**

To calculate the potential benefits to Derbyshire's wider system, community and economy, an evidence based approach has been used. First, a long list of KPIs was developed before narrowing this down to five KPIs for each outcome. These were selected based on the KPIs being specific and nationally reported and where Derbyshire has the potential to make significant strides in improvement. This has allowed the modelling of potential financial impact of improving these outcomes across Derbyshire. The KPIs are not all encompassing in measuring all aspects of the outcomes, but are a representative sample. This is to avoid double counting benefits.

#### **1. Target KPIs**

For each of the KPIs, a target has been calculated. This is to either out-perform the national average, a peer average, or to change a declining trend in performance. The proposed targets for improving outcomes in these priority areas represent the extent to which we, as a system and collaborative partners, need to change the way we work together in order to drive improvements at pace and at scale.

#### **1. Rationale for achieving the target**

The types of Vision Derbyshire activities which will help deliver the outcomes are outlined as rationale for achieving the proposed target. In addition, example interventions from elsewhere that have an evidence base for achieving similar outcomes have also been outlined, including financial and activity impact where appropriate. These are national and international good practice examples, they are not necessarily the same activities proposed through Vision Derbyshire, but they provide a view of the potential quantifiable benefit from the new ways of working.

#### **1. Overall Benefit**

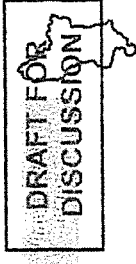
The evidence base of Vision Derbyshire activities and example interventions from elsewhere together inform a calculation of the estimated quantifiably impact on the outcomes and KPIs defined, accruing to Derbyshire's wider system. For each of the KPIs, a quantifiable benefit has been calculated per unit. This is then used to provide an overall saving for each of the benefit categories which is expected to be realised over five years. Assumptions have been used and documented to support calculations. In some cases, the impact on outcomes may be more intangible, but still provide significant value to people's lives. This is why non-financial benefits have also been captured.

#### **1. Spend on public services**

Spend on public services has also been baselined and used to provide a comparison to the quantifiable benefit from Vision Derbyshire to Derbyshire's wider system.

# Assumptions and interventions

## Wider system benefits

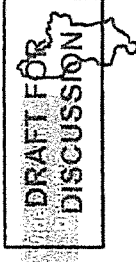


The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
People can manage their quality of life, health and wellbeing	Proportion of adults that are obese or overweight	<ul style="list-style-type: none"> <li>Obesity costs £27 bn to wider society (Gov.uk: Health matters: obesity and the food environment)</li> <li>English population 55.98 million (ONS)</li> <li>Overweight and obesity rate is 63% across England (NHS Digital: Statistics on Obesity, Physical Activity and Diet)</li> <li>Some people may fall under multiple risk factor categories (obesity, alcohol dependence, smoking).</li> </ul>	Assumed cost per unit £60,984 per percent of population that are obese	Daily Mile in Brent (DailyMile.co.uk)
	Adults who are alcohol dependent	<ul style="list-style-type: none"> <li>English population 55.98 million (ONS)</li> <li>Estimated annual cost to the NHS of alcohol dependency, per year per dependent drinker £2,133 (New Economy Unit Cost Database)</li> </ul>	Assumed cost per unit £1.1 billion per percent of the population that are alcohol dependent.	Triple P- positive parenting programme (European Commission: Employment, Social Affairs & Inclusion and CRESR: Demonstrating the value for money of third sector activity in Rotherham)
	Adult smoking prevalence	<ul style="list-style-type: none"> <li>Cost to social care of smoking in Derbyshire is £14.7m (Ash.org.uk: the cost of smoking to social care)</li> </ul>	Assumed cost per unit £1.1 million per percent of the population that smoke.	Triple P- positive parenting programme
	Mental health prevalence	<ul style="list-style-type: none"> <li>Average cost of service provision for people suffering from mental health disorders, per person per year, including dementia (all ages, including children, adolescents and adults) £2,303 cost to public sector (New Economy Unit Cost Database)</li> <li>Population of Derbyshire 796,142 (ONS)</li> </ul>	Assumed cost per unit £18.3 million per percent of the population that smoke.	'Self care week' in Milton Keynes (Localgov.uk: Milton Keynes council promoting self care super local level)
	Inactive adults	<ul style="list-style-type: none"> <li>Physical inactivity costs £7.4bn to UK per year (Public Health England: Everybody active, every day)</li> <li>22.5% people in UK inactive (Sportsthinktank.com: Global Comparisons of Physical Activity and Inactivity)</li> <li>Population of Derbyshire 796,142 (ONS)</li> <li>72.3% of Derbyshire population are adults (Derbyshire Observatory)</li> </ul>	Assumed cost per unit £2.8 million per percent of adults that are inactive.	'Health in all policies' in Seinäjoki, Finland (WHO: Finland health in all policies)

# Assumptions and interventions

## Wider system benefits

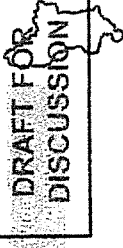


The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
A fair society where everyone has opportunities	NEET (16-18 year olds)	<ul style="list-style-type: none"> <li>Number of 16-18 year olds in Derbyshire is 434 (<i>Derbyshire Observatory</i>)</li> <li>That unit saving for no longer being NEET (18-24 year olds) of £4942 is equivalent to NEET (16-18 year olds) (<i>New Economy Unit Cost Database</i>)</li> </ul>	Assumed cost per unit £766,010 per percent of 16-18 year olds that no longer NEET	Careers guidance in North East ( <i>Social Mobility Commission: State of the Nation 2017: Social Mobility in Great Britain, Gatsby.org.uk and nelep.co.uk</i> )
	Primary school exclusion rate	<ul style="list-style-type: none"> <li>Number of children primary school age 4-11 in Derbyshire is 99,425 (<i>Derbyshire Observatory</i>)</li> </ul>	Assumed cost per unit £240,140 per percent no longer excluded	Link workers in West London ( <i>West London Zone: Executive Summary of WLZ Implementation Study</i> )
	Children in Need	<ul style="list-style-type: none"> <li>Saving of £1701 per child not having to go through a standard six month case management process (<i>New Economy Unit Cost Database</i>)</li> </ul>	Assumed cost per unit £1,701 per child no longer in need	Childhood education and care centres in Denmark ( <i>Department of Education: Family Safeguarding Hertfordshire</i> )
	Attainment 8 score	<ul style="list-style-type: none"> <li>Current Attainment 8 score in Derbyshire is approximately equal to child passing English and Maths, is 8 C's.</li> <li>The increase in productivity for someone who has achieved 5-7 GCSEs at grades A*-C (including English and maths) compared to someone who achieved 3-4 good GCSEs, is worth approximately £60,000 to an individual over a lifetime (<i>Department of Education</i>)</li> <li>This assumes that this benefit remains constant regardless of the proportion of the population who achieve a good level of performance.</li> <li>There are 8,340 16 year olds in Derbyshire (ONS)</li> <li>The state pension age is 68 and the average age of a child completing their GCSE's is 16, therefore, benefit is spread across 52 years (<i>Gov.uk</i>)</li> </ul>	Assumed cost per person £60,000 spread over the course of their lifetime	Link workers in West London ( <i>West London Zone: Executive Summary of WLZ Implementation Study</i> )

# Assumptions and interventions

## Wider system benefits

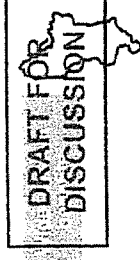


The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
A fair society where everyone has opportunities	Good level of development	<ul style="list-style-type: none"> <li>That every child that does not have a good level of development is supported by a school based emotional learning programme.</li> <li>That school based emotional learning programme costs £156 per child (<i>New Economy Unit Cost Database</i>)</li> <li>That there are 8351 4-year olds in Derbyshire (ONS)</li> </ul>	Assumed cost per unit £13,027	Childhood education and care centres in Denmark (OECD: <i>Early Childhood Education and Care Policy In Denmark</i> and <i>Oxford Bibliographies: Early Childhood Education and Care (ECEC) in Denmark</i> )

# Assumptions and interventions

## Wider system benefits



The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
Climate change targets exceeded	CO2 emissions per capita	<ul style="list-style-type: none"> <li>The social cost of carbon is £70 per ton of carbon (OECD: the social cost of carbon)</li> <li>That Derbyshire emits approximately 9 CO2 tonnes per head of population (Derbyshire Observatory September 2019 Quarterly Economic Review)</li> <li>Derbyshire population is 796,142 (ONS)</li> </ul>	Assumed cost per unit £56.2 million per tonne of CO2 emissions by the entire population	#leedsbyexample (Ecosurety: Leeds by example impact report)
	Rate of household waste recycled	<ul style="list-style-type: none"> <li>The average rate of recycling by Derbyshire councils is 44.4% and that there is 0.391 tonnes of collected household waste (letsrecycle.com: council league table)</li> <li>Recycling 10,000 tons of waste creates 36 jobs (allrecyclingfacts.com: recycling benefits to the economy)</li> <li>There are 343,900 households in Derbyshire (Derbyshire Observatory)</li> <li>Benefit of person on jobseeker's allowance turning from a workless claimant to entering work, per person per year £18,074 increase in earnings to the local economy (New Economy Unit Cost Database)</li> </ul>	Assumed cost per unit £2,349 per percent of recycling	#leedsbyexample
	Number of vehicle miles travelled on roads	<ul style="list-style-type: none"> <li>That half of the UK's £10bn cost per annum of air pollution comes from road transport (Gov.uk: Working together to promote active travel)</li> <li>Derbyshire's population is 796,142 (ONS)</li> </ul>	Assumed cost per unit £0.0238 per vehicle mile travelled	Urban planning policies in Copenhagen (Centreforcities.org: Copenhagen investing in infrastructure to make cycling easier, faster and safer)
	Sulphur dioxide emissions from point sources	<ul style="list-style-type: none"> <li>That the statistics from National Atmospheric Emissions Inventory cover all point sources in Derbyshire.</li> <li>That the social cost of air quality damage due to SO2 is £6,512 per tonne (New Economy Unit Cost Database)</li> </ul>	Assumed cost per unit £6,512 per tonne of sulphur dioxide emitted	Good Life initiative in New Earswick (JRF: Practical action to build community resilience: the Good Life initiative in New Earswick)

# Assumptions and interventions

## Wider system benefits

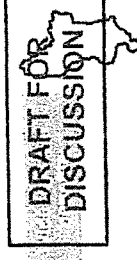
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The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
Climate change targets exceeded	Number of virtual visits to Derbyshire	<ul style="list-style-type: none"> <li>That there are no current virtual visits to Derbyshire.</li> <li>The average passenger vehicle emits 0.404kg of CO<sub>2</sub> per mile (EPA: Greenhouse Gas Emissions from a Typical Passenger Vehicle)</li> <li>The average distance travelled per person for leisure purposes in England is 1053 miles (Statista)</li> <li>The social cost of carbon is £70 per ton of carbon (OECD: the social cost of carbon)</li> </ul>	Assumed cost per unit £29.75 per person travelling to visit Derbyshire	Distributing tourism in Amsterdam (UNWTO: 'Overtourism'? Understanding and Managing Urban Tourism Growth beyond Perceptions Volume 2)

# Assumptions and interventions

## Wider system benefits



The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
An inclusive and diverse economy	Unemployment rate	<ul style="list-style-type: none"> <li>In April 2020, in Derbyshire, 20,305 people aged 16+ included on the Claimant Count and unemployment rate of 3.9% (<i>Derbyshire Observatory</i>)</li> <li>There is a saving of £13,139 per person no longer receiving Jobseeker's Allowance due to being employed per annum (<i>New Economy Unit Cost Database</i>)</li> </ul>	Assumed cost per unit £63.5 million per percent of unemployed adults	Luxembourg Digital Skills initiative ( <i>PwC: Making the UK fairer: How we work</i> )
	Number of enterprises in Derbyshire	<ul style="list-style-type: none"> <li>Given that 88.1% businesses in Derbyshire have 0-9 employees, that approximately the average is 5 employees (<i>Derbyshire Observatory</i>)</li> <li>The social value of an employee working full-time is £14,433 (<i>HACT Social Value Bank</i>)</li> </ul>	Assumed cost per unit £72,165 per business	Using empty shops for entrepreneurs in Paris ( <i>The Guardian: the rise of the 'meanwhile space': how empty properties are finding second lives</i> )
	Number of people with NVQ Level 3 qualification	<ul style="list-style-type: none"> <li>The return benefit to the government of each person with NVQ Level 3 qualification is £33,277.75 over their lifetime (<i>New Economy: Investment in Skills</i>)</li> <li>That 22.3% of the East Midlands have NVQ Level 3 and above (<i>New Economy: Investment in Skills</i>)</li> <li>The average cost per person of vocational qualification to government is £7,982.75 (<i>New Economy: Investment in Skills</i>)</li> <li>The state pension age and average age of person achieving an NVQ Level 3 qualification is 18 so the benefit is spread across 50 years (<i>Gov.uk</i>)</li> </ul>	Assumed cost per person over the course of their lifetime	SkillsFuture programme in Singapore ( <i>Skillsfuture.sg</i> )
	Number of apprenticeships offered	<ul style="list-style-type: none"> <li>The return on investment ranges from £16-£21 for every £1 of public spending on apprenticeships (<i>Cebr: economic impact of apprenticeships</i>)</li> <li>The average maximum funding for an apprenticeship is £13,009 (<i>Education &amp; Skills Funding Agency</i>)</li> <li>Therefore, the minimum return per apprentice is £208,144 across their working lifetime.</li> <li>The state pension age is 68 and the average apprentice age is 18 and so the benefit is spread over 50 years (<i>Gov.uk</i>)</li> </ul>	Assumed cost per unit £208,144 per person over the course of their lifetime	Community benefits clauses in Swansea ( <i>APSE: The new municipalism: Taking back entrepreneurship</i> )

# Assumptions and interventions

## Wider system benefits

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DISCUSSION

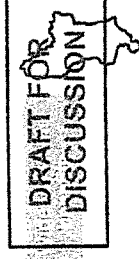
The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
An inclusive and diverse economy	Number of tourists	<ul style="list-style-type: none"><li>That there are 33.6 million visitors annually in Derbyshire that spend a total of £1.7 bn (<i>2019 Local Economic Assessment, Visit Peak District</i>)</li></ul>	Assumed cost per unit £5.05 per tourist	Distributing tourism in Amsterdam



# Assumptions and interventions

## Wider system benefits



The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
Communities drive sustainable change	Proportion of carers that have as much social contact as they would like	<ul style="list-style-type: none"> <li>Loneliness costs £6000 per person to health and public services (LSE: Making the economic case for investing in actions to prevent and/or tackle loneliness: a systematic review)</li> <li>There are 13,353 social care users in Derbyshire and 52.4% are currently isolated (What do they know: Adult social care)</li> </ul>	Assumed cost per unit £801.183 per percent of people that have as much social contact as they would like	Carers Health and Wellbeing programme in Leeds (Leeds Beckett University: Carers Leeds health & wellbeing programme evaluation)
	Number of people earning less than real living wage	<ul style="list-style-type: none"> <li>Based on Living wage being £9.30 and FTE Living wage being £18,274.50 (livingwage.org.uk)</li> <li>Derbyshire's population is 796,142 (ONS)</li> <li>That approximation that previously earning on average 90% of real living wage, which would be £13,705.875.</li> </ul>	Assumed cost per unit £1.827 per person earning less than real living wage	Cleveland Model in Preston (The Guardian: Preston model: UK takes lessons in recovery from rust-belt Cleveland, CLES: The Preston Model)
	Number of people that are part of a local community group	<ul style="list-style-type: none"> <li>15% Derbyshire residents are part of a community group (Derbyshire Residents Survey March 2019)</li> <li>The benefit of being a member of a social group which is £1,550 is equivalent to the value of being in a local community group (HACT Social Value Bank)</li> </ul>	Assumed cost per unit £1,550 per person that is a member of a local community group	Increasing community integration in Rotterdam (Sheller: Learning from international examples of affordable housing)
	Proportion of people that volunteer at least once a month	<ul style="list-style-type: none"> <li>32% of Derbyshire residents volunteer at least once a month (Derbyshire Residents Survey March 2019)</li> <li>Derbyshire's population is 796,142 (ONS)</li> <li>The social value of regular volunteering which is £3,199 per person is for volunteering weekly (HACT Social Value Bank)</li> <li>This is equivalent to four times the benefit of volunteering once a month.</li> </ul>	Assumed cost per unit £8.4 million per percent that volunteer at least once a month	Community connecting in Edinburgh (Evaluation Support Scotland: Community Connecting Case Study)

# Assumptions and interventions

## Wider system benefits

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The table below summarises the assumptions underpinning the estimated quantifiable benefit from achieving the target KPIs.

Outcome	KPI	Assumptions and references	Unit cost	Intervention evidence base
Communities drive sustainable change	Proportion of people that think Derbyshire is a safe place to live	<ul style="list-style-type: none"> <li>73% of Derbyshire residents think that it is a safe place to live (<i>Derbyshire Residents Survey March 2019</i>)</li> <li>The social value of residents not worrying about crime is £11,535 (<i>Hact Social Value Bank</i>)</li> <li>Derbyshire's population is 796,142 (ONS)</li> </ul>	Assumed cost per unit £87.5 million per percent of the population that think that Derbyshire is a safe place to stay	Increasing community integration in Rotterdam

# Baseline public sector spending

This table provides a baseline for the public sector spending for both the per capita East Midlands spend and the approximate total spend in Derbyshire.

Spend area	East Midlands per capita spend (2017/2018)	Approximate Derbyshire spend (per annum)*
General Public services	£92	£73,245,064
Defence	£1	£796,142
Public order and safety	£388	£308,903,096
Economic affairs	£550	£437,878,100
Environment protection	£102	£81,206,484
Housing and community amenities	£110	£87,575,620
Health	£1,915	£1,524,611,930
Recreation, culture and religion	£86	£68,468,212
Education	£1275	£1,015,081,050
Social protection	£3868	£3,079,477,256
<b>Total expenditure</b>	<b>£8388</b>	<b>£6,678,039,096</b>

Source: Public Expenditure, Statistical Analysis 2019. \*Assumption that Derbyshire population is 796,142 (ONS 2019)

# Assumptions and sources

## Organisational benefits - Third party spend

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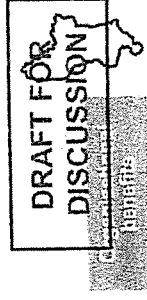
### Third party spend

Vision Derbyshire will enable participating councils to derive significant savings from their spend with the suppliers of goods and services through the consolidation of contracts and strengthened negotiation position. To calculate the potential benefits from third party spend (TPS), the following assumptions have been applied.

1. The revenue expenditure data was taken from the annual Revenue Outturn Data 2019-2020, collected by central government. This was used to ensure consistency across all the councils as third party spend is utilised for a vast number of services and was displayed in different categories across the individual councils' own budgets. For Derbyshire County Council's revenue expenditure, the following spend categories were removed on the basis that they are not addressable through Vision Derbyshire: early years; primary schools; secondary schools; special schools and alternative provision.
2. To identify the baseline of TPS from which reductions could be made, two percentages were applied to the Revenue Expenditure data. The percentages are based on assumptions applied in high-level feasibility studies for local government reorganisation, structural and non-structural, which are broadly accepted across the sector.
  - First, the proportion of revenue expenditure that is TPS was assumed to be 60% for Derbyshire County Council, and 50% for district and borough councils. The figure is higher for DCC on the basis of service models typically having a higher proportion of spend on third parties through, for instance, significant third party spend on adult care services.
  - Second, the proportion of TPS that is addressable for reduction was assumed to be 50% for all councils. This is a prudent estimate, taking into account areas of spend which are challenging to consolidate or reduce, such as long-term fixed contracts.
1. Following this, a low, medium and high % reduction was applied to this baseline to determine the potential financial savings. These targets took assumptions applied in high-level feasibility studies for local government reorganisation as a basis, however, they were moderated down to reflect the potential challenges around reaching agreement in more controversial areas in a non-structural reform setting, as opposed to a structural reform setting. The high case percentage is only slightly lower than the high case percentage for local government reorganisation, on the basis that if Vision Derbyshire councils committed to significant integration across commissioning and procurement activities, the benefits could be comparable to those identified through consolidating commissioning and procurement activities through formally restructuring councils.

# Financial calculations

Organisational benefits - Third party spend



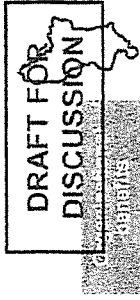
The table below is a summary of the calculations comprising the reduction in third party spend (TPS).

	(£ '000)	(£ '000)	(£ '000)	% reduction			TPS savings (£ '000)		
Council	REVENUE EXPENDITURE	Proportion of Rev Ex that is TPS	Addressable 3rd party spend	Low	Medium	High	Low	Medium	High
Derbyshire County Council*	563,012.0	281,506.0	168,903.6	2%	5%	9%	3,378.1	8,445.2	15,201.3
Amber Valley	16,966.0	8,483.0	5,089.8	2%	5%	9%	101.8	254.5	458.1
Bolsover	14,282.0	7,141.0	4,284.6	2%	5%	9%	85.7	214.2	385.6
Chesterfield	11,822.0	5,911.0	3,546.6	2%	5%	9%	70.9	177.3	319.2
Derbyshire Dales	12,814.0	6,407.0	3,844.2	2%	5%	9%	76.9	192.2	346.0
Erewash	14,094.0	7,047.0	4,228.2	2%	5%	9%	84.6	211.4	380.5
High Peak	11,248.0	5,624.0	3,374.4	2%	5%	9%	67.5	168.7	303.7
North East Derbyshire	14,460.0	7,230.0	4,338.0	2%	5%	9%	86.8	216.9	390.4
South Derbyshire	14,901.0	7,450.5	4,470.3	2%	5%	9%	89.4	223.5	402.3
<b>Total</b>	<b>673,599.0</b>	<b>336,799.5</b>	<b>202,079.7</b>				<b>4,041.6</b>	<b>10,104.0</b>	<b>18,187.2</b>

Source: Revenue Outturn Data 2019-2020. \*DCC revenue expenditure figure excludes three spend categories: primary schools; secondary schools; special schools and alternative provision

# Assumptions and sources

## Organisational benefits - Income revenue



### Income revenue

Using publically available revenue outturn data for 2018/19, Derbyshire County Council's total income and expenditure across a number of different service areas was compared against other County councils in England, particularly within the Midlands area. By calculating the service cost recovery for the peer group using the combined total income and combined total expenditure of the seven other County Councils, an average cost recovery of **24.45%** was reached. This is above Derbyshire County Council's cost recovery of **20.97%**. Using the peer group average cost recovery, the total income increase in Derbyshire could be up to **£42.8m**.

This is an ambitious target. Based on experience in the sector, councils are likely to find lower cost recovery benefits and it can be difficult to increase beyond this as politics and customer expectation reduce appetite for income generation, exacerbated by the context of Covid-19 and the global economic downturn expected. A more prudent and realistic estimate of the income increase is likely to be 12.5-25% of the target, resulting in an estimated **£5.3m-£10.7m** cost recovery benefits for Derbyshire.

The table below provides the high level calculations and a full breakdown of the peer group expenditure. Income by service category can be found on the following page.

Total income of the peer group (£'000)	£225,253
Total expenditure of the peer group (£'000)	£921,418
Cost recovery of peer group	24.45%
Derbyshire's increase in income (£'000)	£42,804
Low total for Derbyshire (£'000)	£5,350
High total for Derbyshire (£'000)	£10,701

It is important to note that:

- The precise make-up of services will vary amongst councils, therefore, the analysis is not a strict benchmark but an indication of where Derbyshire may be able to benefit from increased income in the coming years.
- The benefits outlined above are categorised as service cost recovery or income revenue, not income generation. It is possible to recover costs via grant funding or sources of income revenue that are not a result of commercial income generation.
- District and borough data has not been included in this analysis due to the difficulty of finding appropriate comparators.



# Assumptions and sources

## Organisational benefits - Operational efficiency and effectiveness

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Benefits

### Operational efficiency and effectiveness

Vision Derbyshire will result in a reduction in the overall number of full time equivalent (FTE) employees required across the county and district councils. This results from four areas of FTE:

- Senior management
- Back office
- Front office
- Service delivery

The assumptions, sources and calculations for these areas of FTE are outlined subsequently.

### Senior management

As part of operational efficiency and effectiveness, enhanced collaboration arrangements through Vision Derbyshire could offer opportunities to consolidate or share management posts.

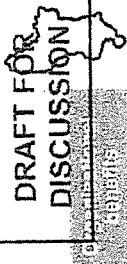
To calculate the potential benefits from reducing FTE by consolidating senior management posts, the following assumptions have been applied.

1. The total cost of senior management was estimated using 2018-2019 remuneration data from each council's statement of accounts 2018-2019. By statutory requirement, these specifically detail the number of staff at each pay grade above £50,000 for district councils, and above £60,000 for county councils.
2. A series of potential reduction targets were applied at the low (2%), medium (8%) and high (10%) levels for potential savings that could be achieved through the consolidation or sharing of some of these management posts. The percentages are based on assumptions applied in high-level feasibility studies for local government non-structural reform, which are broadly accepted across the sector.



# Financial calculations

Organisational benefits - Operational efficiency and effectiveness



The table below summarises the calculations to arrive at reduction in FTE from consolidation of senior management.

	Total SM spend (£)	% reduction			Savings (£)		
		Low	Medium	High	Low	Medium	High
Derbyshire County Council	1,103,5000	2%	8%	10%	220,700	882,800	1,103,500
Amber Valley	477,500	2%	8%	10%	9,550	38,200	47,750
Bolsover	300,000	2%	8%	10%	6,000	24,000	30,000
Chesterfield	777,500	2%	8%	10%	15,550	62,200	77,750
Derbyshire Dales	555,000	2%	8%	10%	11,100	44,400	55,500
Erewash	792,500	2%	8%	10%	15,850	63,400	79,250
High Peak	437,500	2%	8%	10%	8,750	35,000	43,750
North East Derbyshire	140,000	2%	8%	10%	2,800	11,200	14,000
South Derbyshire	595,000	2%	8%	10%	11,900	47,600	59,500
<b>Total</b>	<b>15,110,000</b>				<b>302,200</b>	<b>1,208,800</b>	<b>1,511,000</b>

Source: Statement of Accounts 2018-2019 for all councils.

# Assumptions and sources

## Organisational benefits



### Back office, Front office & Service delivery

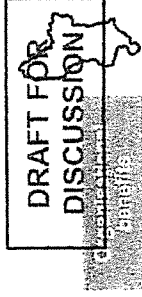
As part of operational efficiency and effectiveness, enhanced collaboration arrangements through Vision Derbyshire, as well as significant innovation in the way activities are delivered in councils, can result in reductions in FTE in the back office, front office and service delivery areas.

To calculate the potential benefits from reducing FTE by consolidating senior management posts, the following assumptions have been applied.

1. To establish a baseline FTE figure, the 2018-2019 total FTE for each council was used, this information was provided by the data nominees from each council. The sum of senior management FTE, as provided by the data nominees, was deducted from the total FTE to reflect the difference in treatment for this group.
2. The total FTE across the councils was divided into assumed percentages for front office (38%), service delivery (35%) and back office (27%). These percentages are based on previous experience in the sector and analysis of different councils' activity levels.
3. The resulting numbers of FTE apportioned to front office, service delivery, and back office each had individual low, medium and high benefits targets applied to them. The assumptions underpinning the percentages took a broad range of factors into consideration including areas of activity and processes that could be standardised, shared, simplified or automated. Derbyshire's ambition to transform its ways of working using technology and innovation was also taken into account, with the percentages reflecting reductions seen in other councils undertaking comparable transformation programmes.
4. The median salary for each council was sourced from data provided by nominees from councils, and the weighted average of these medians was calculated. The median salary for High Peak and Chesterfield were not publicly available, so a proxy was used, the average of the median salaries for the other councils. 30% on-cost was applied to the average salary figure to uplift. 30% is the figure used for Derbyshire County Council, supplied by the finance function.
5. The FTE reductions were then multiplied by the collective average salary (including uplift) from all the councils; this provided financial targets for front office, service delivery, and back office at low, medium and high ranges.

# Financial calculations

## Organisational benefits



	FTE	Average cost per FTE
<b>Sum of Workforce</b>	10,534.4	Weighted average of median salaries plus on-cost uplift.
<b>Sum of Senior Management</b>	246	
<b>Sum of Workforce less Senior Management</b>	10,288.4	526,628.66

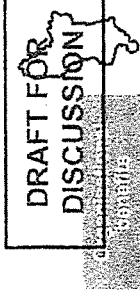
The table below is a summary of the detailed calculations comprising the reduction FTE from back office, front office and service delivery.

	Assumed proportion of FTE	No. of FTE in Derbyshire	Assumed reduction %			FTE Reduction in Derbyshire			Savings £		
			Low	Medium	High	Low	Medium	High	Low	Medium	High
Front Office	38%	4003.07	5.00%	12.50%	20.00%	200.15	500.38	800.61	5,129,666	12,824,166	20,518,665
Service Delivery	35%	3687.04	2.50%	5.00%	7.50%	92.18	184.35	276.53	2,362,346	4,724,693	7,087,039
Back Office	27%	2844.29	10.00%	15.00%	20.00%	284.43	426.64	568.86	7,289,526	10,934,289	14,579,052
<b>Total</b>									<b>14,781,538</b>	<b>28,483,147</b>	<b>42,184,756</b>

Source: Various sources as listed in the assumptions.

# Assumptions and sources

## One-off costs



### One-off costs

Significant one-off costs are likely to be required to enable Vision Derbyshire to be delivered. This is not the entire cost to deliver the ambition, it is the one-off cost of change to ready the councils to deliver on the ambition.

To estimate the one-off costs, the following assumptions have been applied.

1. Standard cost types and estimates have been drawn from local government non-structural reform business cases, on the basis that similar cost types apply to Vision Derbyshire, and that the estimates can be used as a basis.
2. Estimates for these costs have been pro-rated to be proportional to the Derbyshire population of ~800,000.
3. The cost lines have then been amended as follows, in line with the ambition and context of Vision Derbyshire:

Redundancy costs - senior managers	Unchanged on the basis that Derbyshire intends to transfer and reinvest FTE savings.
Redundancy costs - non-senior managers	Unchanged on the basis that Derbyshire intends to transfer and reinvest FTE savings.
Transition Costs	Unchanged on the basis that Derbyshire intends to transfer and reinvest FTE savings.
Service transformation	Increased due to Derbyshire's ambition to innovate and collaborate, and the broad scope of Vision Derbyshire compared to standard NSR, requiring more investment in transformation expertise.
Third Party Spend programme	Increased due to Derbyshire's ambition to transform procurement and commissioning.
Technology transformation	Increased due to Derbyshire's ambition to innovate and collaborate, and the broad scope of Vision Derbyshire compared to standard NSR, requiring more investment in technology.
Training	Unchanged on the basis that Derbyshire intends to transfer and reinvest FTE savings.
Contingency	Unchanged on the basis that the risk of delivery overspend is comparable to other NSR.

# Vision Derbyshire

## Index

- A Introduction
- B Impact of Vision Derbyshire
- C Draft letter to Rt Hon Robert Jenrick
- D Copies of correspondence from the Leader
- E Overarching asks and offers
- F The Case for Collaboration – Executive Summary Draft
- G Workshop Output Notes 7 July 2020
- H District Councils Network Document.





Simon Clarke MP  
Minister for Regional Growth & Local Government  
Ministry of Housing, Communities, and Local Government  
2 Marsham Street  
Westminster  
London  
SW1P 4D

Rt Hon Robert Jenrick  
Secretary of State for Housing Communities and Local Government

Dear Minister / Secretary of State

### **Vision Derbyshire – A New Model of Local Government for Derbyshire**

We are writing to you as the Leaders of Derbyshire County Council and all eight District and Borough Councils in Derbyshire. We have been working together cross party, over the last eighteen months, committing financial resources and time, to develop a new collaborative model for local government and we would welcome a meeting to talk to you about our ambitions for the future.

We are currently finalising our case for change and proposition to Government that will see all nine councils working collaboratively together to address the most complex challenges facing local, regional and national government at the current time. Our plans will secure better outcomes for people and place, contribute to the Government's levelling up agenda and result in substantial financial savings, for local government and the wider system, which will support economic and community recovery and growth post-Brexit and post-Covid19.

We believe that the model we are proposing for Derbyshire provides a viable alternative to unitarisation and with additional powers, resources, freedoms and flexibilities we will be able to implement plans at speed, focussing on the outcomes we want to achieve for our residents, businesses and communities rather than costly and time consuming structural reform. We also believe that the model we are proposing for Derbyshire will enable us to speak with one voice, support regional ambitions for a streamlined and coherent East Midlands and align to the imminent Devolution and Recovery White Paper.

We are keen to test our approach and discuss our plans with you at the earliest opportunity, not least because we feel the model is one which could be applied and adopted in other areas of the country. A virtual meeting, in advance of the summer break would be of immense value and we look forward to hearing from you shortly.



Yours sincerely,



Your Ref:  
Our Ref: SWF/JG  
Please Ask For: Councillor Steve Fritchley  
Direct Line: 01246 242405  
Email: [steve.fritchley@bolsover.gov.uk](mailto:steve.fritchley@bolsover.gov.uk)  
Date: 17<sup>th</sup> August 2020

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Councillor B. Lewis  
Leader  
Derbyshire County Council  
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DE4 3AG

Councillor S.W. Fritchley  
Leader of the Council

Dear Barry

Our chat last Friday was useful and I have now addressed the elements of Price Waterhouse Coopers script that I found alien to my philosophy. The following changes I feel do not impact on the overall import of the supporting documentation, but would, if adopted reduce some of my initial concerns.

As agreed last Friday, references to redundancies and reduction in FTE are removed from any supporting documents and as yet unseen appendices. In relation to the Vision Derbyshire Case for Change Version 0.1 July 2020 document, the following changes/additions would reflect this.

On page 7 titled – a viable alternative to reorganisation, the following wording needs to be added **“Each authority will retain their sovereignty, budgets and decision making processes and that they will come together and collaboratively work to achieve the wider system and organisational benefits of Vision Derbyshire.”**

On page 124 the following wording needs to be added – **“Each individual authority, through their governance processes, will have the ability to make decisions on how to realise available savings as a result of collaborative working.”**

On page 125 - the 4 references to **“FTE”** are removed and replaced with the wording **“operational costs”** for example “this can result in reduced operational costs in service delivery activities.”

Again on page 125 – the wording **“Reduction in FTE”** is removed from the blue box on the left side of the table.

Page 127 – the first three rows are consolidated. This means that rows 1 and 2 are removed and the one off costs are moved onto the transition costs line, with all references to redundancies removed. This line would read

Transition Costs	Backfilling of council staff that are seconded to a change program and to deliver wider re-organisational changes.	3.28	6.72
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Please do not hesitate to contact me if you require any clarifications.

Regards



Councillor Steve Fritchley  
Leader  
Bolsover District Council



Your Ref:  
Our Ref: SWF/JG  
Please Ask For: Councillor Steve Fritchley  
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Date: 21<sup>st</sup> August 2020

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Councillor S.W. Fritchley  
Leader of the Council

Dear Councillor Lewis

Sorry for the delay in replying my meeting with Bolsover's MP, Mark Fletcher, went on longer than I envisaged.

Thank you for your response to the letter I sent you on Monday 17<sup>th</sup> August 2020 regarding 'Vision Derbyshire'.

I stated quite clearly a possible resolution to the impasse for unanimity.

So, I am somewhat at a loss to understand why you consider it to fundamentally change the nature of the proposal for 'Vision Derbyshire' that you say all Councils have agreed over the last 18 months. I am sure most Councils agree to project collaboration in fact 95% of the document is common sense and restates what we do either formally or otherwise regarding working together. I do not consider my suggestions detracting from that ambition.

In relation to your view that any changes now would undermine the collaborative approach – having the opportunity to review a draft document and suggest amendments is the usual way that collaboration works? It is my understanding that the first anyone had sight of this document was on the Monday before the last Vision Derbyshire meeting, surely this should have been issued at various stages throughout the consultation to ensure it was capturing the outcomes of the workshops?

Having reviewed the document it does not reflect the view I expressed on the meeting I attended and does not reflect the feedback received along the way from any of the Bolsover District Council Officers who attended the meetings and workshops, perhaps this would have been evident had draft versions of the documents had been issued for comment throughout the process.

The suggested changes do not fundamentally change the nature of the proposed Case for Change, unless the plan is not to stay with the two tier system and collaborate on projects but instead to remove sovereignty, budgets and decision making from individual Councils.

The desired outputs remain unchanged, budgets to deliver savings remain intact and the collaborative approach remains the same. This is demonstrated as follows;

#### Change 1

- On page 7 titled – a viable alternative to reorganisation, the following wording needs to be added **“Each authority will retain their sovereignty, budgets and decision making processes and that they will come together and collaboratively work to achieve the wider system and organisational benefits of Vision Derbyshire.”**

This does not stop councils coming together to work collaboratively, it makes the governance arrangements clear. Councils run their own day to day business, but they come together to collaborate to realise wider benefits.

#### Change 2

- On page 124 the following wording needs to be added – **“Each individual authority, through their governance processes, will have the ability to make decisions on how to realise available savings as a result of collaborative working.”**

This amendment provides the flexibility to meet each Council's particular nuances rather than adopting an approach that may not be suitable or appropriate for the given circumstances at each organisation – which we know only too well, differ significantly. Similar outcomes may be achieved, but achieved in a way that is appropriate locally rather than a 'one cap fits all' broad-brush approach. The impact of this change/amendment would be positive, local intelligence led and would not fundamentally change the nature of the proposition.

#### Change 3

- On page 125 - the 4 references to **“FTE”** are removed and replaced with the wording **“operational costs”** for example “this can result in reduced operational costs in service delivery activities.”

Again, taking my previous responses above into account also, this change/amendment allows for flexibility in approach whilst retaining the same outcome.

#### Change 4

- Again on page 125 – the wording **“Reduction in FTE”** is removed from the blue box on the left side of the table.

As per previous response.

- Page 127 – the first three rows are consolidated. This means that rows 1 and 2 are removed and the one off costs are moved onto the transition costs line, with all references to redundancies removed. This line would read

Transition Costs	Backfilling of council staff that are seconded to a change program and to deliver wider re-organisational changes.	3.28	6.72
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As per previous responses.

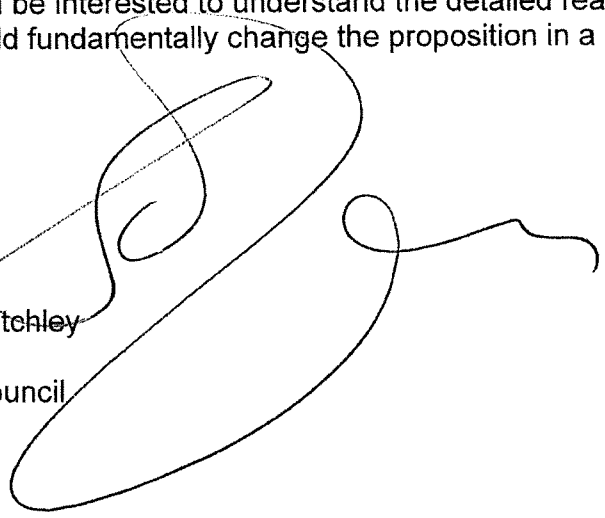
To reiterate, the suggested changes do not fundamentally change the nature of the proposed Case for Change, unless the plan is not to stay with the two tier system. Throughout the Vision Derbyshire journey, the core principles of what we are trying to achieve have remained;

- Improve outcomes
- Speak with one voice
- Better co-ordination
- Viable alternative to unitarisation
- Sustainability

None of my suggested changes/amendments negatively impact on any of these, in fact I would suggest they positively contribute to the delivery of these. I would urge you to consider again my suggestions in the hope that we can reach agreement. Alternatively I would be interested to understand the detailed reasons why you feel these changes would fundamentally change the proposition in a negative way.

Yours sincerely

Councillor Steve Fritchley  
Leader  
Bolsover District Council





Your Ref:  
Our Ref: SWF/JG  
Please Ask For: Councillor Steve Fritchley  
Direct Line: 01246 242405  
Email: [steve.fritchley@bolsover.gov.uk](mailto:steve.fritchley@bolsover.gov.uk)  
Date: 2<sup>nd</sup> September 2020

Councillor B. Lewis  
Leader  
Derbyshire County Council  
County Hall  
Matlock  
Derbyshire  
DE4 3AG

The Arc  
High Street  
Clowne  
Derbyshire  
S43 4JY

Councillor S.W. Fritchley  
Leader of the Council

Dear Barry

Thank you for the email dated 24<sup>th</sup> August setting out your position. I will be able to sign up to supporting Vision Derbyshire providing there is a mechanism within the concept for this Council to do what is right for its residents and staff. The recently published paper by the District Councils Network (Stronger Lives Stronger Economies) nicely sets out why District Councils should be at the heart of any devolution or reorganisation and why they should be able to make decisions at a local level. Boris Johnson said in a speech at the Manchester Science and Industry Museum on the 27<sup>th</sup> July 2019 "we are going to give greater power to council leaders and to communities" this is what I think you are striving for through Vision Derbyshire, so we must ensure that any version of Vision Derbyshire enables the districts and boroughs to do what they do best, which is making decisions which are embedded in a deep understanding of what their communities need at a local level.

In relation to the letter you sent on the 20<sup>th</sup> August 2020 regarding amendments to the Vision Derbyshire case for Change, it is disappointing that you have not accepted the requested changes. However, please do make the change you suggested in relation to the reduction of FTE's with the slight amendment as follows '*Councils may choose to within their resources and responsibilities, to deal with reductions and/or redundancy by natural wastage staff turnover, redeployment and voluntary redundancy*'.

I appreciate that you want to make a strong statement to Government which emphasises change. *In the spirit of cooperation, while allowing for further debate on the future* relationship between the districts and county council, I have made some slight amendments to your letter to The Secretary of State which keep the impact you desire, but which also satisfy my need for control at a local level.

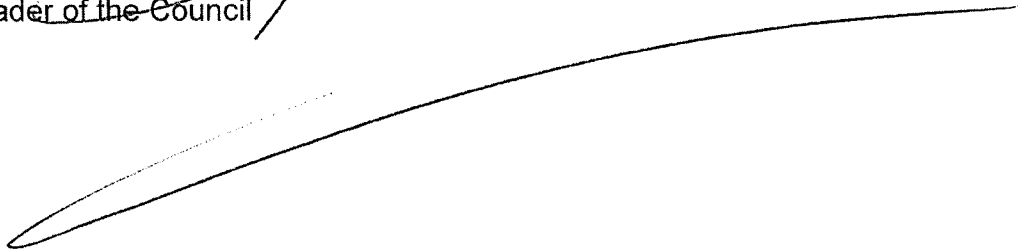
The thorny subject of governance arrangements still needs to be addressed as a matter of urgency, but this is something which can be addressed if the amended letter and amendments outlined above to the case for change are adopted and sent to Robert Jenrick.

***We also need to look beyond Vision Derbyshire and assess and prepare for the Secretary of State rejecting the proposal and or the pitch being queered by Derby City's separate submission. The defence of Local Democracy in my opinion is more important than an internecine battle.***

I look forward to hearing from you in the near future.

Yours sincerely

Councillor Steve Fritchley  
Leader of the Council

A handwritten signature in black ink, appearing to read 'Steve Fritchley', written over the printed name.A long, sweeping, handwritten flourish or underline in black ink, extending from the left side of the page towards the right.



Simon Clarke MP  
Minister for Regional Growth & Local Government  
Ministry of Housing, Communities, and Local Government  
2 Marsham Street  
Westminster  
London  
SW1P 4D

Rt Hon Robert Jenrick  
Secretary of State for Housing Communities and Local Government

Dear Minister / Secretary of State

### **Vision Derbyshire – A New Model of Local Government for Derbyshire**

We are writing to you as the Leaders of Derbyshire County Council and all eight District and Borough Councils in Derbyshire. We have been working together cross party, over the last eighteen months, committing financial resources and time, to develop a new collaborative model for local government and we would welcome a meeting to talk to you about our ambitions for the future.

We are currently in the process of finalising our case for change and proposition to Government, with all nine councils working collaboratively to address the most complex challenges facing local, regional and national government at the current time. Our plans will secure better outcomes for people and place, contribute to the Government's levelling up agenda, result in substantial financial savings for local government and the wider system, which will support economic and community recovery and growth post-Brexit and post-Covid19. Working collaboratively will not only realise social and economic gains, but will enable councils to implement opportunities at a hyper local level within a large strategic structure.

We believe that the concept we are proposing for Derbyshire provides a viable alternative to unitarisation and with additional powers, resources, freedoms and flexibilities we will be able to implement plans at speed, focussing on the outcomes we want to achieve for our residents, businesses and communities rather than costly and time consuming structural reform. We also believe that the model we are proposing for Derbyshire will enable us to speak with one voice, support regional ambitions for a streamlined and coherent East Midlands and align to the imminent Devolution and Recovery White Paper.

We are keen to test our approach and discuss our plans with you at the earliest opportunity, not least because we feel the model is one which could be applied and adopted in other areas of the country. A meeting to discuss the

concept would be of immense value and we look forward to hearing from you shortly.

Yours sincerely,

DRAFT

## 1. Overarching asks and offers

### 1.1 Asks

- A duty to collaborate which all parties commit to, alternatively, this could be an extension of the duty to cooperate as this already exists.
- Support for Vision Derbyshire from Government.
- Funding for overall transformation.
- Different legislative powers for governance e.g.:
  - Joint cabinet with executive powers;
  - Powers for Leaders of each council to represent their cabinets in decision making.
  - (Asks related to governance are to be confirmed following discussions with Chief Executives and Leaders.)

### 1.2 Offers

The Vision Derbyshire offers to Government could be framed as follows, in relation to the Government's agenda:

Government focus	Vision Derbyshire offer
<ul style="list-style-type: none"> <li>• LGR as an effective way to reorganise powers of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic collaboration, effective governance and a quicker route to outcomes as a viable alternative</li> </ul>
<ul style="list-style-type: none"> <li>• Mayors as a focal point for a region/combined authority area providing Government with 'one voice' for the place</li> </ul>	<ul style="list-style-type: none"> <li>• A joined up, single voice for Derbyshire through Vision Derbyshire, as part of a joined up voice for the East Midlands region</li> </ul>
<ul style="list-style-type: none"> <li>• Savings (e.g. through LGR) to manage pressures on local government budgets and activity</li> </ul>	<ul style="list-style-type: none"> <li>• Material savings that compare favourably to LGR, arrived at more quickly</li> </ul>
<ul style="list-style-type: none"> <li>• Recovery of the local economy (e.g. "shovel ready") at pace</li> </ul>	<ul style="list-style-type: none"> <li>• A mechanism to accelerate recovery initiatives (quicker than by the LGR route)</li> </ul>
<ul style="list-style-type: none"> <li>• 'Levelling up' agenda to share prosperity and opportunities more equally/fairly across the country</li> </ul>	<ul style="list-style-type: none"> <li>• A strong focus on clear outcomes that 'level up' across Derbyshire, and between Derbyshire and other parts of the country</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability in regions and places and accountability for local needs</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term, cross-party commitment to an ambitious agenda for the future of Derbyshire</li> </ul>

## 2. Flagship projects asks and offers

Vision Derbyshire is a journey. We want to start the journey by prioritising some flagship commitments. Along with this, we have specific asks of Government, and we will clearly communicate our offer to Government. As we progress through Vision Derbyshire we want to continue our conversation with Government, ensuring our asks are appropriate to our evolving commitments.

The flagship commitments are mutually supportive in achieving the Vision Derbyshire ambition.

Ambition area	Flagship project description	Milestones	Asks/Offers
Seize innovation	<p>Laying the foundations to future-proof Derbyshire's economy, recognising the changing local and national context:</p> <ul style="list-style-type: none"> <li>Bring a consortium of businesses and educational institutions together to identify priority industries for the future.</li> <li>Make strategic investment in new technologies and industries.</li> <li>Align agenda for adult skills to create training and job opportunities in new sectors; this could include green industries and tourism.</li> <li>Partners around the table with their own aims, working on mutually beneficial priorities.</li> <li>Consortium provides a source of all knowledge for potential inward investments.</li> </ul>	<ul style="list-style-type: none"> <li><i>We will have partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels, and with businesses to incubate and harness SME innovation.</i></li> <li><i>We will have agreement with our regional counterparts on the key future industries for our place, and a corresponding Derbyshire economic strategy that attracts inward investment in key technologies and innovation.</i></li> </ul>	<p><b>Asks</b></p> <ul style="list-style-type: none"> <li>Devolved powers for post-16 skills agenda.</li> <li>5G connectivity investment.</li> <li>Resources/funding/expertise from Government to guide and support strategic investment in key new industries.</li> </ul> <p><b>Offers</b></p> <ul style="list-style-type: none"> <li>Aligning to priority investments/industries of Government e.g. green energy.</li> <li>One united approach to inward investment for Government and businesses.</li> <li>One voice to central government and the region regarding</li> </ul>

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	<ul style="list-style-type: none"> <li>The LEP will have a clear role in delivery of this agenda.</li> </ul>		economic development.
Relentless ambition	<p>Raising aspirations by transforming the offer for young people in Derbyshire:</p> <ul style="list-style-type: none"> <li>Social mobility commission - big players in the county brought together - moving away from the traditional approach.</li> <li>A reimagined county-wide apprenticeship scheme.</li> <li>Partnerships with businesses - local/national/small/large.</li> <li>Targeted to people who have less access and visibility of opportunities (will deteriorate through economic downturn).</li> <li>Linking to seizing innovation would result in a better offer to YP more generally.</li> <li>Include long-term unemployed or people with at-risk jobs to undertake apprenticeships.</li> <li>Aligning to the priority industries identified through 'seize innovation'.</li> </ul>	<ul style="list-style-type: none"> <li><i>We will have partnerships with academic institutions, and have mapped innovative career pathways for young people in Derbyshire.</i></li> <li><i>We will have a Social mobility commission, with agreed county-wide initiatives to work on with partners, aimed at raising young people's aspirations.</i></li> </ul>	<p>Asks</p> <ul style="list-style-type: none"> <li>Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy; and criteria e.g. age.</li> <li>Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire.</li> </ul> <p>Offers</p> <ul style="list-style-type: none"> <li>Alignment to the skills and further education agenda.</li> <li>Sustainable recovery from the economic downturn resulting from covid-19.</li> </ul>
Proactive communities	<p>Building a framework for a different relationship with communities in Derbyshire by:</p> <ul style="list-style-type: none"> <li>Mapping assets in communities county-wide.</li> </ul>	<ul style="list-style-type: none"> <li><i>We will have a joint framework for how councils and communities work together, and will have key community assets mapped across the whole county.</i></li> <li><i>We will have a framework for learning setup at the local, county</i></li> </ul>	<p>Asks</p> <ul style="list-style-type: none"> <li>Freedom to use the Public Health England grant in a community-based way, devolving its management to communities.</li> <li>Assurances around EU prosperity funding (UK shared prosperity</li> </ul>

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	<ul style="list-style-type: none"> <li>• Creating a framework through which decision making and budgets can be devolved.</li> <li>• Building on Thriving Communities findings, but taking this a step further.</li> <li>• Taking steps to roll out on a small scale from September, potential to increase this footprint.</li> <li>• Getting support from a wider group of partners in the place, recognising shared benefit across multiple organisations.</li> <li>• Telling the 'story' of communities - developing a framework for future local delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>and regional levels to adopt best-practices and share successes.</i></li> <li>• <i>We will have a county-wide strategy to support community-led adult education</i></li> </ul>	<ul style="list-style-type: none"> <li>• Recognition that although funding may come through MHCLG, improvement in outcomes may not directly financially benefit local government, but other organisations in the place.</li> </ul> <p>Offers</p> <ul style="list-style-type: none"> <li>• Emphasis on the benefits of NSR through use of district footprints to devolve powers and budgets.</li> <li>• Truly participative model for working with communities with potential to roll out in other places.</li> </ul>
Live and work sustainably	<p>Sustainable and green strategic spatial planning Derbyshire-wide, including housing and transport:</p> <ul style="list-style-type: none"> <li>• Develop a sustainable spatial vision for Derbyshire which incorporates housing and transport.</li> <li>• Opportunity for a single public transport system in Derbyshire which maximises sustainable travel means e.g. walking, cycling and sustainable buses.</li> <li>• Aligning the spatial plan to the priority industries, offer to young people and community</li> </ul>	<ul style="list-style-type: none"> <li>• <i>We will have a regional forum set up to understand how to tackle climate change across the regions.</i></li> <li>• <i>We will have a joint strategic housing plan across the county based on modelling of future population demand and industries.</i></li> <li>• <i>We will have jointly prioritised procurement of green technologies.</i></li> </ul>	<p>Asks</p> <ul style="list-style-type: none"> <li>• Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport.</li> <li>• Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint</li> <li>• Direct investment in housing development.</li> <li>• Powers to raise capital through investment loans to support development.</li> </ul> <p>Offers</p>

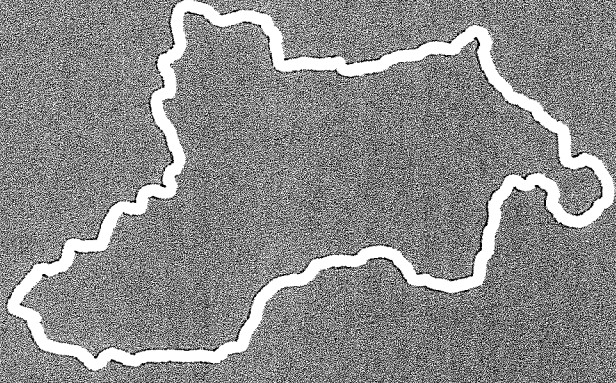
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	<p>assets/needs, encouraging people to stay in Derbyshire to live and work.</p> <ul style="list-style-type: none"> <li>• Strong focus on sustainability in the spatial plan including mapping movement around our hubs and planning smarter to minimise carbon impact.</li> <li>• Aligning council planning functions.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>We will have green public transport gateways developed to access the national park.</i></li> <li>• <i>We will have incubation spaces for green entrepreneurs to help them obtain grants/funding.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Contribution towards zero carbon targets.</li> <li>• Commitment to physical infrastructure, aligning to Government priorities.</li> </ul>
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# The case for collaboration



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Executive Summary

DRAFT FOR DISCUSSION  
Version 0.2

# Vision Derbyshire

Vision Derbyshire is our shared commitment across nine 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 sustainably. We believe we can achieve this more effectively and efficiently together, rather than apart, and we have already begun working in this way.

## Our opportunity

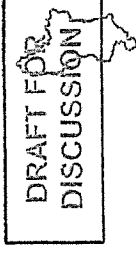
We believe strategic collaboration is the right way forward for Derbyshire because we recognise that with the right collaboration and mechanisms in place, we will be readily able to focus on the rapid transformation of the way Local Government works in Derbyshire to help deal with the immediate, medium and long term challenges being faced. There are advantages of two tier local government, in particular the ability to blend working at a hyper local level with a large strategic level. This has been exemplified through the pandemic crisis, as Derbyshire councils have swiftly and effectively responded to local need as well as speaking with one voice in national forums.

Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change.

We have developed Vision Derbyshire through collective engagement across nine councils. First, we agreed the principles underpinning collaboration and the priority areas for collaboration (climate change; tourism; economy; social mobility). Since then, through engagement across the nine councils, we have collectively developed a detailed case for change which outlines our intentions for Vision Derbyshire and how we will achieve our commitments. We have also commenced Vision Derbyshire pilots in specific areas to support our recovery from covid-19 in relation to the economy and communities. The learning from the pilots has helped to inform our longer term proposals.

There is political will for Vision Derbyshire across multiple political parties, as our Leaders recognise this as the most effective way to improve outcomes for our people and places.

# Vision Derbyshire



## The impact

Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations.

- Derbyshire will be a fair society where everyone has opportunities which appeal to their ambitions and are accessible through appropriate training routes.
- People in Derbyshire will be better able to manage their quality of life, health and wellbeing, through being empowered to take a proactive approach in managing this for themselves.
- Derbyshire will exceed its climate change targets through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.
- Derbyshire will develop an inclusive and diverse economy through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.
- Communities will drive sustainable change and will be empowered through access to better opportunities; devolved decision making and budgets.

**The estimated impact to the wider system (Derbyshire's economy, public sector and communities) is in the region of £1.27bn.**

Through strategic collaboration, Vision Derbyshire councils will transform ways of working, identifying significant benefits. Vision Derbyshire councils will:

- Enable a simpler and more coherent experience for customers;
- Improve staff satisfaction through removing barriers for staff which will enable collaboration, efficiency and effectiveness;
- Increase service performance through a transformed culture;
- Enable a stronger local government voice across the county and at a national scale.

**The estimated financial benefit to Vision Derbyshire councils is in the region of £24-72m.**

# A viable alternative to reorganisation



We believe Vision Derbyshire is a viable alternative to structural reorganisation in local government.

Other councils aim to achieve holistic place-based working, financial efficiencies and improved outcomes through local government reorganisation. We believe that by focusing on strategic collaboration, Derbyshire can improve outcomes and realise financial efficiencies, delivering the benefits of reorganisation without the administrative burden, financial cost, time delays and political upheaval.

Local government structural reform can be a disruptive and lengthy process, requiring upfront investment of time and resources to agree and build new organisational structures. This can result in a preoccupation with organisations themselves and how they are structured, taking focus away from the people and places they serve. We recognise that the councils, their Leaders and officers, are direct representatives of local people, there to serve the public in the most effective way. Vision Derbyshire, with its cross-party support, has been an active choice for leadership across Derbyshire. We have taken the time to build agreement, and form a foundation of consensus. We believe we can achieve better outcomes for people and places in Derbyshire via this alternative, non-structural reform route.

We can achieve similar improvements to LGR in terms of streamlining decision making and aligning strategies while retaining the benefits of a two-tier model. Our two-tier structure offers a breadth of skills, diversity and talent, and our local presence means we have a deep understanding of the assets and needs of our communities. This has enabled us to quickly and effectively respond to the recent pandemic, and we see this as a significant asset in better understanding and serving our communities.

It should be noted that should Derbyshire wish to take advantage of future opportunities for structural reform, this door is still open. We anticipate the Vision Derbyshire ambition for people and places will not change, and the consensus built through Vision Derbyshire will remain in place over the long term.

# Our Derbyshire context: National



## National Context

Our society faces unprecedented challenges.

- The 2020 coronavirus pandemic has irreversibly altered global society as well as national priorities, affecting every aspect of people's lives and changing our perception of how to achieve better outcomes for people and places.
- Our changing climate and obligation to reduce greenhouse gas emissions is a requirement on all national institutions, which will impact on every individual, and has the potential to radically change our laws and lifestyles.
- At the end of 2020, the UK will leave the EU, transforming our relationship with the countries across Europe, affecting trade, laws and human rights and freedoms for everyone in the UK.
- The demographic trend towards an increasingly older population is set to continue for a number of decades, the need for a society which can manage this demographic shift is pressing.
- There is increasing demand for local public services, underlining the importance of empowering a younger generation to support this shift financially and societally.

The UK Government is responding to the economic impact of covid-19 and will need to intervene in significant ways to manage this fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. The Government is committed to an agenda of devolution for Local Government, changing the relationship with regional and local institutions, and will clarify its position in a white paper in autumn 2020. The social and economic impact of Covid-19 is far reaching and governments, including the UK government are going to need to intervene in significant ways to manage the fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. We recognise that the purpose and role of Local Government in Derbyshire must be embedded in this national context.

If these changes are to be managed over the long-term, and if we are to take opportunities from these changing circumstances to do better for people in our place, Local Government must be relevant, recognisable, effective and sustainable. This national context is therefore a key driver for Vision Derbyshire.

# Our Derbyshire context: Local

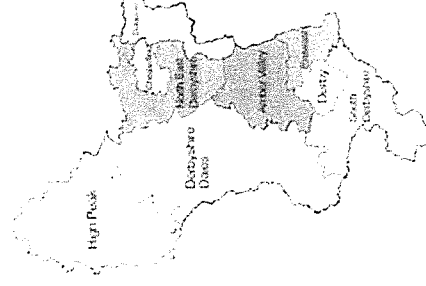


## Local Context

In Derbyshire, we understand our context. We are aware of where we deliver positive outcomes: our residents feel safe in the place, have physical health in line with national averages, and are able to provide affordable housing. We also know where we could do better for people and places: we rank low nationally for social mobility, our manufacturing-focused economy is at risk from automation and we have a higher than average CO2 output per person.

The coronavirus pandemic has had, and will continue to have, a significant impact on our people, place and councils in Derbyshire. There will be short, medium and long-term impact to manage. In the short term, we need to identify and support those in our communities who are most at risk either from the virus itself or the impact of societal changes such as lockdown, while harnessing the energy and enthusiasm our communities have demonstrated in supporting one another throughout the crisis. We also need to adapt the way we deliver and fund our services to be appropriate to managing the impact of the virus in the future, for instance accommodating social distancing rules and reduced council income. In the short to medium term, we need to recover our local economy and quickly adapt to key shifts for instance, more home working and a reduction in high street spending. Long term, we need to adapt Derbyshire's economy and societal fabric to be ready for future waves of this pandemic.

We recognise that as the Vision Derbyshire councils, we share a responsibility to the residents of Derbyshire, and to each other, during times of crisis and long into the future. Across the nine county, district and borough councils in Derbyshire we have a track record of collaborating to improve outcomes for people and help to make our councils more sustainable. This includes shared services for our residents, and shared resources for our organisations. Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change. As Leaders and Chief Executives of the nine county, district and borough councils, we recognised the political will and administrative obligation of collaboration, and collectively agreed to collaborate strategically and by default.





# What Vision Derbyshire will achieve (1)

We have a collective Vision Derbyshire ambition. Vision Derbyshire is about going beyond organisational boundaries to work for Derbyshire as a whole, and our ambition reflects both what we intend to achieve, and how we intend to achieve it.

At the heart of Vision Derbyshire, collaboration and innovation come together to improve outcomes. The Vision Derbyshire ambition sets out a stretching, future-focused, holistic commitment to improve key aspects of life for people in Derbyshire. Our ambition takes into account Derbyshire's unique features as a place, the needs of our local people, and combines this with our understanding of the key opportunities and threats we face externally.

This ambition is outlined in the following four commitment areas:

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

## 1 Seize innovation

We will seize innovation, pioneering skills and technologies for a sustainable future economy.

- We will have a strong, resilient and inclusive economy that is not too reliant on any one sector. There will be a balance of multiple, diverse geographical areas that all contribute to Derbyshire's polycentric, knowledge-based and innovative economy.
- We will innovate first, and there will be incentives for solutions to big issues. This will be participative, and we will incubate innovation with a diverse range of communities across Derbyshire.
- We will create strong connections and networks between entrepreneurs, larger businesses, researchers and investors to share, co-create and build on success. These hubs will become a huge asset to our people and form new communities.
- We will harness our assets to connect with local, national and international institutions, to nurture talent in Derbyshire, and attract diverse talent from outside.
- Derbyshire's businesses, large and small, will be responsible leaders in the place, developing ideas to help achieve Vision Derbyshire's ambitions and driving action.
- A social mobility taskforce will put equal opportunity at the heart of this collaborative activity.

# What Vision Derbyshire will achieve (2)



## Establish relentless ambition

We will establish relentless ambition, creating opportunities for everyone in Derbyshire and making these visible.

- We will make opportunities visible from an early age, breaking down systemic barriers to social mobility and providing role models for success, who will be a reflection Derbyshire's diverse communities.
- Alignment between employers and educators/places of learning will be much stronger so that young people acquire the best skills, knowledge, and tools to meet the demands of the future economy.
- We will ensure that every child has equal and plentiful opportunities to thrive and excel at home, in the classroom and beyond.
- We will communicate the value of quaternary skills to Derbyshire's future economy.
- We will prioritise the creation of attractive job opportunities which align to our green economy plans and diverse industries, and provide a variety of leisure and relaxation opportunities; to attract and retain talent.
- We will have clearly articulated unique selling points and areas of speciality. Organisations will want to locate in Derbyshire to fulfil their ambitions.



## Build proactive communities

We will build proactive communities, harnessing the energy in Derbyshire's communities and empowering people to make change.

- Communities across Derbyshire will be given the permission, tools and power to drive change for themselves.
- We will work with the VCS to support proactive efforts from the community to build trust between formal and informal volunteering networks.
- Councils will ensure that all communities are heard equally and their voices have parity with councils', recognising that more vulnerable members of society may have less agency or confidence to speak out directly.
- We will recognise our influence in all policy areas and build a 'health and wellbeing lens' into policies as a key factor in all decision making, encouraging residents to make positive choices. Good communications, simple information, and 'nudge' approaches will also help support this.
- Derbyshire and the East Midlands must coordinate county-wide and regional strategies to spread awareness about an issue faced across boundaries, to co-develop effective and evidence-based approaches, and jointly utilise funding sources.





## What Vision Derbyshire will achieve (3)



### Live and work sustainably

We will live and work sustainably, committing to a zero carbon footprint in our tourism, wider economy and ways of working.

- *Housing provision in Derbyshire will be fully aligned to the long-term view of communities, the economy, and sustainability.*
- *In Derbyshire, individuals and communities will make proactive, conscious choices to live and work sustainably in all aspects of their lives.*
- *Businesses will be responsible for developing sustainable methods to minimise environmental impact as a prerequisite of their role in co-developing our economic strategy.*
- *Derbyshire has an ambitious and powerful climate change agenda that is leading the way across English counties to become the first net zero county by 2050. Derbyshire will continue to have a clear voice in national and regional forums to share best practice and learn from others, adopting an environmental lens across all policies.*
- *Derbyshire will be the prime tourist destination for sustainable and eco-tourism. It attracts visitors from both the UK and abroad. Tourists come to visit Derbyshire due to the plethora of attractions and tailored services for tourists with a range of interests.*

# The impact on Derbyshire's people & places (1)

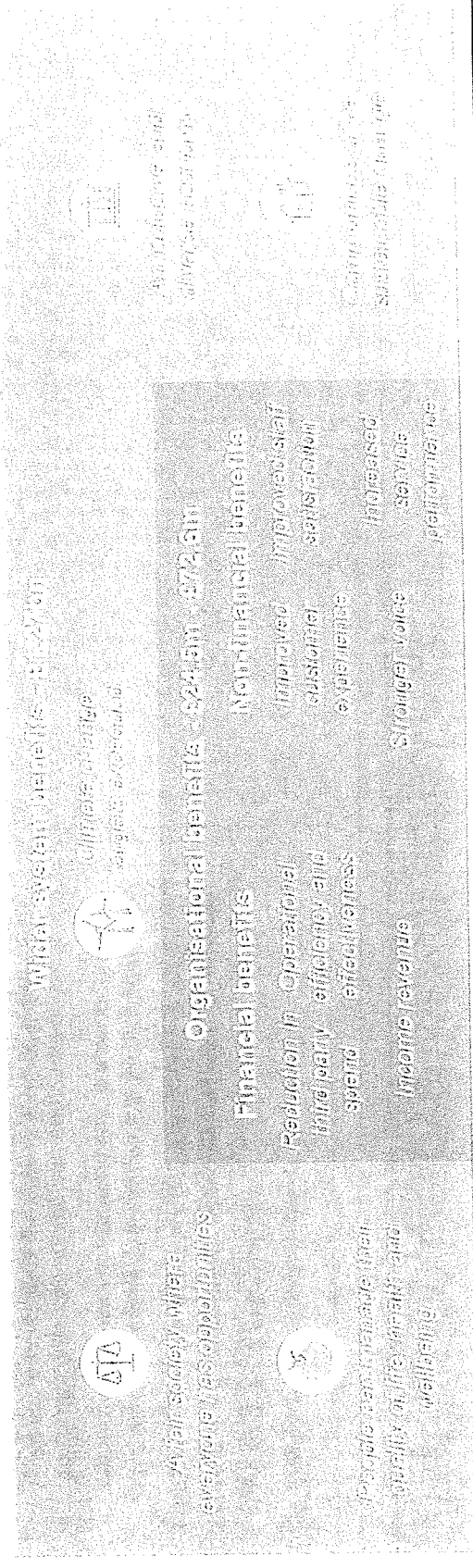
DRAFT FOR DISCUSSION

Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations. Given the contextual challenges we are facing with a post-pandemic economic downturn and uncertainty around local government funding and income, it is critical Vision Derbyshire delivers tangible benefits, quickly. While typical structural reform would focus on consolidation of existing council functions and realising straightforward efficiency savings (albeit this can also provide an opportunity to deliver transformation), Vision Derbyshire has a more ambitious agenda of outcomes-focused transformation across a range of functions. As a result, the impact of Vision Derbyshire on the wider system can be estimated alongside benefits to the councils themselves, with the benefits incorporating innovation in ways of working as well as straightforward consolidation.

The impact has been categorised into two for this Case for Change:

- I. Wider system benefits accruing to Derbyshire's wider communities, economy and public sector system. This includes the outcomes that will be improved across the people and places of Derbyshire, and a quantification of this impact.
- II. Organisational benefits accruing to the Vision Derbyshire councils. There are both financial and non-financial benefits.

These lenses are not mutually exclusive and there is likely to be a degree of overlap between the organisational and wider system benefits.



# The impact on Derbyshire's people & places (2)

DRAFT FOR DISCUSSION

Vision Derbyshire will deliver significant benefits for both the wider system and the organisations.

## Wider system benefits

People in Derbyshire will be better able to **manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.

Derbyshire will be a **fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.

Derbyshire will **exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.

Derbyshire will develop an **inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.

**Communities will drive sustainable change** and will be empowered through access to better opportunities; devolved decision making and budgets.

Estimated financial benefit:

£1.27bn

## Organisational benefits

Vision Derbyshire will enable a simpler and more coherent experience for **customers**.

Vision Derbyshire will **improve staff satisfaction** through removing barriers for staff which will enable collaboration, efficiency and effectiveness.

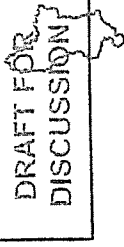
Enablers as part of Vision Derbyshire, such as culture, business insight and analytics and performance management, will **increase service performance**.

Vision Derbyshire will enable a **stronger local government voice** across the county and at a national scale.

Estimated financial benefit:

£24.5 - 72.6m

# Our commitment to working together differently (1)



Working together through Vision Derbyshire will enable us to have a much bigger impact on the lives of Derbyshire's people and places. The ambition cannot be achieved by individual organisations working in silos.

**We will consider the whole place and all tiers of government when addressing systemic challenges, collaborating by default:**

- We will be outcomes-focused in all of our collaboration, maintaining focus on people and places, not organisational boundaries.
- We will collaborate on a regional, county-wide and local footprint, blending approaches to achieve outcomes in a multi-faceted way, and balancing local delivery with delivery at scale.
- We won't simply do the same activities together, we will innovate, actively considering the role of the council in relation to partners and communities in delivering outcomes.
- Our collaboration will allow us to speak with one voice as Derbyshire in all forums, making our offer clear.
- We will share resources, responsibility and decision making, and delivery of services.
- We will prioritise choices consistently, making better use of our scarce resources.

We know that to effectively collaborate, and achieve this stretching ambition, we must transform how we work both as individual organisations and as a collective.

**We will fundamentally transform our ways of working to enable effective strategic collaboration:**

- We will develop an organisational culture where everyone collaborates by default across all councils.
- We will unify our approach to customer service and experience across all councils in Derbyshire ensuring a consistent experience for all residents.
- We will align our technological and physical assets to enhance our efficiency and make best use of scarce resources.
- We will integrate our business insight and performance measurement information to develop a shared basis for decisions and evaluation.
- We will share career and training opportunities across the workforce of all councils, and align incentives.
- We will take advantage of economies of scale in our commissioning and procurement, sharing negotiation and contracts to get best value for money for people in Derbyshire.
- We will develop strategy and policy collaboratively, recognising there will be instances where a localised approach is needed.
- We will view our organisational transformation as a means to an end in achieving better outcomes for people and places in Derbyshire.

# Our commitment to working together differently (2)



## Transforming our ways of working

We have agreed milestones over a 5-year period to drive transformation in our ways of working together as councils. Below are some of the key milestones we have agreed over the next 2 years.

- *We will have designed a consistent customer strategy and experience for all Derbyshire residents.*
- *We will have established a shared set of cultural values and ways of working.*
- *We will have gathered the requirements we need for shared technology systems.*
- *We will have established shared KPIs for Vision Derbyshire, assessed our business insight capabilities, and set a high level design for our future needs.*
- *We will have a shared approach to strategy development, and transformation, across all our councils.*

# Our commitment: Governance



We know that to achieve this ambition and improve outcomes for people and places in Derbyshire, we must have clear, strong governance which enables efficient, effective decision making. We are committed to a different model of governance and we have started to implement this.

[ADD IN KEY GOVERNANCE ARRANGEMENTS ONCE AGREED

- Joint committee/Cabinet arrangements
- Detail key aspects of arrangements agreed
- E.g. Shadow Vision Derbyshire Cabinet and Committee operational from September]

# Improving outcomes over ten years and beyond



## To be updated after CEX & Leaders' conversation on flagship projects/tasks of government

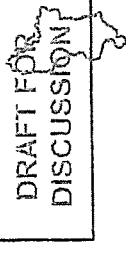
We know that to achieve this ambition and improve outcomes for people and places in Derbyshire, we must have clear, strong governance which enables efficient, effective decision making. We are committed to a different model of governance and we have started to implement this.

Below are some of the key milestones we have agreed for flagship projects in the Vision Derbyshire ambition, which we aim to achieve in the first 2 years. The flagship projects is our way of recognising that Vision Derbyshire is a long term journey, and we need to prioritise where we want to make an impact first to be able to deliver quickly. We have prioritised these milestones either because they will achieve change fast, or because they are a foundational step towards achieving a larger change.

Seize innovation	Establish relentless ambition	Build proactive communities	Derbyshire's approach to innovation
<p>We will have partnerships in place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels, and with businesses to incubate and harness SME innovation.</p> <p>We will have agreement with our regional counterparts on the key future industries for our place, and a corresponding Derbyshire economic strategy that attracts inward investment in key technologies and innovation.</p>	<p>We will have partnerships with academic institutions, and have mapped innovative career pathways for young people in Derbyshire.</p> <p>We will have a Social mobility commission, with agreed county-wide initiatives to work on with partners, aimed at raising young people's aspirations.</p>	<p>We will have a joint framework for how councils and communities work together, and will have key community assets mapped across the whole county.</p> <p>We will have a framework for learning setup at the local, county and regional levels to adopt best-practices and share successes.</p> <p>We will have a county-wide strategy to support community-led adult education</p>	<p>We will have a joint strategic housing plan across the county based on modelling of future population demand and industries.</p> <p>We will have green public transport gateways developed to access the national park.</p> <p>We will have jointly prioritised procurement of green technologies.</p> <p>We will have a regional forum set up to understand how to tackle climate change across the regions.</p> <p>We will have incubation spaces for green entrepreneurs to help them obtain grants/funding.</p>

# Our offer to, and asks of Government

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**TO BE COMPLETED FOLLOWING CEX AND LEADERS' DISCUSSIONS**





## **Vision Derbyshire Workshop Output - 7th July 2020**

### **Attendees**

Sarah Eaton, Emma Alexander, Julian Townsend, Huw Bowen, Lee Hicken, Paul Wilson, Jeremy Jaroszek, Andrew Stokes, Frank McArdle, Chris Emmas-Williams, Tricia Gilby, Barry Lewis, Garry Purdy, Carol Hart, Anthony McKeown, Martyn Ford, Alex Dale, Ian Evans, Ben Pykett, Viv Tong, Fran Gallagher, Marnie Grant, Alice Venkatesan

### **Introduction**

The importance of Vision Derbyshire as an alternative to unitarisation is becoming more important in light of central government's focus. The government is looking for future savings, with unitarisation being one clear method to achieve this, and so it is key to decide now what Vision Derbyshire will be and how it will be governed.

The group discussed the importance of putting forward this non-structural reform to the government as a concept that will achieve economic recovery quickly and with this required clear and concise governance.

### **Recap and 'Asks of Government' context**

A recap of the work carried out to date was given, including the five Vision Derbyshire principles, focus areas for Vision Derbyshire, critical success factors for Vision Derbyshire, the four ambitions, enablers and the year one milestones. It was noted that a lot of work has been completed already and it is now critical to pull this together over the next couple of weeks.

The key elements of the government's agenda were outlined:

- 'Levelling up'
- Zero carbon
- Infrastructure investment
- Local government reform

Through Vision Derbyshire, Derbyshire councils have the opportunity to present their 'asks' of Government to support the Vision Derbyshire ambition. This has been detailed as a framework with five different, but overlapping asks:

- Funding
- Freedoms & flexibilities
- Endorsement
- Duties & responsibilities
- Powers

It was noted that we need to shape the government's White Paper and that Simon Clarke is happy to listen to ideas.

### **'Asks' of Government: Round 1**

The group split into two sub-groups and based on the four ambitions of Vision Derbyshire,



the following was discussed:

- What are our 'asks' of Government for Vision Derbyshire?
- Which of these 'asks' are the most realistic?
- Which of these 'asks' should we prioritise?
- How can we demonstrate that this fits with the Government's agenda?

#### Sub-group 1

##### *Live and work sustainably*

- Funding
  - The group discussed the importance of funding but the need for it to be specific what the funding is for.
  - This may be for supporting young people and housing, key aspects of encouraging them to stay in Derbyshire. There should be funding for incubation, ensuring that there is investment into opportunities for young people.
  - The group suggested the need to ask for skills to set up bespoke entry to employment and training opportunities. Derbyshire needs a devolved adult education budget to support this. This is especially important in the current context when we are about to experience high unemployment rates. There are great colleges, higher education institutions and voluntary sector in Derbyshire that should be taken advantage of.
  - Funding for homelessness would help Derbyshire to address broader homelessness issues across the county.
- Freedoms and flexibilities
  - The group discussed planning processes and that if greater freedom were to be given for controlling planning then better decisions would be made. Ward level relationships with their planners may prove difficult, however, improvements in joint working across Derbyshire would allow sharing of expertise
- Endorsement
  - Derbyshire should be recognised by central government as an important place, being green, historical and the centre of England.
  - It should be emphasised that Derbyshire is willing to be different which will gain government endorsement.
- Powers
  - It was noted that devolved powers to local government would be beneficial. Examples include bus franchises to benefit those in rural communities and healthcare decisions that impact specific regions.
  - Homes England is an example of where decisions could be passed down to better allocate funds, with local decisions leading to more effective decision making.

##### *Establish relentless ambition*

- Freedoms and flexibilities
  - Connectivity is key as Derbyshire is the centre of the country. HS2 within Derbyshire can help to make Derbyshire attractive for specialist jobs, training.

There could be a partnership with education to upskill in specific areas, such as rail.

- Endorsement
  - There should be a recognition of Derbyshire's tourist industry which is a big selling point.
- Powers
  - Currently, there are limited powers to enact changes within schools and academies. This new structure will provide the 'speed' to enable change through providing more direct control.

#### Sub-group 2

##### *Build proactive communities*

- Funding
  - Derbyshire isn't a mayoral authority and so there needs to be another way to ask for funding without there being a mayoral authority.
  - An offer to government is the deep understanding of communities and funding to help them work with us on an equal footing.
- Freedoms and flexibilities
  - There needs to be a collective view of how we will improve the financial position of councils.
- Endorsement
  - Whilst there are key themes of commonality in our communities, we have differences too. Therefore we need to get across this message that this means we can't be one council, and the traditional mayoral model doesn't make sense.
  - Derbyshire should engage with communities and seek formal support for the two tier model and present this back to government.
- Responsibilities
  - Big innovative schemes and changes will be needed to save money quickly
  - Improving resilience by working together and showing where savings come from
- Powers
  - There needs to be a new relationship created between all councils and the communities. We should think about the new power we might ask for from central gov and then what we might devolve to the communities.
  - It might be that Derbyshire wants to give more power and money to VCS groups, rather than parish councils.
- The group highlighted that resilience is at the heart of central government's challenges at the moment. This needs to be drawn out as narrative in the proposition to government.

##### *Seize Innovation*

- Funding
  - There should be a relaxation of waiting times for funding, as experienced during Covid.
- Freedoms and flexibilities

- The group discussed that colleges and universities are a better way to align motivations to help us to improve the skills agenda.
- Endorsement
  - There could be shared contracts for efficiency savings through a county-wide procurement initiative which would help to overcome the need for low cost housing.
- Responsibilities
  - Where there is responsibility for one service which is split across the county and district, we might want to ask to shift responsibilities to overcome this complex landscape.
- Powers
  - If we are looking at saving money and efficiency, we should be looking at health care and prevention, early intervention is the key.
  - There needs to be an ability to have safer and more efficient data sharing.
  - Some innovative projects could be presented, providing evidence for models which build housing, whilst tackling the carbon challenge, which could be replicated across the country.

#### **'Asks' of Government: Round 2**

The group split into two sub-groups and based on the enablers and any overarching requirements of Vision Derbyshire, the following was discussed:

- What are our 'asks' of government for Vision Derbyshire?
- Which of these 'asks' are the most realistic?
- Which of these 'asks' should we prioritise?
- How can we demonstrate that this fits with the Government's agenda?

#### **Sub-group 1**

- The group discussed that Derbyshire has the talent to deliver faster for central government. This is about harnessing talent that we already have to deliver recovery faster and more efficiently.
- There is too much focus on unitaries rather than focusing on the skills that we already have to deliver the vision for Derbyshire. There needs to be emphasis on the fact that we are ready to deliver on this now.
- There is an importance to sell Derbyshire as a powerhouse of education, training, tourist industry and home of internationally recognised organisations, being a centre of excellence.
- The group emphasised that collaboration will provide more consistent customer experience throughout the county, improving outcomes for everyone. Homelessness was provided as an example through Covid-19 where councils were able to quickly mobilise and support the 'levelling up' agenda. This is about giving people opportunities across Derbyshire.
- There are opportunities to use one public estate and improve buildings and infrastructure management. If we are trying to do something for the benefit of Derbyshire, involving

different organisations, one estate would be beneficial, with there being a single point of contact for central government organisations.

- The group discussed the importance of reaching everyone in Derbyshire, especially those living in deprivation. Through collaboration, we will be able to raise people out of deprivation. There will be shared intelligence to identify and support those people and improve their lives.
- The group discussed third party spending and that delivering waste collection and disposal together will be more efficient. It was noted that there should be a collaborative approach to procuring services, which would lead to a quicker route to market and a single point of contact for the private sector.
- It was suggested that an 'ask' of government could be for a duty to collaborate which would be signed by all parties.
- The group consolidated their top asks of the government:
  - For collaboration to be a viable alternative to unitarisation and included in the devolution White Paper to achieve consistency across the region and persuade other counties to adopt this option too.
  - To demonstrate to the government that a collaboration model works for areas of similar characteristics, shaping the government's thinking.
  - To be provided with powers in order to address challenges, building on the Local Government Act 2011.
- The group discussed the need for focus on what is to be delivered to the government in terms of numbers and outcomes. A sound financial case must be provided, showing how this supports outcomes and that savings can be delivered.

#### Sub-group 2

- The group discussed the strategy for enabling super-fast broadband, which is increasingly important for those in rural areas.
- It was noted that government funding could be used to improve connectivity, such as buses across Derbyshire.
- A question was raised in relation to achieving sustainability for both housing and technology. This may require funding initially from the government to improve markets locally by combining efforts.
- There was a discussion about private sector partnerships and whether increasing the number that are developed would benefit everyone.
- The group discussed business rates, startups and the opportunity to utilise space in a different way due to new ways of working. This could be through encouraging new businesses to use existing buildings and the now available spaces within them.
- It was noted that a governance model to facilitate all ideas will be required.
- The group discussed how to create a blended team that works creatively. This could be through shared local workforces and encouraging skills transfer.
- The group discussed the transformation enabler and that in the short-term that funding may be required to ensure capacity. In the short-term, there should be impact demonstrations, highlighting the net benefit should funding be granted.

- In terms of transport, more control is required over the provision of services. There is a requirement to be more proactive as part of this.
- It was suggested that there could be an 'East Midlands entity' which would lead to conversations on resources required, capacity and development of a clear offer.
- The group discussed universities and the need to make sure that the correct courses are in place to match the demands across the area. It was highlighted that technology improvements and demands from the public are changing.

#### **Vision Derbyshire immediate next steps**

- To implement Vision Derbyshire successfully, there must be a clear and agreed transition period to set Vision Derbyshire up for success. This transition must incorporate the roadmap principles outlined previously.
- Governance
  - The group discussed the need for a debate to happen amongst Leaders.
  - It was noted that there needs to be a shared commitment with the residents of Derbyshire.
  - The group discussed there being an agreement in principle on how we will move forwards, encompassing the following:
    - A duty to collaborate
    - Despite being different colours there being a consensus and coherent narrative as to what we are committed to working towards in the future
    - A commitment to the resources across authorities and the methods that will be used to tackle issues
  - It was discussed whether this agreement should be formalised through signing a pledge. This could be similar to the climate change agreement which was signed which detailed the broad sentiment of what everyone was trying to achieve. It was noted that this agreement may need to be socialised with wider groups before being signed.
  - The group questioned where MPs sit within this governance. They have had minimal participation earlier in the year.
- The group discussed the importance of time with Vision Derbyshire and acting quickly.
- It was noted that there are two issues where clarity of vision is required:
  - Recovery post covid-19
  - Progressing the climate change agenda
- The group discussed that not all Derbyshire councils have attended every workshop and that it is important that everyone is on board.
- It was highlighted that there needs to be a letter written in addition to going down to London for a meeting.

#### **Next steps**

- Next engagement is to be scheduled, we will be discussing the overall case for change, review and comment.





# **POWER IN PLACE: DEVOLUTION & DISTRICTS DRIVING OUR RECOVERY**

## **BRIEFING FOR PARLIAMENTARIANS**

This document sets out the key asks of the District Councils' Network (DCN) ahead of the Devolution and Local Recovery White Paper. We hope you will be able to support us over the coming weeks secure a devolution deal that allows districts to deliver for their local communities.

### **ABOUT THE DCN**

DCN is a cross-party member led network of 187 district councils. District councils deliver 86 essential services to over 22 million people across 68% of the country, building better lives and stronger economies. District councils are closest to the residents, communities and businesses that make our country great, and we know what they need to reach their full potential.

### **CONTEXT**

We are at a pivotal point in our nation's history. The coming months will define our future for generations to come. The Devolution and Local Recovery White Paper must move quickly for jobs and growth, empowering the existing local capacity and partnerships that can best deliver for local residents, businesses and communities.

District councils represent the best of local government – they are innovative and collaborative, they are strategic leaders and trusted deliverers, they are rooted in community and connected into every business, they drive growth and support some of the most vulnerable, they are pragmatic focusing on outcomes, and they are deeply embedded in the fabric of the communities, towns and cities serving 20 million people across the country.

Devolution should back the success of districts in delivery. It should not distract from the local recovery effort or reduce delivery capacity through forcing reorganisation into a less local, less agile, less responsive local government pushed by interests wanting county unitary councils everywhere. Local governance is a local matter, places must be free to decide how to organise services and to progress any kind of reform only where there is significant local agreement.

Without doubt, our future national and local prosperity will rely on a route forward that is defined by local, regional and national collaboration around a focus on the residents and businesses in places; and at this point they need delivery not debate.

### **DEVOLUTION AND LOCAL RECOVERY WHITE PAPER: KEY ASKS**

The Devolution and Local Recovery White Paper is a crucial opportunity to spread opportunity to every town, city and community in the UK and deliver prosperity and stability in a time of great economic uncertainty. To take this opportunity, the Devolution and Local Recovery White Paper must:

#### **1. Deliver genuine devolution that moves quickly to drive local growth**

- There is crisis in our national and local economies and huge challenges facing public services. Jobs and growth must be priority ambitions for devolution and there must be proper levelling up of towns, cities and communities across the country to ensure everyone benefits.
- It should focus on how districts and partners can help deliver best returns from the whole-state effort in our places by granting them new powers, targeting and joining up services and investments, and setting out a clear framework for how this will be taken forward.

# POWER IN PLACE: DEVOLUTION & DISTRICTS DRIVING OUR RECOVERY BRIEFING FOR PARLIAMENTARIANS



- It should not get tripped up and bogged down in debate on local government reform, consuming significant resources and distracting from the urgent task at hand.

## 2. Retain and build on the local capacity to deliver

- Devolution should empower district councils' existing local delivery capacity with the tools and funding to deliver growth, rather than remove it through reorganisation.
- District councils have been at the centre of the sectors' successes across the Covid-19 pandemic; delivering the most business grants the most quickly, rapidly accommodating rough sleepers, mobilising and coordinating the community effort, stepping in to help shielded and non-shielded vulnerable groups, keeping waste collections running and keeping the planning system going.
- Devolution should empower districts because they deliver solutions, not problems.

## 3. Empower real-world economies

- District councils reflect the towns, cities and communities in which people live and businesses operate. They are embedded in the catchment areas for high streets and football teams, the travel areas for work and leisure; they know their local economies and hold a range of levers to get growth going.
- A district level response is key. Evidence suggests the pandemic's impact on jobs and growth will vary between district areas *within* county areas more than between county areas and core cities.
- And so, devolution must empower district councils and partners around the economic areas of our future; celebrating our historical ceremonial counties rather than being held back by them.

## 4. Continue to anchor local government in local communities

- English local government is amongst the most centralised in Europe, and devolution must not centralise further again.
- With populations nearing the size of Northern Ireland and landscapes several times larger than Greater London, county unitary authorities would resemble regional, not local, government.
- The average size of a new county unitary council would be 122 times larger than the average council in Germany, 14 times larger than in Denmark, and 5 times larger than the current average for all councils in England.
- Covid-19 revealed resilience, strength and power in our communities, they must not be pushed away; when asked in referenda, the public consistently vote against creating new unitary counties.

## 5. Reject false arguments that bigger local government is better or cheaper local government

- The primary case for county unitary councils focuses on achieving scale and savings. However, as a House of Commons briefing for MPs summarised in 2019, all the evidence is clear that increasing scale is no guarantee for increasing efficiency or improving public services.<sup>1</sup>
- Although there might be some benefit of delivering some services at different levels, including having some services more local, evidence points to other factors playing a

<sup>1</sup> <https://commonslibrary.parliament.uk/research-briefings/cbp-8619/>

# **POWER IN PLACE: DEVOLUTION & DISTRICTS DRIVING OUR RECOVERY**

## **BRIEFING FOR PARLIAMENTARIANS**



more influential role in service delivery and efficiencies, such as political and officer leadership.

- Meanwhile county councils have promoted questionable projected savings from county unitary proposals, which focus on removing delivery capacity and do not come close to resolving the funding challenges facing local government; evidenced by the challenges facing recently created unitary councils. In fact, rooting services in locality could be most effective in achieving long term financial sustainability.

### **6. Support strategic leadership across wider functional economic areas**

- District councils are the natural administrative building blocks across wider geographies and are already coming together to provide leadership on wider strategic issues connecting towns and cities.
- Devolution should further enable this by equipping district councils and partners, like Local Enterprise Partnerships, to lead strategic issues such as infrastructure, transport and inward investment across wider economic areas; potentially coming together in mayoral combined authorities only where places want them.
- County unitary councils would not work well within such models; creating strategic leadership tension between a small number of large organisations, meanwhile reducing the local delivery capacity to get things done.

### **7. Introduce an upper limit for the size of new unitary councils, in line with the principle of electoral equality**

- Local governance should be determined locally, reform should only take place where there is significant local agreement that it is the right thing for their residents and businesses.
- However, the government should make clear that any future reform should follow the principles of electoral equality as a cornerstone of democracy, as set out in the Conservative manifesto and now in primary legislation as part of the boundary review.
- In doing so, it would mean indicating that a preferred population size for any new unitary council be in line with existing unitary councils, a population of around 250,000 people, and introducing an upper limit of 500,000 to prevent an unacceptable divergence from the principles of electoral equality.

## **HOW CAN PARLIAMENTARIANS HELP?**

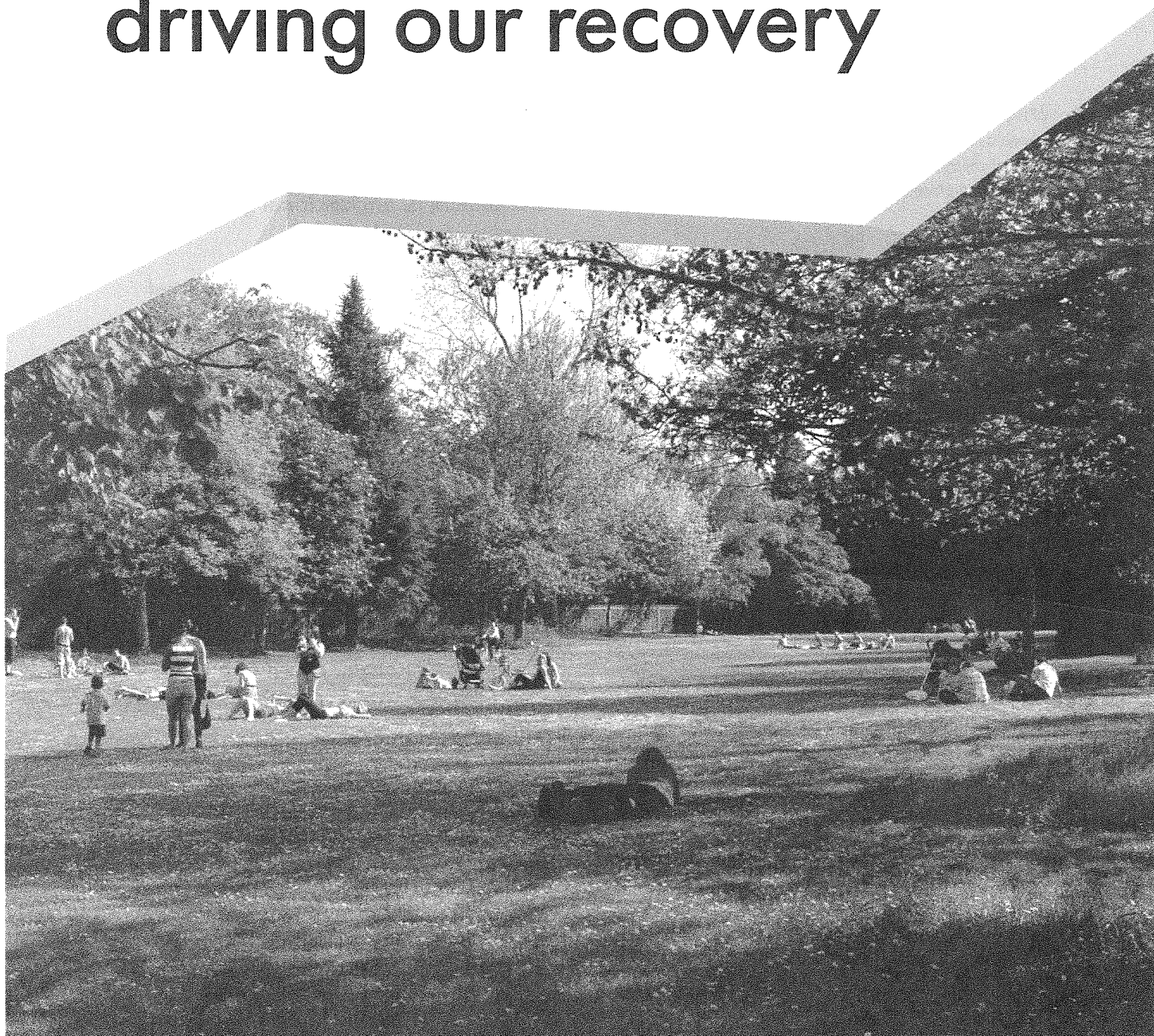
- Convene a meeting with your local district leader and chief executive to discuss devolution. DCN is encouraging members to engage more regularly and proactively with their local MP. Your support for this would be greatly appreciated.
- Write to the Secretary of State for Housing, Communities and Local Government calling for the Government to support district councils' key asks for the Devolution and Local Recovery White Paper, and asking for assurances that districts will be central to devolution plans.
- Speak up for district councils during parliamentary debates and question sessions. DCN is always happy to provide suggested oral and written questions, and briefings ahead of debates.

## **FURTHER INFORMATION**

The DCN's full report on devolution is [available here](#). For more information, please contact [dcn@local.gov.uk](mailto:dcn@local.gov.uk).



# Power in Place: devolution and districts driving our recovery



## SUMMARY

We are at a pivotal point in our nation's history; the coming months will define our future for generations to come. The Devolution and Local Recovery White Paper must move quickly for jobs and growth, empowering the existing local capacity and partnerships that can best deliver fast.

District councils represent the best of local government – they are innovative and collaborative, they are strategic leaders and trusted deliverers, they are rooted in community and connected into every business, they drive growth and support some of the most vulnerable, they are pragmatic focusing on outcomes, and they are deeply embedded in the fabric of the communities, towns and cities serving 20 million people across the country.

Devolution should back the success of districts in delivery. It should not distract from the local recovery effort or reduce delivery capacity through forcing reorganisation into a less local, less agile, less responsive local government pushed by interests wanting county unitary councils everywhere. Local governance is a local matter, places must be free to decide how to organise services and to progress any kind of reform only where there is significant local agreement.

Without doubt, our future national and local prosperity will rely on a route forward that is defined by local, regional and national collaboration around a focus on the residents and businesses in places; and at this point they need delivery not debate.

### The Government's Devolution and Local Recovery White Paper should:

#### 1. Deliver genuine devolution that moves quickly to drive local growth

Right now, there's a crisis in our national and local economies and huge challenges facing public services. Jobs and growth must be priority ambitions for devolution; levelling up towns, cities and communities, and ensuring everyone benefits. It should focus on how districts and partners can help deliver best returns from the whole-state effort in our places by granting them new powers, targeting and joining up services and investments, and setting out a clear framework for how this will be taken forward. It should not get tripped up and bogged down in debate on local government reform, consuming significant resources and distracting from the urgent task at hand.

#### 2. Retain and build on the local capacity to deliver

Devolution should empower district councils' existing local delivery capacity with the tools and funding to deliver growth,

rather than remove it through reorganisation. District councils have been at the centre of the sectors' successes across the Covid-19 pandemic; delivering the most business grants the most quickly, rapidly accommodated rough sleepers, mobilising and coordinating the community effort, stepping in to help shielded and non-shielded vulnerable groups, keeping waste collections running, the planning system going, and more. Devolution should empower districts because they deliver solutions, not problems.

#### 3. Empower real-world economies

District councils reflect the towns, cities and communities in which people live and businesses operate. They are embedded in the catchment areas for high streets and football teams, the travel areas for work and leisure; they know their local economies and hold a range of levers to get growth going. A district level response is key, evidence suggests the pandemic's impact on jobs and growth will vary between district areas within county areas more than between county areas and core cities. And so, devolution must empower district councils and partners around the economic areas of our future; celebrating our historical ceremonial counties rather than being held back by them.

#### 4. Continue to anchor local government in local communities

English local government is amongst the most centralised in Europe, and devolution must not centralise further again. With populations nearing the size of Northern Ireland and landscapes several times larger than Greater London, county unitary authorities would resemble regional, not local, government. The average size of a new county unitary council would be 122 times larger than the average council in Germany, 14 times larger than in Denmark, and 5 times larger than the current average for all councils in England. Covid-19 revealed resilience, strength and power in our communities, they must not be pushed away; when asked in referenda, the public consistently vote against creating new unitary counties, and they should be properly involved any future debate.

#### 5. Reject false arguments that bigger local government is better or cheaper local government

The primary case for county unitary councils focuses on achieving scale and savings. However, as a House of Commons briefing for MPs summarised in 2019, all the evidence is clear that increasing scale is no guarantee for increasing efficiency or improving public services. Although there might be some benefit of delivering some services at different levels, including having some services more local,

evidence points to other factors playing a more influential role in service delivery and efficiencies, such as political and officer leadership. Meanwhile county councils have promoted questionable projected savings from county unitary proposals, which focus on removing delivery capacity and do not come close to resolving the funding challenges facing local government; evidenced by the significant financial challenges facing recently created unitary councils. In fact, rooting services in locality could be most effective in achieving long term financial sustainability.

## 6. Support strategic leadership across wider functional economic areas

District councils are the natural administrative building blocks across wider geographies and are already coming together to provide leadership on wider strategic issues connecting towns and cities. Devolution should further enable this by equipping district councils and partners, like Local Enterprise Partnerships, to lead strategic issues such as infrastructure, transport and inward investment across wider economic areas; potentially coming together in mayoral combined authorities only where places want them. County unitary councils would not work well within such models; creating strategic leadership tension between a small number of large organisations, meanwhile reducing the local delivery capacity to get things done.

## 7. Introduce an upper limit for the size of new unitary councils, in line with the principle of electoral equality

Local governance should be determined locally, reform should only take place where there is significant local agreement that it is the right thing for their residents and businesses. However, the government should make clear that any future reform should follow the principles of electoral equality as a cornerstone of democracy, as set out in the Conservative Manifesto and now in primary legislation as part of the boundary review. In doing so, it would mean indicating that a preferred population size for any new unitary council be in line with existing unitary councils, a population of around 250,000 people, and introducing an upper limit of 500,000 to prevent an unacceptable divergence from the principles of electoral equality.

## NEXT STEPS

The route forward must be defined by collaboration around a focus on the residents and businesses. We encourage all district councils to continue local discussions with each other, and with their county council, their town and parish councils, their MPs, their local businesses, and with the whole range of public services in their place; retaining their focus on delivering for communities.



## CASE STUDIES

### **Cambridge City Council action plan to support rough sleepers into longer term accommodation**

Since the start of the Coronavirus lockdown, the council and its partners in the community have found safe accommodation for more than 140 people who had been sleeping rough or were at risk of homelessness. These people were given self-isolating accommodation at properties owned by the council, hoteliers, colleges and some private landlords.

The council has since been working with a range of organisations to find longer term solutions for these people and has already been successful in a number of cases. Now it is implementing a plan to continue this support that includes:

- conducting assessments of individuals' support and accommodation needs and assessing the help partners can continue to offer;
- continuing help for people with a range of needs, some of which are extremely complex, to make the most of the accommodation options that are available including hostels, pods and housing association leased pods.

### **Sevenoaks District Council launch the Care for our Community Scheme**

The council took forward an idea generated from within the community to provide a service to verify and provide ID badges to a team of 1,500 volunteers across the district. A website was developed and a customer solutions team engaged to receive requests from residents.

Operating 7am to 7pm for 16 weeks and linking to community leaders in towns and parishes across the district, more than 1,500 requests for support from vulnerable and locked-down residents were managed, from food shopping and collecting prescriptions to walking dogs and critically befriending services. The council is now focussed now on creating a legacy that retains this incredible volunteering effort for the benefit of our District and are doing so in partnership with local community organisations.

### **Lancaster City Council has launched a new Business Support Hub**

The council launched support for businesses as part of a £1 million plan to sustain and strengthen the local economy in the wake of the coronavirus pandemic.

The aim of the hub is to support businesses that need advice on how to combat the pressures they may have found themselves under during the lockdown.

The support package is designed to be flexible and focus on individual requirements, which will be identified during an initial business review.

Elements of support could then include coaching and mentoring, help to access funding, advice on financial planning, support for digital developments, and small recovery and resilience grants for those not eligible for government assistance.





# 1

## DELIVER GENUINE DEVOLUTION THAT MOVES QUICKLY TO DRIVE JOBS AND GROWTH

*"We are going to give greater powers to council leaders and to communities. We are going to give more communities a greater say over changes to transport, housing, public services and infrastructure that will benefit their areas and drive local growth."*

Boris Johnson, 27 July 2019, Speech at Manchester Science and Industry Museum

**Right now, there's a crisis in our national and local economies and huge challenges facing public services. Jobs and growth must be priority ambitions for devolution; levelling up towns, cities and communities, and ensuring everyone benefits. It should focus on how districts and partners can help deliver best returns from the whole-state effort in our places by granting them new powers, targeting and joining up services and investments, and setting out a clear framework for how this will be taken forward. It should not get tripped up and bogged down in debate on local government reform, consuming significant resources and distracting from the urgent task at hand.**

Genuine devolution can provide the basis on which to revitalise public services as the relationship, public trust and satisfaction with local government continues to increase. Currently there is an unique opportunity to build a more prosperous future, "to connect with people's identities and sense of community; to capture the energy and dynamism which have been hallmarks of our response to this crisis; to rebuild the economy so that it benefits everyone"<sup>1</sup>.

The advantages of devolving decision-making, powers and funding are rooted in local leadership, ensuring services are more responsive to local circumstances at the right level and in joining them up in the most effective and efficient way in places. It should enable the whole range of services to reconnect with residents and businesses at a level that makes most sense, so they can see how local and national government are together delivering for them and the places they care for.

We must be more ambitious for devolution than in previous rounds. The government should bring forward a menu of options for funding, powers and flexibilities for places to move forward on, across infrastructure, skills, housing, employment and more (Box 1). It should provide absolute clarity for the process and timetables and focus on driving collaboration in places towards shared goals, rather than forcing places to have a series of bidding negotiations with different national departments and agencies.

As a minimum, local leaders should be able to bring together government departments locally to agree outcomes and plans to achieve them. This could be achieved quickly and efficiently. For instance, by better aligning how national agencies work in local areas, developing and deepening partnerships and joined up planning, designing and commissioning services, and/or devolving and pooling resources in partnerships. Partnerships could bring together Ministry of Housing Communities and Local Government, Homes England, Department for Transport, Business, Enterprise, Innovation and Skills, Jobcentre Plus and wider welfare system, and so on, all together in partnership with councils and partners in places.

The sheer complexity of existing services across places dwarfs the simple organisation of different services across two councils in shire areas. It's imperative therefore that devolution does not get tripped up and bogged down in debate on local government reorganisation, it would be a huge distraction from the recovery effort and other priorities. District councils working

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<sup>1</sup> Local Government Association, Rethinking public services, 2020

with partners should be free to decide how to organise themselves to best deliver different interventions at the right levels. Places need stability and confidence in their financial future in order to continue innovating and invest in services and in local economies. The next budget and the autumn spending review will need to take first steps to properly enshrine long term, locally led investment local government and local economies.

Furthermore, the government should consider the impact of pursuing reform on its wider policy ambitions. Creating

turbulence and discord within local government risks significantly curtailing what places can achieve through planning reforms, in building homes directly, in responding to the climate emergency, in promoting health and wellbeing, reducing homelessness and so on. Local government is at the forefront of resolving some the most pressing national issues.

### Box 1: The opportunities and asks of devolution

- Growing local economies – districts are the building blocks for growth with the levers to make it happen and the connections into economies. Working together in clusters that reflect functional economic geographies, connecting towns with cities, they can create one vision and should have a lead role in shaping UK Shared Prosperity Fund and Housing Infrastructure investments locally.
- Revitalising our town centres – districts are lead authorities for the Towns Fund and Future High Streets Fund, already providing the leadership, partnership and local know-how and experience to remodel our town centres into thriving centres of community, leisure, and retail. We need to go further and faster in investing in our town centres as centres of community and have further powers to shape places including lowering of PWLB loan rates.
- Accelerating housing delivery – as planning authorities and increasingly as house builders, districts are already at the heart of this agenda. Devolution should pass further powers for districts to ensuring developers build out sites with permission, to ensure utility companies move at pace, to lead spending on infrastructure and support SME builders, to allow districts to set planning fees locally, to localise Right to Buy to build homes, and to invest in new social housing.
- Rough sleeping, homelessness and the private rented sector – as housing and benefits authorities districts want to end homelessness by preventing it in the first place, devolution must enable this by reducing complexity and pooling together all funding at local level in districts, and giving new powers for districts to ensure health, employment, welfare and justice partners collaborate around a strategy in places. Districts should be free to introduce licencing schemes without SoS approval.
- Shaping local labour markets with devolved skills and local delivery of the Kickstart Scheme – with

local payment mechanisms already in place, districts can make the case to the DWP to take on greater local responsibility for managing the entirety of local labour markets, and building on their relationships with employers well placed to leverage skills funding to help provide quality training linked to jobs, and learning from the Future Jobs Fund in delivering the Kickstart Scheme.

- Leading the journey to environmental sustainability – with their leading role on planning and the environment, districts are well placed to bring all partners together to deliver local priorities for the environment, sustainability, and community resilience. Districts should have powers to deliver zero carbon homes, and green infrastructure funding for sustainable places.
- Helping to put health and social care on a sustainable footing – districts are providers of key preventative services in communities, including housing, homelessness, leisure and environmental health. Devolution should empower prevention, cementing the role of districts in the local health system, revitalising leisure services for the future, and empowering health in the community.
- Fiscal freedoms responsive to local conditions – devolution should bring district councils a range of flexible and responsive fiscal tools to match local circumstances, which are common across local government in other countries. It will allow districts to respond to a whole range of policy issues in a way which meets specific local needs and priorities, and to be held to account locally for them.
- Setting out positive visions for public sector reform with communities at their heart – devolution could empower local leaders to set out bold proposals for improving local government within their localities, and to provide innovative solutions to local issues which command the support of the residents they serve.

## CASE STUDIES

### **Gloucester City Council mobilising and coordinating the community effort to distribute food packages**

The council realised early in the crisis that the most effective support and response base would be from neighbour to neighbour. The council partnered with Gloucester Community Building Collective to help connecting residents and growing community capacity.

Working together they provided information on practical ideas for supporting neighbours, they identified one resident street champion per street, and used the #viralkindness to connect neighbours and signpost onto council services such as picking up supplies and sending mail.

Working with local business leaders, the council also created a food consortium, which included repurposing an entertainment venue into a food warehouse as a central collection point for collecting and distributing food parcels.

Requests for food came through street champions or the County Council's Help Hub. These requests for food were triaged with options for free food parcels or paid packages, supplied through a range of partners, providing a lifeline for those shielding or self-isolating.

Many neighbours have built and sustained new relationships as a result of the schemes.

### **Stevenage Borough Council accreditation scheme helping local businesses re-open**

The council has created a Covid Secure Status assessment programme for businesses. The scheme provides marketing support for businesses have been found as covid secure, and provides help and advice to those that did not initially meet the steps.

To gain accreditation the businesses are asked to demonstrate that they have

- carried out a Covid-19 risk assessment and shared the results with employees
- cleaning, handwashing and hygiene procedures in line with guidance
- taken all reasonable steps to help people work from home
- taken all reasonable steps to maintain a 2m distance in the workplace
- done everything practical to manage transmission risk where people cannot be 2m apart

The scheme has been welcomed by businesses, their employees, and customers, as well as helping reducing the risks presented by the pandemic.

### **Craven District Council taking the opportunity to drive a green recovery**

The council has installed Electric Vehicle charging points in Skipton's High Street Car Park in partnership with Engenie. The initial cost of the installation was paid by Engenie, who will recoup their investment through the use of the charging points. This partnership has enabled us to accelerate our support for the transition to Electric Vehicle use, a key part of our Climate Emergency Strategic Plan.

### **Hinckley and Bosworth Borough Council work with local voluntary community to create food and wellbeing buddy scheme**

The council established an Emergency Food Parcels delivery system, for people in need but not on the government's 'shielded list'. This was based on self-referrals to a new service called Residents Support Scheme, which were triaged to understand wider needs.

Once an Emergency Food Parcel had been delivered the council recognised some resident's required additional support regards access to food.

Working with local voluntary groups the council allocated a Food & Wellbeing Buddy to a vulnerable person who telephone the person to understand their food requirements.

Ongoing access to food is discussed and agreed with the person, recognising their needs and requirements. This could be something as simple as collecting via local Food Bank or could be undertaking a weekly shop utilising supermarket vouchers.



# 2

## RETAIN AND BUILD ON THE LOCAL CAPACITY TO DELIVER AT PACE

*“Local government will be at the heart of our economic recovery... when it comes to devolution, we’ll be building on what we know works... empowering local councils to lead the economic recovery.”*

Robert Jenrick, 3 July 2020, Speech to the Local Government Association

**Devolution should empower district councils’ existing local delivery capacity with the tools and funding to deliver growth, rather than remove it through reorganisation. District councils have been at the centre of the sectors’ successes across the Covid-19 pandemic; delivering the most business grants the most quickly, rapidly accommodated rough sleepers, mobilising and coordinating the community effort, stepping in to help shielded and non-shielded vulnerable groups, keeping waste collections running, the planning system going, and more. Devolution should empower districts because they deliver solutions, not problems.**

In market towns and new towns, in cathedral cities, coastal communities and the countryside, devolution must capitalise on the capacity of districts to both be strategic, and to deliver, to know their community, and to move quickly; it must not remove local delivery capacity at such a critical point for our local economies and public services.

District councils are the strategic leaders of place. They are the conveners, enablers, and leaders, working collaboratively to provide the unifying place-based vision that mobilises local partnerships around the interests of businesses and residents.

As planning authorities, they create and deliver a vision for places, thinking decades into the future. As champions of growth they are working with partners to attract investment and shape the green economy, to support companies in growth sectors, to align skills with jobs, and to promoting health through housing, leisure, and place-making, the giants of prevention, keeping people out of expensive health and care systems.

And districts councils are trusted to deliver. As billing authorities, licensing authorities, housing and planning authorities, and

delivers of business grants, leaders of high streets, drivers of regeneration and development, districts deliver for business every day. Across the pandemic, districts delivered the greatest number of business grants most quickly (Table 1), supported businesses and visitor economies to adapt, enabled high streets to re-open investment, provided support and advice to small business, continued the planning system, and more.

And districts deliver for some of the most vulnerable in the local community, supporting them through tough times and spreading opportunity. As housing authorities, welfare authorities and homelessness authorities, districts are uniquely able to align local efforts for job creation with skills and employment and practical help for people to take and thrive in those jobs. Across the pandemic district councils accommodated and supported rough sleepers, delivered new support systems for shielded and non-shielded vulnerable groups, mobilised and organised the local community effort, delivered the hardship fund, and more.

District councils have also kept services going, throughout the stresses in their community and in their organisations; continuing waste collections, keeping parks open, the planning system moving, and so on. To achieve this they have been innovative in providing support, redeploying staff to help the vulnerable, harnessing the power of community to lead at the street level, and adapting services to respond to emerging challenges such as loneliness and mental health.

This agility in delivery is the hallmark of successful local services. As the country shifts to dealing with the local recovery local public services will have to succeed in both strategy and delivery; it must bring both leadership and vision, and local connectedness into every business, community and partner. Having one without the other limits what we can achieve for places.

Devolution must empower this delivery and strategic capacity, working with it to pivot the whole place effort towards growth and jobs driving our national recovery one economy at a time. There would be enormous risks for communities should the government seek to remove this local delivery capacity at such a crucial time for our local economies.

**TABLE ONE** Business grants paid out by 19 April 2020

	Number of businesses in scope, at 19 April	Number of grants paid at 19 April	% of payments made at 19 April	% payments made, 17 July
London Boroughs	231,920	109,980	47.42	92.12%
Metropolitan councils	408,796	177,840	43.50	91.44%
Shire districts	792,102	428,282	54.07	91.77%
Unitary authorities	495,528	252,230	50.90	91.20%



## CASE STUDIES

### **Watford Borough Council harnessing identity through Watford Helps charities appeal**

The council harnessed its sense of place to generate financial support for the local voluntary sector to continue with their essential work supporting residents.

Auctions, sponsored walks, raffles, donations from the business community and a weekly quiz hosted by the Mayor and football legend Luther Blissett raised over £156,000 which has been shared with over 40 local charities such as the Peace Hospice, homelessness charity New Hope, Watford Womens Centre, Watford Foodbank and many others.

A creative social media campaign used a host of stars with a Watford connection to support the campaign including rugby player Maro Itoje, 80s pop icon Limahl, England footballer Kelly Smith and actor Mark Bonnar.

### **Colchester City Council leading the town centre recovery**

The lockdown galvanised the council and business networks which were established to develop Colchester's £25million town deal bid.

Within hours a Covid-19 website offered trusted sources of information to business. The Colchester Business Enterprise Agency was granted £9,450 providing crisis business support, delivering a 52% increase in appointments with companies of all life-stages and sectors.

A further £20,000 is supporting resilience, adaptation and recovery, aided by the expansion of Gigabit broadband enabling business innovation and free trials of 25 e-cargo delivery bikes to mitigate carbon footprint. A Town Centre Task Force created Covid-compliant spaces to provide access to the daytime and night-time economies.

### **Wychavon District Council has made new bursaries available to encourage young people to enroll in an apprenticeship**

Apprentices can apply for help with the cost of travel, clothing and tools or equipment.

The following bursaries are available:

- Maximum of £50 per month for up to 6 months for travel expenses
- One-off grant payment with a maximum value of £75 for clothing
- One-off grant payment with a maximum value of £100 for tools or equipment

To qualify for a grant, apprentices will need to be aged between 16-24 years old, have a salary of £175 or less per week and live in Wychavon district.

The scheme encourages more people to consider an apprenticeship as a viable career choice and help them overcome cost barriers, which are important for key sectors in the local economy.

### **North Devon District Council support for hospitality businesses reopening**

The council introduced an advice programme for helping all local businesses understand how to safely reopen and to adapt their offer to grow their business – on everything from food safety, social distancing, to waste and car parking.

The council has launched this service alongside a campaign encourages residents to shop, buy and eat locally, thereby injecting money into the local economy to help it recover from the damage caused during the coronavirus pandemic.

This includes making lifestyle choices that will help protect the natural environment in North Devon; taking advantage of the shops, restaurants and leisure facilities on our doorstep reduces the impact on our environment.

The campaign provides a single strong brand which is promoted across the local economy and out into the community through the local groups and business forums.



# 3

## EMPOWER REAL-WORLD ECONOMIES

*"The days of Whitehall knows best are over. We will give towns, cities, and communities of all sizes across the UK real power and real investment to drive the growth of the future and unleash their full potential."*

Conservative Party Manifesto, 2019

**District councils reflect the towns, cities and communities in which people live and businesses operate. They are embedded in the catchment areas for high streets and football teams, the travel areas for work and leisure; they know their local economies and hold a range of levers to get growth going. A district level response is key, evidence suggests the pandemic's impact on jobs and growth will vary between district areas within county areas more than between county areas and core cities. And so, devolution must empower district councils and partners around the economic areas of our future; celebrating our historical ceremonial counties rather than being held back by them.**

Districts are the champions of the towns, cities in which people live and businesses operate. They represent the administrative level that best reflects the catchment areas for high streets, the travel areas for work and leisure, the places of local friend networks and community clubs and pastimes. They are embedded in places, part of the community, holding a wide range of levers for growth.

Devolution must help communities, towns and cities stabilise and grow, levelling up across the country, because our national recovery will rely on success across local economies. While some levers are best held nationally, many could achieve more when brought together locally around the labour, housing and economic markets that have evolved over time. As illustrated in Figure 1 and 2, functional economic areas are based on patterns of one or more types of economic activity, reflecting travel to work areas, housing markets, and employment density<sup>2</sup>.

District councils deliver at the administrative level closest to local markets, and are most able to come together as the flexible building blocks across wider economic geographies. Leading the collaboration around a single vision and single partnership through which departments and agencies of national government can engage with towns and cities. As large, polycentric historical administrative units, county council boundaries bear little resemblance to functional economic areas.

This is reinforced by the economic impact of the Covid-19 pandemic. Although it is too early to understand the full impact, early evidence demonstrates significant variations between district council areas. In fact, in comparing the impact of Covid-19 on jobs and growth between places, Grant Thornton concluded that the variation between district councils within county areas is not only more significant than between county areas but also between county areas and London and the Core Cities – connection into local economies at district level will be crucial to our national recovery.

Figure 3 sets out the significant variation in anticipated decline of GVA between districts within county areas. For instance, in Worcestershire the decline of GVA varied from 16.1% in Wyre Forest to 11.4% in Bromsgrove, by comparison the difference between all county areas and core cities was just 1%. Furthermore, county areas with the lowest overall GVA decline have the greatest variation, pointing to the risk that county-based approaches would mask underlying challenges at a local economic level.

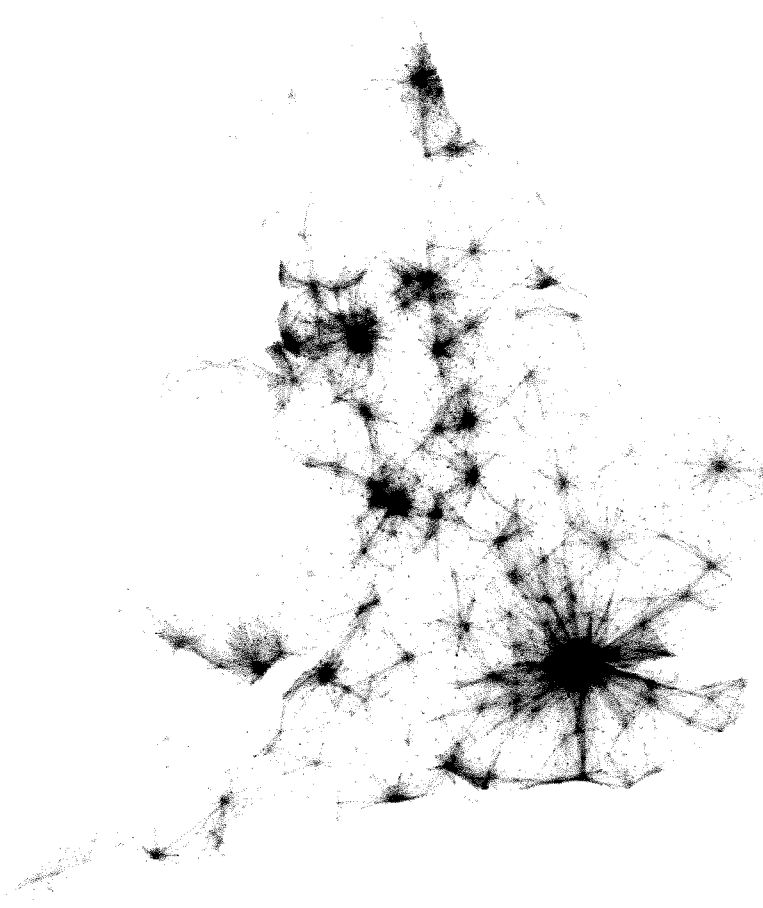


It is a similar story when looking at the numbers of jobs at risk. For instance, in Leicestershire the percentage of at-risk jobs ranged from as high as 63.9% in Charnwood to as low as 39.8% in Blaby, by comparison the difference between all county areas and core cities was just 9%. And similar again when looking at claimant count. For instance, in Kent the claimant count ranged from as low as 4% in Sevenoaks up to 10.3% in Thanet. And the same again for earnings. For instance, in Surrey the difference between medium earnings between districts is as large as £23,290.

The report suggests the variation within county areas was due to their 'polycentric nature'<sup>3</sup>, in that they do not reflect functional economic areas, but large administrative boundaries. For economic growth and connection into businesses large and small, sprawling county unitary councils actually risk creating some diseconomies of scale.

As housing and planning authorities, district councils understand and know these local economic areas intrinsically. For instance, they develop strategic housing market assessments to understand housing and economic trends, while connecting with every business as billing and licencing authorities. Devolution and the local recovery effort must put districts at the centre of delivery, focusing on growing our markets of the future while celebrating the wider ceremonial county, without getting held back it's out of date administrative boundary.

**FIGURE 1** Travel to work patterns across all modes

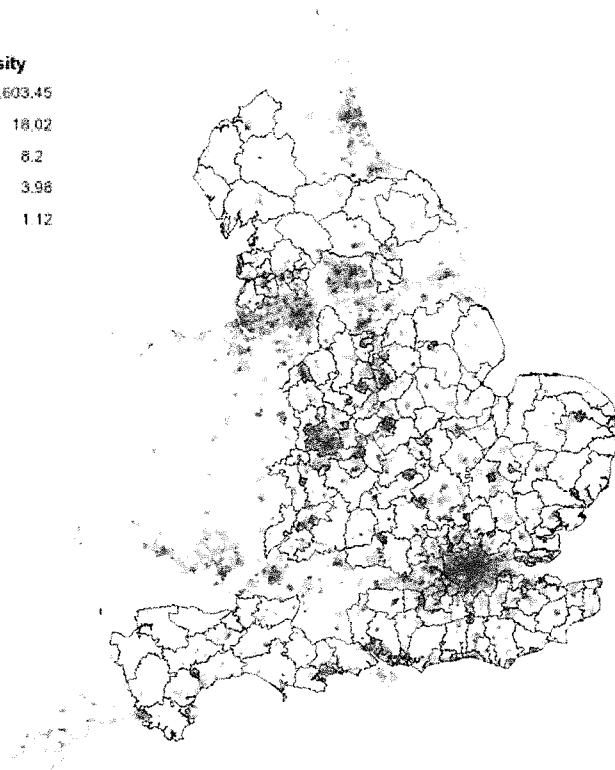
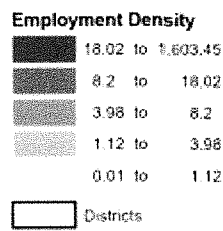


Source: Alasdair Rae, ONS

3 <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2020/place-based-recovery.pdf>

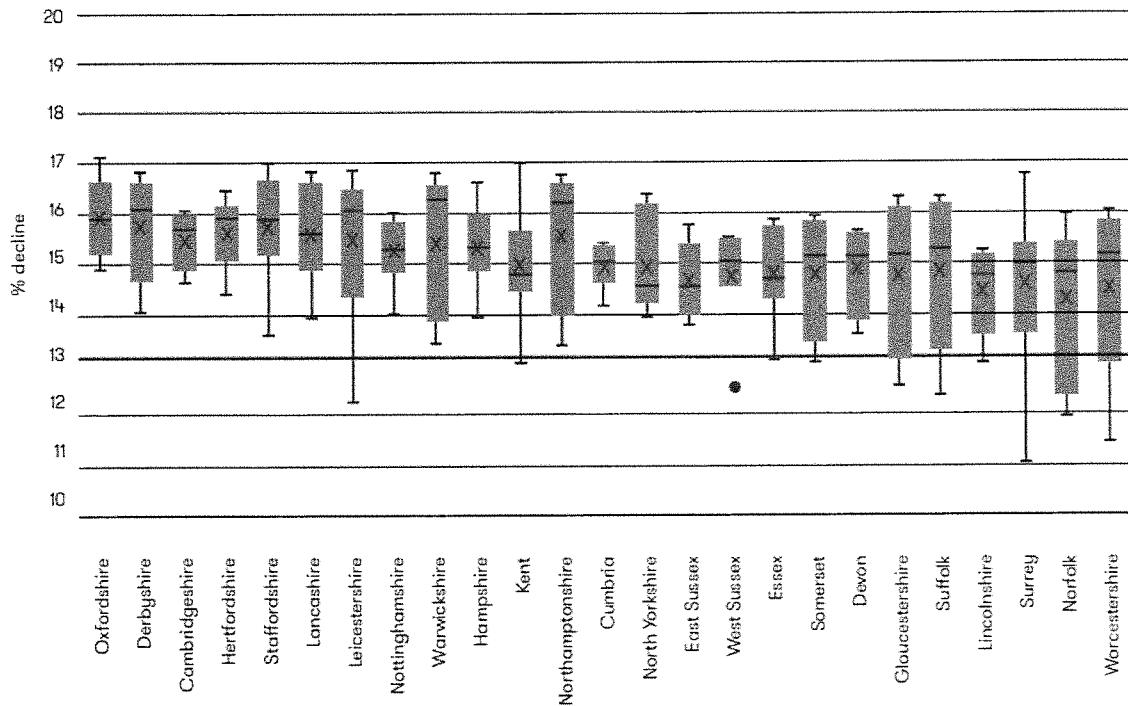


FIGURE 2 Employment density on district council boundaries



Source: Transformation in localities, Grant Thornton, 2018

FIGURE 3 GVA decline as a result of Covid-19 pandemic, variation within county areas



Source: Place-based recovery, Grant Thornton, 2020

## CASE STUDIES

### **Epping Forest District Councils co-designing the health recovery**

The council has engaged 350 residents living in estates where the impact of Covid-19 has been most significant, placing them at forefront of co-designing initiatives to support local recovery.

Socially distanced doorstep conversations were undertaken to hear residents' own stories.

The experiences of residents, including the availability and ease of access to key services, were shared with strategic stakeholders from across the whole system. Key themes identified included; deteriorating mental health, physical inactivity, poor community resilience and dissatisfaction with the neighbourhood environment.

The community themselves will work alongside agencies to reimagine services moving forwards.

### **Gedling Borough council leading the local humanitarian response**

In March 2020 the council rapidly established a new Giving for Gedling service was in place in response to the Covid-19 pandemic. The team was comprised of redeployed staff working together to provide support to vulnerable residents.

The Council's conference centre became the main headquarters for the local humanitarian response to the coronavirus outbreak. It became a super food bank, guided in its set up through partnerships with local Food Banks and Church Leaders. Since the Hub opened in March 2020, local volunteers and staff have dispatched 1267 food parcels. Fresh food has been produced on-site for inclusion in each parcel by local catering company.

Alongside this the council established a volunteer registration portal on its website which saw 520 volunteers registering, offering assistance with food parcel packing and delivery and telephone befriending.

### **Harborough District Council promoting good health across the lockdown**

The council adapted its exercise referral programme to serve those residents who are more at risk due to COVID with a large majority being required to shield, by developing a self-help page, and developing a programme of online sessions supporting people to stay connected and active.

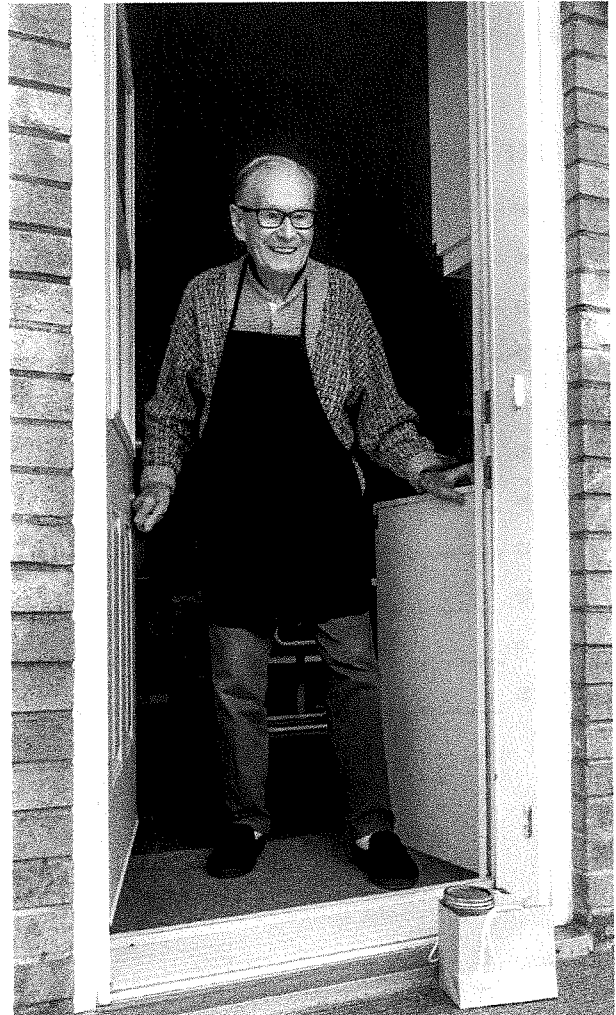
The council also worked with hospitals and health partners to adapt its targeted intervention programmes for getting cancer patients fit for surgery and supporting cardiac patients. Working with health-based instructors, they have to put in place a safe and progressive strategy to keep individuals

active during this time, often providing advice/support around home-based exercise through video calling. Moving forwards, the council are now in a position to be able to start slowly encouraging individuals back into activity and will be working with our instructors to provide outdoor based closed group sessions.

### **Stroud District Council shaping a new future for market towns**

The council is working in close partnership with parish and town councils and local chambers of commerce to promote safe visits to our main market towns across the district, boosting business and helping economic recovery.

The council is just completing a highly successful six week 'shop local' campaign, in partnership with local businesses, which has generated huge interest on social media. And is now building on the relationships made to develop a comprehensive market towns strategy with partners, helping to re-define and boost vitality of our market towns and support the transition to a low carbon future.



# 4

## CONTINUE TO ANCHOR LOCAL GOVERNMENT IN LOCAL COMMUNITIES

*"I do not believe that, when the people of the United Kingdom voted to take back control, they did so in order for that control to be hoarded in Westminster. So we are going to give greater powers to council leaders and to communities."*

Boris Johnson, 27 July 2019, Speech at Manchester Science and Industry Museum

**English local government is amongst the most centralised in Europe, and devolution must not centralise further again. With populations nearing the size of Northern Ireland and landscapes several times larger than Greater London, county unitary authorities would resemble regional, not local, government. The average size of a new county unitary council would be 122 times larger than the average council in Germany, 14 times larger than in Denmark, and 5 times larger than the current average for all councils in England. Covid-19 revealed resilience, strength and power in our communities, they must not be pushed away; when asked in referenda, the public consistently vote against creating new unitary counties, and they should be properly involved any future debate.**

The Covid-19 experience has reignited interest in the local community, revealing its power and resilience. People do not want local district council services – such as waste, housing, planning, environmental, licensing, parks etc – to become more remote, to move into offices hours away, and to be less responsive and representative to what is happening in their village, town and community. We know this is true, because public consistently votes against proposals for unitary councils in referendums and they should be properly engaged in decisions, through referendums<sup>4</sup> and other routes, on any future change.

County councils represent populations averaging 843,000 and up to 1.6 million, almost equal to Northern Ireland, and covering vast landscapes that can take hours to cross by car, even longer by bus. This may work well enough for the delivery

of some services, however the case for having county unitary councils accepts a huge centralisation of intrinsically local district services into units more akin to regional government.

England already has the largest local government in Europe<sup>5</sup> (Table 2). County councils have been clear they want to create county unitary councils everywhere. With an average population of 843,000, this would create councils 468 times larger than average councils in France, 122 times larger than average councils in Germany, 24 times larger than average councils in Sweden, 14 times larger than councils in Denmark, and almost 5 times larger than the current average of all English councils. Our residents and businesses deserve better.

Larger local government is less representative local government. With a national average of 3,300 voters per councillor, England is already substantially less locally represented than other countries (Table 2). Within this context, it is district councillors and local town and parish councillors that maintain the closest link between councils and communities with 2,000 voters per councillor, while counties have over 9,000 voters per councillor (Table 3).

In fact, the argument for county unitary councils accepts a significant dilution of local democracy. Taking the existing average numbers of voters per council seat, local representation on crucial district services such as planning, waste and growth would become 4.5 times less locally representative in a county unitary on average. That is 4.5 times less responsive to residents, to businesses, to MPs, to communities, to local partners. And in the largest county, a new

4 For instance, in 2017 84% of voters in Christchurch voted against the creation of Bournemouth, Christchurch and Poole unitary authority. And before that, 70% of voters in Shrewsbury and 86% of voters in Bridgnorth voted against new unitary councils in Shropshire, and 76% voted against a unitary in Durham County.

5 <https://districtcouncils.info/reports/effective-representation-for-local-communities-report/>

unitary at the county level would be seven times less locally representative on district matters.

County councils advancing unitary arguments have acknowledged this weakness, and in response promise to bolster the role of the thousands of local town and parish councils, but with little detail what will be devolved to them and how. There is a risk that this becomes a token gesture and local councils deserve better, they are crucial partners and should be supported to build on their strengths.

County unitary councils efforts to develop genuine proposals to recreate capacity in local councils would take huge time, effort and resources; ultimately working towards replacing a small amount of district council capacity through another new tier of local government which would emerge inconsistently across places. Instead, communities and their local councils would be best able to grow their added value working with principal authorities closer to them, building their capacity working collaboratively with district councils and local partners.

**TABLE TWO** Average Representative Ratios

Country	Population millions	Number of lower tier principle councils	Average population per council	Total cllrs ('000s)	Persons per councillor
France	67	36,500	1,800	515	130
Spain	47	8,100	5,800	65	720
Germany	83	12,013	6,900	200	410
Italy	60	8,000	7,500	100	600
Belgium	11.5	581	19,700	13	880
Sweden	10	290	34,400	46	220
Netherlands	17	390	43,500	10	1700
Denmark	6	98	61,000	5	1200
England	56	315	177,700	17	3,300*

Source: Council of Europe Committee on Local and Regional Democracy (CLRD) (2008) and CEMR/Dexia 2010, 2012 and 2013 (figures updated and rounded for ease of presentation)

**TABLE THREE** Population, council seats, voters per council seat by authority type

	Average population	Average electorate	Average number of council seats	Average voters per council seat
Unitary and Mets	250,290	187,800	60	3,130
London Boroughs	278,000	182,628	57	3,204
Shire Districts	114,000	88,536	42	2,108
County council	843,000	621,090	67	9,270

## CASE STUDIES

### **Norwich City Council adapting support to community groups**

The council has strong community links and had co-designed a web platform ([www.lumi.org.uk](http://www.lumi.org.uk)) providing resources and support on undertaking community action, showcasing what was happening at a local level.

The site quickly added a Covid-19 section and officers worked with new and existing groups to ensure all services and adaptations to services were included. There was a section on developing new mutual aids with a dedicated officer to support and proactively contact new groups we heard about to offer help, and regular stories were shared to inspire others.

Residents and officers used the site to find suitable local support for those they spoke to, meaning far fewer needed interventions from the council directly. Many of these mutual aid groups are continuing to thrive and are being supported to continue into the future.

### **Hertsmere District council leading the social response and recovery**

The council provided additional funding of £10k to communities through the Volunteer Compassionate Community Connector programme in response to Covid-19. The assistance is for people who are healthy and at low risk to volunteer to help others across the district.

The council also released 10 members of staff to support the register and vet potential volunteers. Volunteers were then matched with request for support from vulnerable members of the community. Practical Support requests include shopping, prescription collections, pet sitting, urgent supplies and newly created walking buddy scheme.

Alongside this the council worked with partners to establish health and social care hubs, providing free lifestyle support for individuals and their families covering mental health, physical activity, weight management, smoking cessation, health MOTs and nutritional advice.

### **Warwick District Council launched Community Economic Recovery Fund**

The council has made funding available to help support community organisations through the 'recovery' phase, focused on enabling them to deliver essential services to vulnerable people most impacted by Covid-19 in keeping with Government guidance.

Grants of up to £3,000 are available to organisations who have a role in supporting the Warwick District community during this time. The new funding is targeted at not-for profit groups such as local registered charities, foodbanks and community groups who are experiencing short-term financial

hardship, have ceased operations or have had to adapt or increase their service due to the pandemic.

### **North West Leicestershire District Council create online business support hub**

In partnership with the Business Gateway, the council has set up a growth hub helping businesses learn and exchange experience in dealing with the challenges surrounding Covid – including access to webinars supporting business and personal development amid the crisis.

Topics include introduction to pricing, the science of personal productivity, contingency planning, purpose and strategy, company values in a crisis, and online networking.

Looking ahead the initiative will offer free weekly webinars on building business resilience and a new programme of one-to-one sessions helping local businesses restart smoothly and successfully post Covid-19 crisis.



# 5

## REJECT FALSE ARGUMENTS THAT BIGGER LOCAL GOVERNMENT IS BETTER OR CHEAPER LOCAL GOVERNMENT

*"It's about strengthening and empowering local leadership and local institutions to be the drivers of future prosperity. Providing power back to local communities."*

Robert Jenrick, 2 July 2020, speech to Local Government Association

**The primary case for county unitary councils focuses on achieving scale and savings. However, as a House of Commons briefing for MPs summarised in 2019, all the evidence is clear that increasing scale is no guarantee for increasing efficiency or improving public services. Although there might be some benefit of delivering some services at different levels, including having some services more local, evidence points to other factors playing a more influential role in service delivery and efficiencies, such as political and officer leadership. Meanwhile county councils have promoted questionable projected savings from county unitary proposals, which focus on removing delivery capacity and do not come close to resolving the funding challenges facing local government; evidenced by the significant financial challenges facing recently created unitary councils. In fact, rooting services in locality could be most effective in achieving long term financial sustainability.**

The experience in responding to Covid 19 crisis has proven that bigger is not always better. There have been important national interventions that protect economies; the furlough scheme, the eviction ban, and more. Some of the greatest successes across the pandemic have been delivered locally when backed by a national commitment; for instance, getting rough sleepers into accommodation, delivering business grants, and marshalling the local community effort.

The experience has reinforced existing evidence that bigger local government is not better local government. As concluded by a House of Commons briefing for MPs last year, 'the evidence around an optimum scale of local government

is equivocal'<sup>6</sup>, which referenced studies finding very little relationship between measures of performance or efficiency and population levels, stating:

'...it may be possible to show a link between population size and costs or effectiveness in some parts of some services, but the relationship is by no means all one way, and there are other factors which probably matter much more... the political culture and management style of a county, district or borough are widely accepted as being most important in determining how efficient and effective an authority is.'<sup>7</sup>

It is therefore more reliable to look at the scale for delivering different services; research has generally found that many services are better delivered at a scale smaller than many county areas<sup>8</sup>, but overall the evidence is not equivocal. In fact, looking at the scale of delivery for different services suggests that multi-tier systems (common across all countries in the western world) may be the preferred means through which deliver different services at the most appropriate scale.

So, the evidence suggests bigger local government does not necessarily mean more efficient local government. Nevertheless, counties have estimated savings from the process of creating new county unitary councils of between £23m and £29m per new unitary county on average. These assumptions are highly questionable for various reasons, for example:

- they do not consider the counterfactual savings that district and county councils might otherwise make through innovations and partnerships, which can

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<sup>6</sup> <https://researchbriefings.files.parliament.uk/documents/CBP-8619/CBP-8619.pdf>

<sup>7</sup> Tony Travers, George Jones and June Burnham, The impact of population size on local authority costs and effectiveness, Joseph Rowntree Foundation, 1993

<sup>8</sup> Population size and local authority performance, Communities and Local Government/ Cardiff University, 2006

be achieved without the management overheads, administrative upheaval, and distraction from delivery.

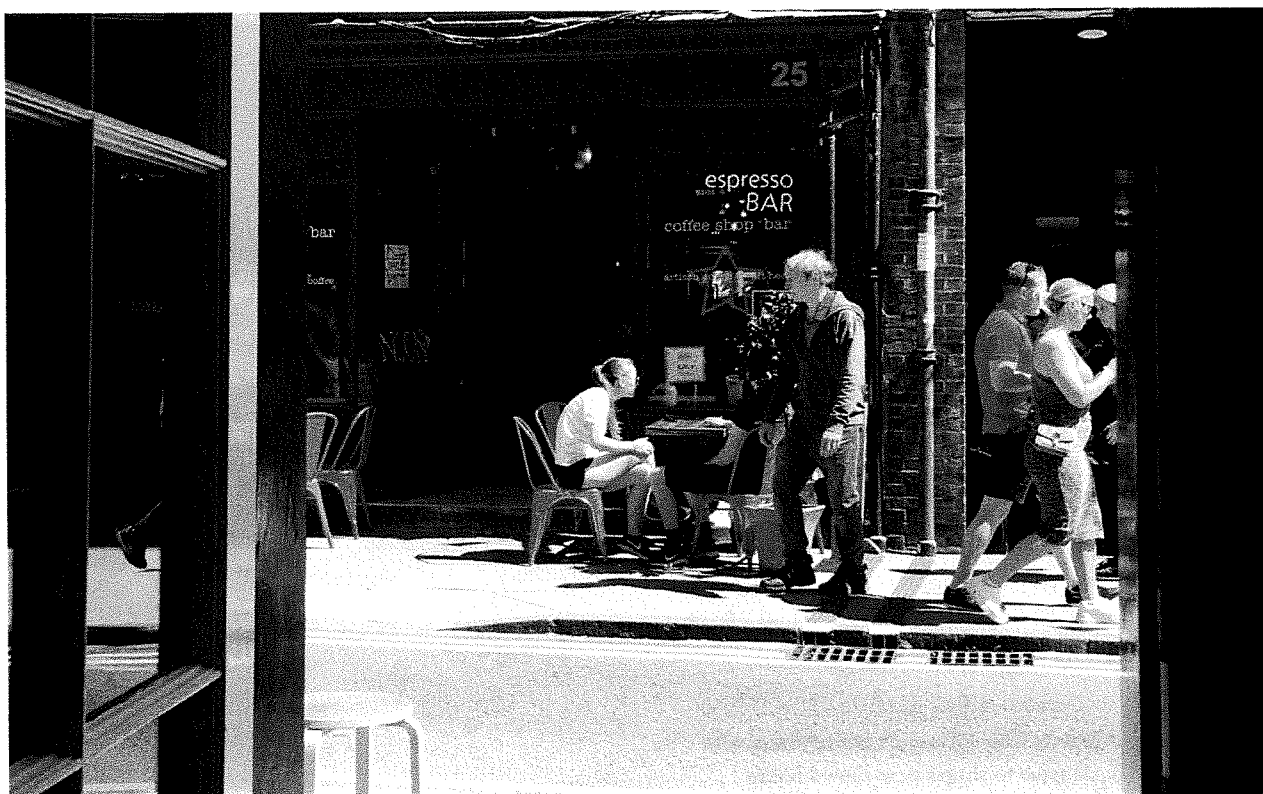
- they are savings focused on removing local government capacity to drive the local growth and jobs that generate the tax receipts that fund public services.
- the analysis assumes savings reducing 90 to 100 councillors in each new county unitary, but counties pursuing county unitary bids are proposing having many more councillors than that. There are similar uncertainties with the staffing assumptions.
- the costs of moving to new county unitary models do not include the large potential costs of growing the role of local town and parish councils which feature in the bids of county unitary proposals, genuine efforts to bolster the role of hundreds of local councils in each county would not be cheap.
- the savings indicated through models on spreadsheets are challenging to realise in practice requiring sufficient political and officer leadership and attention, which is difficult to guarantee given the simultaneous crisis in communities and challenges in public services.
- the drive for savings into county unitary councils will put at risk a range of discretionary services, currently provided by district councils, which are important

to residents and business in localities. The saving assumptions might already include the loss of these important services.

Even if the savings provided by county councils are to be accepted, they are modest in the context of the significant and growing financial challenges in local government – particularly across adult social care, children's services, and services for special education needs and disability – and alone will not achieve long term financial sustainability.

This is illustrated by recently created unitary councils experiencing similar levels of financial challenges, and also by the indication that unitary councils created in the late 1990s might also be caught up in yet more reorganisation. In fact, as argued by the LGA and others, the resolution and integration of health and social care in communities might be the most crucial route to improvements and efficiencies in local government services across places<sup>9</sup>, and that this is best delivered at the local community level<sup>10</sup>.

This is supportive of other research which suggests that more local models of local government are most likely to achieve longer financial sustainability. This is due to having more accountable political leadership and community engagement, enabling councils to create new relationships with residents based on co-production and independent rather than paternalism and service provision<sup>10</sup>.



<sup>9</sup> <https://www.local.gov.uk/about/campaigns/lives-we-want-lead-lga-green-paper-adult-social-care/towards-sustainable-adult>

<sup>10</sup> [https://www.aylesburyvaldc.gov.uk/sites/default/files/page\\_downloads/Strategic-options-case-for-modernising-local-government-in-Bucks.pdf](https://www.aylesburyvaldc.gov.uk/sites/default/files/page_downloads/Strategic-options-case-for-modernising-local-government-in-Bucks.pdf)

## CASE STUDIES

### **Chelmsford City Council engagement with business on local recovery**

In May the council sent a business recovery survey to over 3,000 SMEs, many of whom had applied for the Government funded business support grants. With close to 50% of respondents indicating that they did not expect to be trading in 12 months time, the council has used the responses to connect with its business support partners agencies (Colbea, BEST Growth Hub, and Back to Business) to match support to business need, as the local economy seeks to recover.

work on the Local Plan review, which considers everything from what employment and housing the area needs to tackling climate change and how special landscapes can be protected.

The council is now keen to hear how people think the experience and impacts of the Coronavirus crisis should influence the long-term plan, which guides council policies for the next 10 years and beyond.

### **Sevenoaks District Council establishes a business board to drive recovery**

In response to the new pressures being faced in the local economy the council has launched a new Business Board. The board is attended by business leaders from businesses large and small, across a wide array of services and sectors and business young and old. Making use of remote meeting technology, the council has made a conscious decision to make the meetings 1 hour long. Each meeting has a single focus, just one question to answer. Contributions from attendees allow us to quickly identify their priorities and make a plan to take action. The response from businesses has been overwhelmingly positive and will shape our economic action plan now and in the future.

### **Malvern Hills District Council campaign to help young people build life skills**

A new campaign was launched to encourage young people across the Malvern Hills District to gain valuable life skills.

Malvern Hills District Council has partnered with Malvern Youth Advisory Network to deliver 'Futureproof' which will run from 13 to 26 July.

The campaign is being championed by the council's new Youth Chair and Advisors and is aimed at 11 to 17-year-olds. It will encourage young people to build resilience and feel part of the community, as well as help them gain valuable life skills.

A range of different topics will be covered from budgeting and mindfulness to coping with exam stress and cooking healthy meals.

Futureproof will be promoted on a new webpage, as well as through videos, posts and activities on social media.

### **South Lakeland District Council launch consultation with residents and businesses to shape post-Covid future**

Residents have been invited to have their say on a major plan that will shape South Lakeland's post-Coronavirus future.

The council is taking the opportunity to re-start its engagement



# 6

## SUPPORT STRATEGIC LEADERSHIP ACROSS WIDER FUNCTIONAL ECONOMIC AREAS

*"We remain committed to devolving power to people and places across the UK. Our ambition is for full devolution across England, building on the successful devolution of powers to city region mayors ... so that every part of our country has the power to shape its own destiny."*

Conservative Party Manifesto, 2019

**District councils are the natural administrative building blocks across wider geographies and are already coming together to provide leadership on wider strategic issues connecting towns and cities. Devolution should further enable this by equipping district councils and partners, like Local Enterprise Partnerships, to lead strategic issues such as infrastructure, transport and inward investment across wider economic areas; potentially coming together in mayoral combined authorities only where places want them. County unitary councils would not work well within such models; creating strategic leadership tension between a small number of large organisations, meanwhile reducing the local delivery capacity to get things done.**

Wider functional economic geographies are much broader than single district councils, or single towns and cities, but instead are connecting our places in wider economies. District councils are the natural administrative building blocks that can come together across large functional economic areas providing leadership on wider strategic issues, working with key partners such as Local Enterprise Partnerships.

District councils have always led the way in innovation with collaboration, partnership and shared services with a focus on outcomes. Drawing on engagement with partnerships across the country, previous work by Grant Thornton<sup>11</sup> has summarised how the best district-led collaboration is:

- built on the powerful tools that districts have always had at their disposal
- boundary-blind and driven by a place-based vision for success

- rooted in and responsive to a detailed understanding of locality, residents and businesses
- entrepreneurial, commercial and innovative
- focused on local economic growth to support the wider economy
- consensus-led and supportive of the aspirations of place-based

Moving forward, councils might want to follow in the footsteps of other areas that have developed combined authorities on strategic issues such as large-scale infrastructure and passenger transport, with district and unitary councils continuing as delivery the arms. They might span functional economic areas similar in size to existing combined authorities, which average at 1.5m population ranging from 700,000 up to almost 3m (Table 4).

The government's manifesto has set out a clear preference for strong mayors. It might be that councils coming together in combined authorities would want a mayor across the wider geography attracting investment for strategic infrastructure and holding levers on other key strategic issues. In such an arrangement, it might be that it is decided that mayor would lead a board including the leaders from each of the councils within the combined authority.

Such an approach is not at all well served through increasing the number of large county unitary councils. County councils do not favour combined authorities and mayors. However should county councils be persuaded into a mayoral combined authority in return for becoming a county unitary, it would only

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11 <https://districtcouncils.info/news-coverage/dcn-and-grant-thornton-transformation-in-localities-toolkit/>

realistically include one or two large councils creating tension and confusion on the strategic leaderships with the mayor, they would be too similar; whilst removing the critical local delivery capacity through a turbulent process of reorganisation.

**TABLE FOUR** Combined authority by population

Combined authority	Population
West Midlands	2,928,592
Greater Manchester	2,835,686
West Yorkshire (no mayor)	2,252,300
North East (no mayor)	1,945,000
Liverpool City Region	1,429,910
South Yorkshire (Sheffield City Region)	1,409,000
West of England	1,100,000
North of Tyne	880,000
Cambridgeshire and Peterborough	850,000
Tees Valley	700,000

## CASE STUDIES

### **Wealden District Council promoting health in place beyond the crisis**

The council is in discussions with the local CCG and the four GP practices serving Hailsham residents to provide a modern, more centrally located medical centre. The intention is to accommodate new post-Covid clinical approaches to primary care provision and expand the range of services to what is set to be the key growth town for East Sussex as a whole. Collaboration and innovation are essential pillars of this approach in conjunction with a wider regeneration programme led by the council to create a healthy, green, climate change friendly modern market town to act as a vibrant destination for visitors and local people. [www.hailshamaspires.co.uk](http://www.hailshamaspires.co.uk)

### **Colchester Borough Council's Community Response Team mobilised quickly to support communities through the Covid-19 crisis**

The team worked through Community 360 to provide dedicated support, advice and assistance to those who need it across the borough, bringing together the council, voluntary sector, police, health, education and business community. The programme moved quickly to:

- create a food package distribution network for vulnerable groups not included in the government's 'shielded group'
- co-ordinate and support an extensive volunteer response within communities
- provide support through the council's digital inclusion team for vulnerable people shielding to access the internet, for instance to shop for groceries and stay in touch with loved ones
- partner with 18 GP practices to receive referrals from the council's social prescription service
- adapt the community transport offer by conducting welfare calls with people on the scheme, providing signposting, support and company, as well as support to access pharmacies
- advice communities in how to access foodbanks, deal with utility companies, and stay well including looking after mental health

### **East Suffolk Council supporting older people to connect via technology**

The council worked with local community response groups and American company Techsilver to get Grandpads – simplified tablets – aimed at older people across the District who were identified through our Home But Not Alone service as feeling lonely, isolated and disconnected from friends and family.

The recipients will be supported grow in confidence over the coming weeks and use their Grandpads to access health services and shop online as well as connecting with family and friends. As part of the monthly fee, which has been sponsored by the Council through its Covid funds, Techsilver provide 24/7 support and our first users are going from strength to strength.

### **City of Lincoln Council launched a telephone befriending scheme**

The scheme matches council homeworkers with elderly residents who are at risk of becoming isolated due to their social networks collapsing amid the coronavirus pandemic.

The scheme contacted 18,000 residents and quickly became a vital service to support over 450 people in the most vulnerable sectors of society at a time when they are feeling particularly afraid and alone.

The council workers would provide company but also advice on promoting independence, for instance on accessing services, in using technology, and more.

Within days of launching the scheme, the council allocated more than 1,100 residents to 22 members of council staff, and maintaining consistency of contact across the lockdown.

# 7

## INTRODUCE AN UPPER LIMIT FOR THE SIZE OF NEW UNITARY COUNCILS IN LINE WITH ELECTORAL EQUALITY

*"We will ensure we have updated and equal Parliamentary boundaries, making sure that every vote counts the same – a cornerstone of democracy."*

Conservative Manifesto, 2019

**Local governance should be determined locally, reform should only take place where there is significant local agreement that it is the right thing for their residents and businesses. However, the government should make clear that any future reform should follow the principles of electoral equality as a cornerstone of democracy, as set out in the Conservative Manifesto and now in primary legislation as part of the boundary review. In doing so, it would mean indicating that a preferred population size for any new unitary council be in line with existing unitary councils, a population of around 250,000 people, and introducing an upper limit of 500,000 to prevent an unacceptable divergence from the principles of electoral equality.**

By following the principles of electoral equality, which are set out in primary legislation as part of the boundary review, the government should reduce its declared preferred population size for new unitary councils in line with existing unitary councils in terms of voters per council seat and number of council seats.

This will deliver broad consistency in representation across the country, ensuring our residents and businesses have fair local representation wherever they live. Based on the averages for existing unitary councils set out in Table 5, any new unitary should have a population of around 250,000 to best achieve electoral equality and more consistent local government landscape.

Of course, other considerations would be important, such as fit with functional economic areas, administrative boundaries, and physical barriers especially in national parks. But given the significance of reflecting electoral equality, and the lack of evidence that scale makes any difference for outcomes and efficiency, it would not be reasonable for new unitary councils to have a population over 500,000 people. Only 9 existing

councils have more than 90 council seats, which creates an upper limit in itself. Given the above following the introduction of the parliament boundary review, it would not be appropriate to create further county unitary councils introducing significant electoral inequality in ways that are difficult to justify to residents; undermining a cornerstone of democracy.

For instance, it would be unreasonable for new county unitary councils surrounding London with an average population of 1.4m and average 12,520 voters per council seat, neighbouring London Boroughs with average populations of 324,075 and average 2,910 voters per council seat. Voters in London would be 4 times better represented than in the surrounding counties.

Some county councils have suggested they would increase the number of county seats in a new county unitary. The leader of Hertfordshire County Council has specified 156 seats for the county, as retaining the local connection, but this still equates to 7,700 voters per seat, almost 3 times more than in London Boroughs.

And, as argued elsewhere in this paper, there is no good reason for having local government any larger than this, it is not more efficient, more effective, or more agile, but it is less, and unequally, representative.

**TABLE FIVE** Council seats and voters per council seat by authority type

	Average electorate	Average number of council seats	Average voters per council seat
Unitary and Mets	187,800	60	3,130
London Boroughs	182,628	57	3,204
Shire Districts	88,536	42	2,108
County council	621,090	67	9,270

## NEXT STEPS

The route forward must be defined by collaboration around a focus on the residents and businesses that we are all collectively serving through this difficult time.

We would encourage all districts to have wide ranging discussions locally with their county colleagues, with their town and parish councils, with their MPs, with their local businesses, and with the whole range of public services in their place, from health, to employment, to housing, to transport.

We look forward to seeing the Devolution and Local Recovery White Paper and will continue to engage with debate into the future.



For more information visit

<https://districtcouncils.info/>

Contact us at [dcn@local.gov.uk](mailto:dcn@local.gov.uk)







Derby City Council



**Councillor Chris Poulter**  
Conservative – Spondon Ward  
**Conservative Leader of the Council**

Rt. Hon. Robert Jenrick MP  
Secretary of State for Housing,  
Communities and Local Government  
4<sup>th</sup> Floor, Fry Building  
2 Marsham Street  
London  
SW1P 4DF

Our ref	CP/YR_2020
Contact	Councillor Chris Poulter
email	christopher.poulter@derby.gov.uk
Office	01332 643555
Mobile:	07855 482078
Date	8 September 2020

Dear Robert

It was good to meet with you again recently at the I-Hub in Derby, I hope you are keeping well?

I am writing to request an urgent formal meeting to discuss Derby City Council's perspective in relation to the impending white paper on the subject of Local Government Reorganisation and the potential for an East Midlands Combined Authority and an elected regional Mayor.

I understand you may have already received representations from some of my fellow East Midlands Conservative County Leaders. As leader of a Conservative controlled City, I believe it is imperative that I present to you the potential benefits of LGR to a wider Derby City area.

I also understand that there might be a new found enthusiasm for an East Midlands Combined Authority, which I personally welcome. Derby is ready to take its place as the manufacturing, beating heart of a stronger East Midlands region. Furthermore, I understand that some are now even prepared to countenance the idea of an elected Regional Mayor?

I would greatly appreciate the opportunity for myself and a colleague to discuss these issues in more detail, prior to the publishing of the White Paper?

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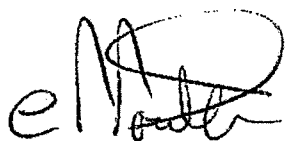
Leader's Office/Council House/Corporation Street, Derby DE1 2FS [www.derby.gov.uk](http://www.derby.gov.uk)

To view Derby City Council Privacy Notices please visit [derby.gov.uk/privacy-notice](http://derby.gov.uk/privacy-notice)

I will instruct my office to contact you and arrange a mutually convenient time and venue to meet.

Kind regards

Yours sincerely

A handwritten signature in black ink, appearing to read 'e Poulter', with a large, stylized loop at the end.

Councillor Chris Poulter

**Leader of Derby City Council**

cc Rowena Limb - Area Director – East Midlands, Oxford to Cambridge Arc, East Anglia and Beyond Whitehall | Cities and Local Growth Unit

## Pam Brown

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**From:** Laura Boyce (Commissioning Communities and Policy)  
<Laura.Boyce@derbyshire.gov.uk> on behalf of Barry Lewis (Elected Members)  
<Barry.Lewis@derbyshire.gov.uk>  
**Sent:** 11 September 2020 12:02  
**To:** Steve Fritchley  
**Subject:** Vision Derbyshire and Local Government Reform DCC Update  
**Importance:** High  
**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear Steve,

I wanted to update you following discussions at the Vision Derbyshire Steering Group meeting. As you are more than aware Government is building towards release of the local government devolution white paper and Vision Derbyshire is making significant progress. At the heart of all of our efforts is a commitment to achieving the best possible results for Derbyshire's people, communities and businesses.

The uncertainty of the contents of the white paper, plus the potential opportunity of a combined authority deal for the East Midlands, mean we must ensure that Derbyshire and the region do not miss the chance to address historic funding inequalities and are at the front of the queue for much-needed investment.

Vision Derbyshire recognises that staying as we are is not an option. We want to build on everything that collaboration has achieved and present Vision Derbyshire as our preferred model to Government. We must also plan for every eventuality to ensure that Derbyshire is not left behind.

On 15<sup>th</sup> and 16<sup>th</sup> September Derbyshire County Council will convene a special Cabinet and then take a paper to Full Council to ensure all outcomes are covered. It will recommend that the Council:

- Notes the Government's intention to publish a Devolution and Recovery White Paper in Autumn 2020.
- Approves the consideration of the White Paper (once published) to assess the most appropriate response, in light of the details contained therein.
- Approves the Council's involvement in the development of a devolution deal for the East Midlands to support recovery, resilience and prosperity across the region.
- Approves Vision Derbyshire as the preferred route for local government reform, provided the conditions for this route as set out in the report are fully met.
- Approves proposals for the Leader of the Council to write to the Secretary of State to request an invitation to submit a proposal for a single tier of local government for the county in the event that Vision Derbyshire is not able to satisfy the Government's requirements for reform and a subsequent devolution deal.
- Mandates officers within the Council to prepare an alternative route for devolution and the development of a case for a single unitary for Derbyshire, should the conditions for the preferred route for local government reform outlined in recommendation d) not be fully met.
- Opposes any proposals for a new model of local government which disaggregates the county footprint due to service fragmentation and the breaking up of historical boundaries.

You can view the paper from this afternoon on the [Derbyshire County Council website](#).

If the Vision Derbyshire approach does not meet the Government's requirements, or all of the involved councils cannot agree to the changes that must happen, we will have to take an alternative path to keep the historic county of Derbyshire together.

If we do not act decisively now we will likely miss the once in a generation opportunities before us and may have no say in what happens to our county and how it is governed. We, as local authorities in Derbyshire, need to be masters of our own future and ensure that we have a plan for all eventualities. That said, our commitment to Vision Derbyshire remains undimmed.

Kind regards

Barry

Councillor Barry Lewis  
Leader  
Derbyshire County Council

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**Action Grants – apply now for cash for community activities. Find out more on our [website](#).**

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Dear colleague

Yesterday, the Leader of the Council, Councillor Chris Poulter, wrote to the Secretary of State for Housing, Communities and Local Government, Robert Jenrick MP, and new Minister of State for Regional Growth and Local Government, Luke Hall MP, to ask for a meeting to discuss Derby's perspective on the potential for Devolution, a new Combined Authority / Regional Elected Mayor, and Local Government Reorganisation.

The Government recently announced its intention to publish a Recovery and Devolution White Paper in the autumn, setting out its plans for the devolution of powers, freedoms and flexibilities. The Government has also been clear that to deliver devolution for local regions such as the East Midlands, and the additional powers and funding it would bring, requires the creation of new unitary authorities in existing "two tier areas".

Whilst Derby is an existing unitary authority, the Government has stated that their preference is for new unitary authorities to serve a population of between 300,000 and 600,000, which is more than Derby's existing population. Evidence shows that larger unitary models are likely to improve services and outcomes by bringing together complimentary services, and would support a more coordinated approach to driving local growth, attracting investment into the area and saving money for local tax payers.

With this context in mind and given the challenges faced by Derby, including the ongoing impact of Covid-19, it is an opportune time to review the local government arrangements in the City and the surrounding area. The Council will want to explore all options together with our partner local authorities, and to achieve this, we will be speaking to our neighbouring Councils and other stakeholders to discuss the options available. The ultimate aim is to work collaboratively to ensure we deliver high quality, value for money services to all our local communities and businesses.

The culmination of these discussions would be the preparation of a business case on a preferred option for approval by the Minister of State, which could be expected to take place within the next six to 12 months.

We are at a very early stage in our thinking on these issues and as this develops, we will update you on our progress.

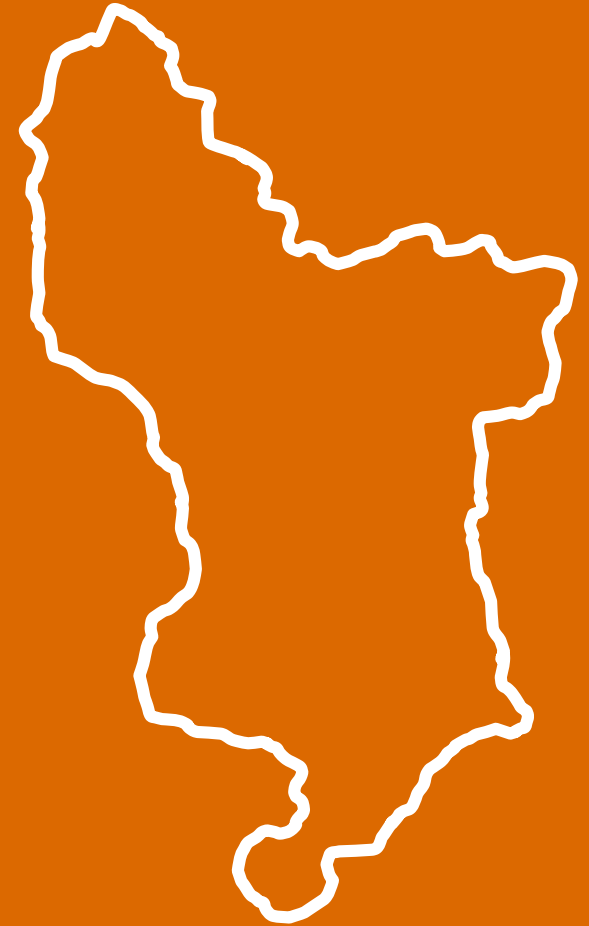
Regards

Paul



# Vision Derbyshire Leaders and Chief Executives

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**DRAFT** 27/11/2020

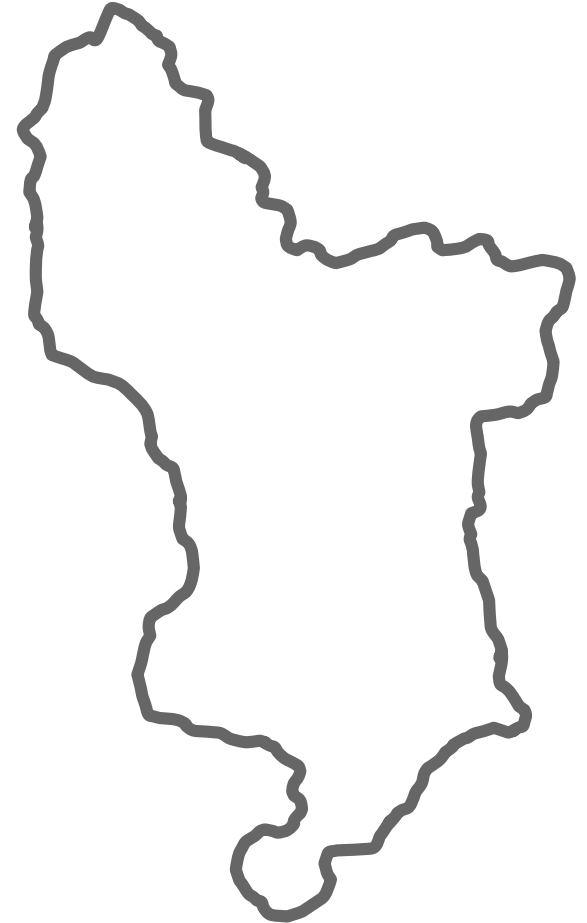


1. **Update on latest developments and current position**
2. **Issues and actions arising from Leaders and CEX Meeting – 30 October 2020**
3. **Derbyshire Phase 3 – Implementation Proposals**
  - Building a Team - Programme Management Resource and Business Case
  - Governance Model – Exploring Joint Committee arrangements/Governance Workstream Sub Group
  - Communications and Engagement – Communications and Branding Resource
4. **Accelerated Delivery Proposals**
  - Thematic Updates on Current Position/Progress
  - Climate Change Proposals
5. **Leaders and Chief Executives meeting – 11 December 2020**



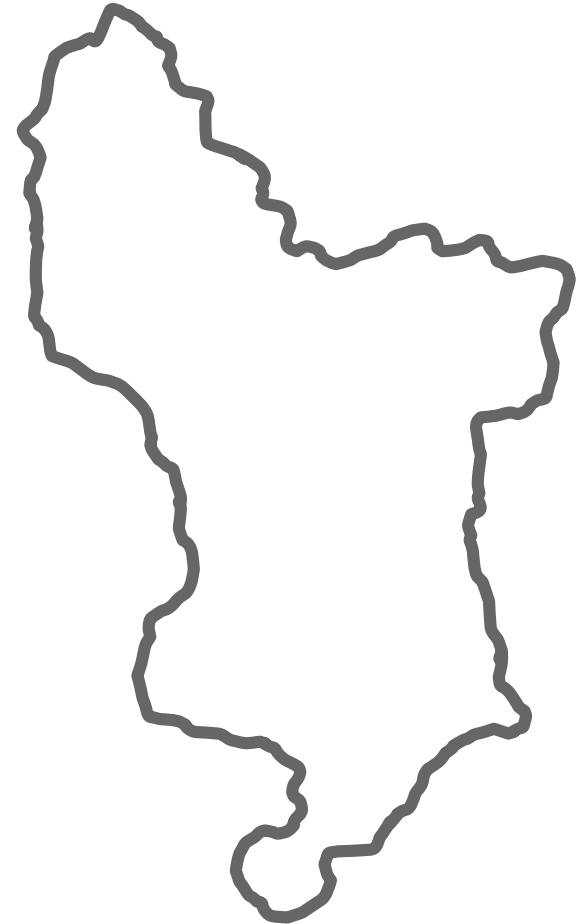
# 1. Update on latest developments

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## 2. Issues and actions arising from Leaders and CEXs meeting on 30/10

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## 2. Key Issues from Vision Derbyshire Leaders and Chief Executives Meeting 30/10 (1)



- Group welcomed progress reports from mobilisation pilots and work that had been undertaken to date.
  - Feedback to economic recovery pilot on comments relating to linking the scheme to empty properties and bringing them back to use (example from South Derbyshire about Barclays Bank)
  - Feedback to communities pilot about importance of independent living as an ongoing piece of work in delivering future efficiency savings
  - Feedback to communications group about outcomes in relation to signing off communications and future branding
- Overall support for the approach, particularly around the move to delivery, having a sharper focus – agreement about the “step change”
- General support for building team/pooling resources around specific elements of work as they emerge – comments relating to use of young people, graduates and apprentices when building the team

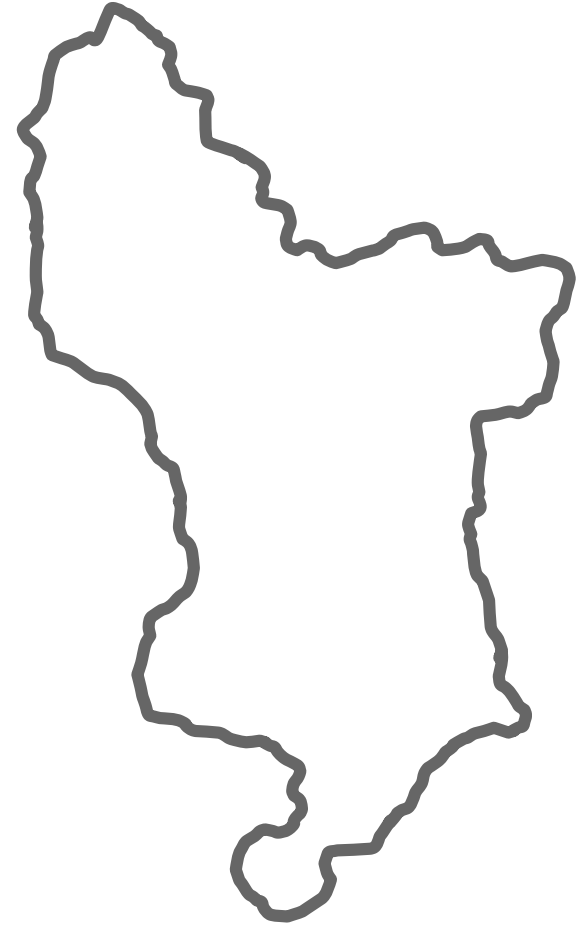
## 2. Key Issues from Vision Derbyshire Leaders and Chief Executives Meeting 30/10 (2)



- Agreement that there will be a need to communicate progress and that this should be moved forward jointly under a Vision Derbyshire brand
- Recognition of need for additional resources for communications given current circumstances relating to Covid
- Sharing responsibility for taking work forward over next few months across all Councils welcomed.
  - Three Leader nominations for Living and Working Sustainability theme – Cllr Ford, Cllr Emmas-Williams and Cllr Purdy (appears to be Climate Change that is popular). CEX nomination – Lee Hicken - from Cllr Alex Dale
  - No nominations for Relentless Ambition as yet
- Discussion about wider engagement with other stakeholders such as MPs, LEP, Business Sector.

# 3. Vision Derbyshire Phase 3 Implementation Plan Proposals

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# Implementation Plan - Building Team



Strategic and Tactical Development	Building Team	Accelerated Delivery Programme	Governance Model	Communications and Stakeholder Engagement
<p><b>Key aims</b></p> <p>Secure collective buy in to the overall approach and direction of travel</p> <p>Secure Government endorsement for the approach as a lever for a future Devolution Deal.</p> <p>Ensure MPs and wider partner agencies are supportive of overall approach and are involved in broader developments</p> <p>Build and develop medium and long term approach</p>	<p><b>Key aims</b></p> <p>Create capacity within the partnership to manage agreed programmes of activity</p> <p>Secure additional resource and capacity to take forward identified activity at speed</p> <p>Identify technical expertise and support required to deliver agreed plans</p> <p>Identify organisational leads, expertise and capacity to support delivery plans</p> <p>Develop medium and long term approach and build a dedicated and sustainable programme team</p>	<p><b>Key aims</b></p> <p>Identify short term activity to form part of Phase 3 Vision Derbyshire accelerated delivery programme</p> <p>Commence delivery of agreed quick wins aligned to identified Vision Derbyshire principles and ambition themes</p> <p>Develop timetabled action plans for each ambition theme</p> <p>Identify resources, commitment, funding, barriers, enablers and asks required to deliver</p> <p>Develop and build medium and longer term delivery plans aligned to 2 year and 10 year VD thematic programmes</p>	<p><b>Key aims</b></p> <p>Develop and put in place governance model to deliver agreed Phase 3 implementation plan using principles of a joint committee approach</p> <p>Use the accelerated delivery programme to test effectiveness of new governance and approach to decision-making</p> <p>Build and develop medium and longer term approach to governance and decision making across Vision Derbyshire partnership</p> <p>Put in place mechanisms to create the Vision Derbyshire Joint Committee</p>	<p><b>Key aims</b></p> <p>Promote work of pilot and Accelerated Delivery Programme agreed activity</p> <p>Develop process for agreed communication sign-off procedures</p> <p>Develop approach to stakeholder messaging and briefings</p> <p>Develop track and respond approach to relevant developments with Vision Derbyshire partners</p>

# Building Team



- Capacity of Chief Executives and Senior Officers severely stretched due to additional workload arising from coronavirus pandemic
- Significant investment made for Phase 2 with dedicated resources and expertise to deliver case for change and proposition to government
- No dedicated resource since end of June 2020
- Vision Derbyshire Phase 3 is substantial programme of work
- Strong case for dedicated resource to support development and delivery of Programme Plan for five Implementation Plan workstreams
- Business case developed and now presented to Leaders and Chief Executives for consideration and approval
- Approval to adopt pooled budget approach to share costs

# Building a Team - Programme Support Business Case



## Vision Derbyshire

### Vision Derbyshire Interim Phase 3 Implementation Programme Management Support

#### Achieved:

- Implementation Plan and Accelerated Delivery Plan proposals developed and approved at Derbyshire Leaders and Chief Executives on 30 October 2020
- Business Plan for initial programme management support developed and summary proposal (this document) completed
- Draft Job Description and Person Specification for Programme Manager drafted



#### Key Programme Management Roles

Manage and further develop Derbyshire Councils Vision Derbyshire Programme to support Phase 3 delivery in line with agreed strategies and implementation plans

Develop and coordinate identified Programme work streams, supporting the delivery of short, medium and long-term priorities set out in the Vision Derbyshire case for change, working with and supporting Leader, Chief Executive and Officer leads

Manage and apply consistent and high-quality programme and project management methodology across the Vision Derbyshire Programme and associated areas of work, including creating, monitoring and reporting project plans, project timetables, risk logs and regular reviews

Manage a portfolio of commissioning activity across the Programme, analysing and reporting on performance and progress Steering Group, Governance Boards and Elected Members, delivering high quality information and analysis to inform and shape strategic decision making

#### Business Case Proposal

- Vision Derbyshire Councils are now progressing into Phase 3 implementation
- Programme management support to ensure the Programme maintains momentum, delivers the identified accelerated short-term delivery programme and builds a medium-term approach – aligned to the agreed four key ambitions, is now required.
- Existing capacity to manage Vision Derbyshire programme is severely restricted across the partnership.
- Support is required to develop identified workstreams and ensure accelerated delivery plans and proposals focused on a number of early start areas are delivered in the short term.
- Support to further build the programme in the short and medium term will be required from January 2021 onwards to ensure the programme delivers Vision Derbyshire ambitions
- In the short term it proposed to appoint a Programme Manager at an estimated cost of :
  - Programme Manager Salary at Grade 14 or equivalent for 12 months plus on costs £60,392
  - Travel and Equipment costs £1,500
  - **Initial investment approximately £61,892.**
- Moving forward and as programme shifts into further implementation and delivery, this is likely to require additional support and a dedicated programme team will need to be established to deliver Vision Derbyshire ambitions



# Implementation Plan - Governance Model



Strategic and Tactical Development	Building Team	Accelerated Delivery Programme	Governance Model	Communications and Stakeholder Engagement
<p><b>Key aims</b></p> <p>Secure collective buy in to the overall approach and direction of travel</p> <p>Secure Government endorsement for the approach as a lever for a future Devolution Deal.</p> <p>Ensure MPs and wider partner agencies are supportive of overall approach and are involved in broader developments</p> <p>Build and develop medium and long term approach</p>	<p><b>Key aims</b></p> <p>Create capacity within the partnership to manage agreed programmes of activity</p> <p>Secure additional resource and capacity to take forward identified activity at speed</p> <p>Identify technical expertise and support required to deliver agreed plans</p> <p>Identify organisational leads, expertise and capacity to support delivery plans</p> <p>Develop medium and long term approach and build a dedicated and sustainable programme team</p>	<p><b>Key aims</b></p> <p>Identify short term activity to form part of Phase 3 Vision Derbyshire accelerated delivery programme</p> <p>Commence delivery of agreed quick wins aligned to identified Vision Derbyshire principles and ambition themes</p> <p>Develop timetabled action plans for each ambition theme</p> <p>Identify resources, commitment, funding, barriers, enablers and asks required to deliver</p> <p>Develop and build medium and longer term delivery plans aligned to 2 year and 10 year VD thematic programmes</p>	<p><b>Key aims</b></p> <p>Develop and put in place governance model to deliver agreed Phase 3 implementation plan using principles of a joint committee approach</p> <p>Use the accelerated delivery programme to test effectiveness -of new governance and approach to decision-making</p> <p>Build and develop medium and longer term approach to governance and decision making across Vision Derbyshire partnership</p> <p>Put in place mechanisms to create the Vision Derbyshire Joint Committee</p>	<p><b>Key aims</b></p> <p>Promote work of pilot and Accelerated Delivery Programme agreed activity</p> <p>Develop process for agreed communication sign-off procedures</p> <p>Develop approach to stakeholder messaging and briefings</p> <p>Develop track and respond approach to relevant developments with Vision Derbyshire partners</p>

# Governance – Exploring Joint Committee Proposals (1)



- Chesterfield, Bolsover and North East Derbyshire Councils have a long history of working together through Joint Committee arrangements
- Such arrangements, as set out in CBC's constitution (attached), have proved successful in taking forward a joint approach to procurement, building control etc.
- **Key Features of this approach include:**
  - Details of **legal powers** available to Councils to undertake joint arrangements
  - **Joint Working Protocol** setting out agreed principles for undertaking joint working and provision of joint services across relevant Councils
  - **Joint Board** with formal decision making powers comprising Leaders of relevant Councils

# Governance – Exploring Joint Committee Proposals (1)



- A **Host Authority** to lead on relevant activity as determined in associated business cases
- A **Chief Executives Officer Working Group** comprising Chief Executives of each authority and other relevant officers and consultants
- **Other Officer Joint Working Groups** as agreed and convened by the Joint Board
- **Joint Working Consultation Forum** comprising union and management representatives of all relevant Councils
- Agreed **Democratic and Administrative services** and processes
- **Overview and Scrutiny** mechanisms and procedures

# Governance – Exploring Joint Committee Proposals (2)



- To progress identified activity relating to the development of governance arrangements, it is recommended that:
  - CBC/BDC/NEDDC current Joint Committee arrangements be used as the basis for the developing Vision Derbyshire governance arrangements
  - Activity agreed as part of the accelerated delivery programme be used as the starting point for incrementally building the approach
  - A Governance Sub Group, comprising legal and policy representatives, with a nominated lead has been established to take forward governance work
  - Draft governance proposals be developed and presented for consideration by Leaders and Chief Executives at their next meeting on 11 December 2020



Strategic and Tactical Development	Building Team	Accelerated Delivery Programme	Governance Model	Communications and Stakeholder Engagement
<p><b>Key aims</b></p> <p>Secure collective buy in to the overall approach and direction of travel</p> <p>Secure Government endorsement for the approach as a lever for a future Devolution Deal.</p> <p>Ensure MPs and wider partner agencies are supportive of overall approach and are involved in broader developments</p> <p>Build and develop medium and long term approach</p>	<p><b>Key aims</b></p> <p>Create capacity within the partnership to manage agreed programmes of activity</p> <p>Secure additional resource and capacity to take forward identified activity at speed</p> <p>Identify technical expertise and support required to deliver agreed plans</p> <p>Identify organisational leads, expertise and capacity to support delivery plans</p> <p>Develop medium and long term approach and build a dedicated and sustainable programme team</p>	<p><b>Key aims</b></p> <p>Identify short term activity to form part of Phase 3 Vision Derbyshire accelerated delivery programme</p> <p>Commence delivery of agreed quick wins aligned to identified Vision Derbyshire principles and ambition themes</p> <p>Develop timetabled action plans for each ambition theme</p> <p>Identify resources, commitment, funding, barriers, enablers and asks required to deliver</p> <p>Develop and build medium and longer term delivery plans aligned to 2 year and 10 year VD thematic programmes</p>	<p><b>Key aims</b></p> <p>Develop and put in place governance model to deliver agreed Phase 3 implementation plan using principles of a joint committee approach</p> <p>Use the accelerated delivery programme to test effectiveness of new governance and approach to decision-making</p> <p>Build and develop medium and longer term approach to governance and decision making across Vision Derbyshire partnership</p> <p>Put in place mechanisms to create the Vision Derbyshire Joint Committee</p>	<p><b>Key aims</b></p> <p>Promote work of pilot and Accelerated Delivery Programme agreed activity</p> <p>Develop process for agreed communication sign-off procedures</p> <p>Develop approach to stakeholder messaging and briefings</p> <p>Develop track and respond approach to relevant developments with Vision Derbyshire partners</p>



- Agreement at Leaders and Chief Executives meeting on 30/10 to develop Vision Derbyshire brand and joint approach to communications
- Sign off principles for Vision Derbyshire communications agreed and approach now confirmed
- Resources to support development of branding/ongoing communications activity as set out in work programme, in light of current focus on the pandemic, now required.
- It is recommended that:
  - Leaders and Chief Executives consider work programme and approve identified resources to deliver through pooled budget approach
  - An update of progress be presented to Leaders and Chief Executives on 11 December 2020

# Communications and Branding – Business Case



## Vision Derbyshire

Communications and Engagement Pilot  
Immediate work plan and capacity proposal Winter 2020

### Achieved:

- Communications sign off procedure approved by the Steering Group.
- Agreement for capacity support proposal to be brought (this document).
- Currently developing initial branding briefing.



### Revised work programme – November 2020

#### Entrepreneurial start up programme:

- Media activity
- Social media
- Stakeholder engagement
- Support for information pack development
- Deliver around time of LEP sign off 3 December

#### Brand and key message development:

- Initial brief from core Comms
- Agency support to develop Vision Derbyshire brand and key message suite
  - Immediate priority

#### Stakeholder engagement event support:

- MP and partner events in 2021
- Full requirements to be scoped

#### Workstream communications & promotion:

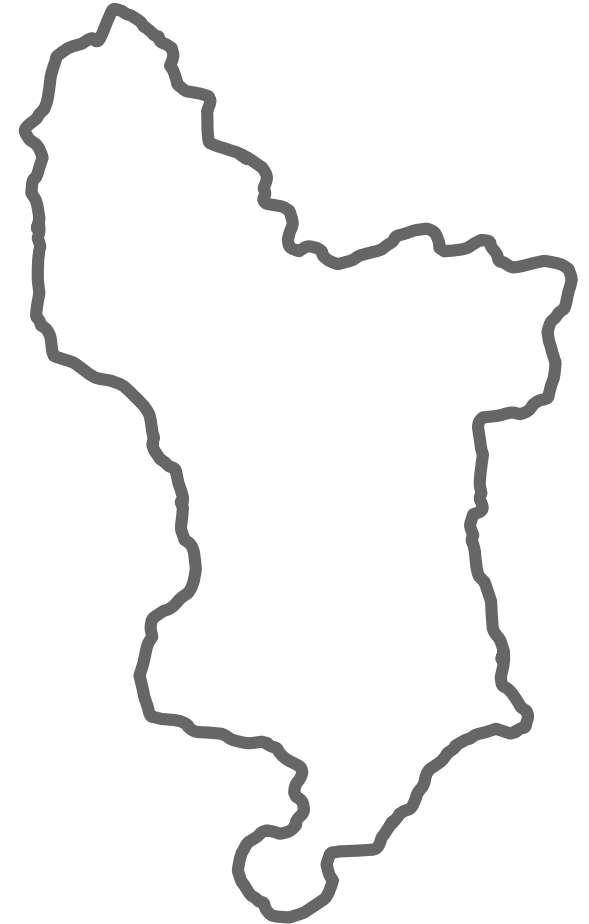
- Homelessness
- Climate change
- Skills & employment
- Requirements to be scoped as work develops

### Capacity support proposal

- Capacity to deliver Vision Derbyshire communications is severely restricted across the partnership due to the ongoing pandemic.
- Support is required to develop the workstreams identified here in the short to medium term.
- It is proposed to bring in agency support at an estimated cost of:
  - Entrepreneurial start-up programme: 4 days of support at an estimated rate of £420 per day (total £1680)
  - Branding concepts, key message development and initial development of brand - £14,000 initial budget for branding specialist and management by Comms specialist. Further investment required should more development be needed.
  - **Initial investment approximately £16,000.**
- In early 2021 (should core Comms capacity still not be available):
  - Support for partner / MP engagement events– requirement to be scoped but at a cost of £420 per day.
  - Further promotion of pilot work – Entrepreneurial start-up programme, Homelessness, Climate Change and Skills & Employment – cost as above.

# 4. Accelerated Delivery Programme Proposals

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# Accelerated Delivery Programme – Update on progress



## Seize innovation

### Early Starts

- County wide Business Start up and Support Programme

### Additional short term activity

- Smart Towns Programme
- Develop wider programme of work in advance of launch

**Lead Strategic Group –**  
Economic Recovery Pilot

**Leader Lead –** Cllr Trish Gilby  
**CEX Lead –** Frank McArdle  
**Officer Lead –** Joe Battye

## Establish relentless ambition

### Early Starts

- Develop options for tackling skills and employment challenges as part of recovery activity

### Additional short term activity

- Develop approach to Social Mobility
- Roll out county wide careers hub
- Develop wider programme of work in advance of launch

**Lead Strategic Group –** TBC

**Leader Lead –** Cllr Martin Ford  
**CEX Lead –** Paul Wilson  
**Officer Lead –** TBC

## Build proactive communities

### Early Starts

- Homelessness
- Develop options for improving Independent Living (e.g. joint approach to disabled facilities grants etc)

### Additional short term activity

- Develop wider programme of work in advance of launch

**Lead Strategic Group –**  
Communities Recovery Pilot

**Leader Lead –** Cllr Carol Hart  
**CEX Lead –** Andrew Stokes  
**Officer Lead –** Liz Cook

## Live and work sustainably

### Early Starts

- Develop opportunities for joint Climate Change programme, e.g. behaviour change, green homes,
- Develop shared approach to Planning Policies to support climate change

### Additional short term activity

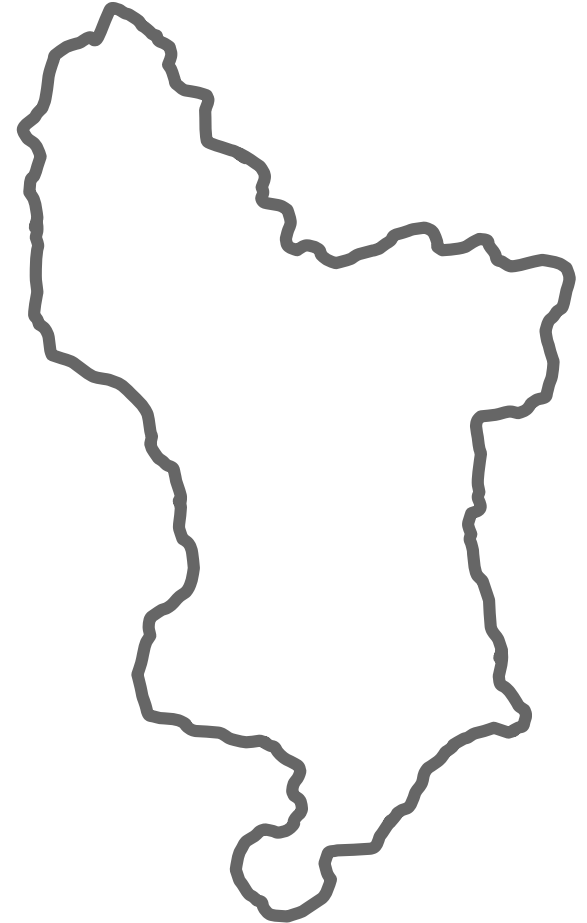
- Strategic Housing Plan
- Visitor Economy/Tourism
- Covid Enforcement across Environmental Health/Public Health/Trading Standards
- Develop wider programme of work in advance of launch

**Lead Strategic Group(s)**  
TBC

**Leader Leads –** Cllr Chris Emmas Williams (Climate Change) Cllr Garry Purdy (Planning and Housing)  
**CEX Leads –** Lee Hicken (Climate Change), Jeremy Jaroszek (Planning and Housing)  
**Officer Leads –** TBC

# Live and Work Sustainably – Climate Change Proposals

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# Three initial proposals



## **‘Thanks a Tonne’ – Carbon Reduction Challenge**



## **Healthy Homes Programme**



## **EV Charging Points Programme**



# Proposal 1 – Thanks a Tonne



## ‘Thanks a Tonne’ – Carbon Reduction Challenge



### Project Aim:

To engage with the community through a Derbyshire wide challenge to designed to raise awareness of carbon saving measures to implement in the home resulting in wide scale collective carbon reduction – ***small household changes ‘add up’***

# Proposal 1 – Thanks a Tonne



## Key message

*There is growing global awareness of the effect of our carbon footprint on the planet, along with a growing appetite to reduce it. A reversal of these negative effects upon our planet requires a global effort, however, global change can only happen if individuals, communities and countries are prepared to change and have the opportunity to change.*

*When thinking about carbon reduction, this can perhaps appear overwhelming due to the varied nature and scale of the challenge, however it doesn't have to be complicated. By applying the same simple principles and asking some very basic questions, solutions can emerge in almost every scenario;*

**REDUCE** – consumables, energy, travel, waste. **REUSE** – renewable energy, materials, products, equipment. **RECYCLE** – water, waste, bi-products. **RETHINK** – can we do something different? Do we need to do it at all?

*Many of us in our communities will find messages around climate change confusing, it can be difficult to see how it relates to us personally, or for us to realise that such a big problem really can be affected by our individual actions – actions that relate to our own household. A major contributor to the solutions for tackling climate change will come from us, the choices that we make, the actions that we take and the influence we can have on others around us to be like minded.*

*The 'Thanks a Tonne' campaign aims to help and support households to reduce carbon emissions by an additional tonne during 2021 and to continue reducing our carbon footprint into the future. Helping to save the planet is of course the greatest prize – nonetheless, we want to say 'Thanks a Tonne' by entering all registered households into a prize draw too. Prizes include;*

- An electric car (*perhaps*)
- A household efficiency 'make-over' worth over £10,000 (*perhaps*)
- For schools – those with the greatest percentage of their school children living in registered households will receive a cash prize of £1000 (*perhaps*)

# Three initial proposals



## How it works;

The challenge is made up of 3 stages:

Stage 1: Building anticipation of the challenge in the wider community and schools. This involves engaging with stakeholders and communities to generate interest in and awareness of the challenge. This could include school assembly, with mascot and branding, focused on the challenge not necessarily the science.

Stage 2: The 'Thanks A Tonne' challenge runs throughout the year. Participants can pick up a Pledge Pack which contains information about small changes a household can pledge to make e.g. Shower not bath, turn the thermostat down, etc. Participants then complete the online form selecting the things they pledge to do for the next year and then submit the pledge on behalf of their household.

Stage 3: Announce the winners of the challenge. A prize draw for all participants to win a prize. A prize for the school with the highest % of student pledges.

Stage 4: A follow up survey with the participants/households to offer support and identify long-term changes.

# Three initial proposals



## Hosting the campaign;

- Opportunity to have one host LA
- On the Landing Page, along with the key message;

*Ready to save the planet? Keen to do your bit? Here's how;*

### **First...**

*Have a look at some examples your household could pledge to do **HERE** – there's a useful 'quick reference guide' and an emissions calculator to help inform your pledge*

### **Then...**

***Register** your household today – its simple, just a few pieces of information required and we can log your pledge to reduce your emissions in 2021 by an additional 1 tonne (or more)*

*And to see how we are collectively doing, see our progress to date '**emissions reduction pledge tracker**'.*

# Three initial proposals



## Resource requirement:

- Delivered through the existing Local Authority Energy Partnership and County-wide Climate Change structure – aligned with Communication group
- Support from Energy Saving Trust/Carbon Trust to provide the education materials
- Sponsorship from local businesses for prizes
- PR consultancy to create the branding and marketing (perhaps)
- Host Local Authority for the website and online forms

## Outcomes:

- Raise awareness in the community of the Climate Change ambitions of Derbyshire Local Authorities, along with the scale of the challenge
- Promote existing programmes of support (Green Homes Grants, Home Improvement Teams, etc.) to residents of Derbyshire
- Create a contact list of households across Derbyshire who would be receptive to future Climate Change initiatives and funding programmes
- Create positive PR opportunities for Local Authorities around the Climate Change agenda – local media and potentially local TV
- Demonstrate the value of Vision Derbyshire and the collaboration on strategic projects



# Proposal 1 – Healthy Homes Programme



## Healthy Homes Programme



### Project Aim:

To collectively identify all hard to treat homes (Non-traditional and solid wall) and develop a long-term programme of work to support a large scale Green Homes Grant bid and supporting procurement of Trust Mark certified contractors to enable county-wide delivery.

# Proposal 2 – Healthy Homes Programme



## **The Opportunity:**

- Generally due to the industrial heritage of Derbyshire, there are in excess of 750,000 hard to treat homes in the county
- Due to cost barriers, such properties in private ownership are highly unlikely to be insulated in the future
- Significant and known fuel poverty in these households
- 1.3 Tonne carbon saving per property approximately - estimated 975,000 Tonne CO2 annual reduction potential
- Create a long-term pipeline of work for local businesses which assists in the developing skills and jobs in the low carbon economy.

## **Resource required:**

Collective funding to create a small central team to work with Councils to identify the number of properties to include in a funding bid, tender documents and management of the project. The team would be employed by one of the LA partners and work directly with the Local Authority Energy Partnership and Midlands Energy Hub run by the LEP.

## **Outcomes:**

- A national flagship scheme aiming to deliver 975,000 Tonne reduction in carbon emissions
- Demonstrate the value of Vision Derbyshire and the collaboration on strategic projects

# Proposal 2 – Healthy Homes Programme



## **The Opportunity:**

- Generally due to the industrial and rural heritage of Derbyshire, there are in excess of 160,000 (40% of 400,000) hard to treat homes in the county.
- Due to cost barriers, such properties in private ownership are highly unlikely to be insulated in the future
- Significant and known fuel poverty and health issues in at least 80,000 (20% 400,000) of these households
- 930kg 3 bed semi for EWI only or 1.3 Tonne carbon saving per fully insulated property. Estimated 5.3m tonnes Lts Life Time Savings (1.3 t x 160,000 properties x 25 years)
- Create a long-term pipeline of work for local businesses which assists in the developing skills and jobs in the low carbon economy.

## **Resource required:**

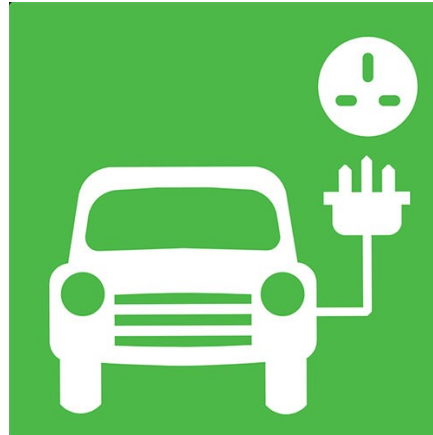
Collective funding to create a small central team to work with Councils to identify the number of properties to include in a funding bid, tender documents and management of the project. The team would be employed by one of the LA partners and work directly with the Local Authority Energy Partnership and Midlands Energy Hub run by the LEP.

## **Outcomes:**

- A national flagship scheme aiming to deliver 975,000 Tonne reduction in carbon emissions
- Demonstrate the value of Vision Derbyshire and the collaboration on strategic projects



## EV Charging Points Programme



### Project Aim:

To collectively identify opportunities and locations for EV charging infrastructure and develop a long-term programme of work to support a large scale EV infrastructure bid and supporting procurement of certified contractors to enable county-wide delivery.

# Proposal 2 – EV Charging Points Programme



## **The Opportunity:**

- To work collaboratively rather than individually as District and Borough Councils to identify funding, siting and installation of EV charging infrastructure county-wide
- To collectively benefit from economies of scale both financially and in terms of other resources requirements including knowledge and staff capacity
- Significant opportunity to meet the latest challenges laid out by Government in relation to petrol and diesel vehicle production and the resulting carbon saving
- Potential to create a long-term pipeline of work for local businesses which also assists in the development of skills and jobs in the low carbon economy

## **Resource required:**

Unknown at this stage – requires further investigation/feasibility work

## **Outcomes:**

- A county-wide flagship scheme aiming to deliver a co-ordinated approach to EV infrastructure development
- Demonstrate the value of Vision Derbyshire and the collaboration on strategic projects

# Accelerated Delivery Programme – Relentless Ambition/Live and Work Sustainably



- Current gaps in accelerated delivery programme for Relentless Ambition and Live and Work Sustainably themes in relation to:
  - Leader and CEX nominated leads
  - Strategic Group
  - Officer Lead
- Interest and multiple nominations from Leaders for taking forward work on climate change
- Chief Executives consideration and agreement of leads for the following activity now required:
  - Skills and employment - Relentless Ambition theme
  - Climate Change - Live and Work Sustainably theme
  - Strategic Housing/Planning activity - Live and Work Sustainably theme

# 4. Focus of Leaders and Chief Executives meeting on 11/12



# Draft Agenda for Leaders and Chief Executives Meeting on 11 December 2020



- **Update on latest developments and current position**
- **Derbyshire Phase 3 – Implementation Proposals**
  - Proposals for shadow governance and Joint Committee arrangements
  - Updated Implementation Programme
  - Updated Engagement Plan and Timetable
- **Accelerated Delivery Proposals**
  - Updated Delivery Plan and Theme Updates on Progress
  - Scope and Proposal Independent Living (Build Proactive Communities Theme)