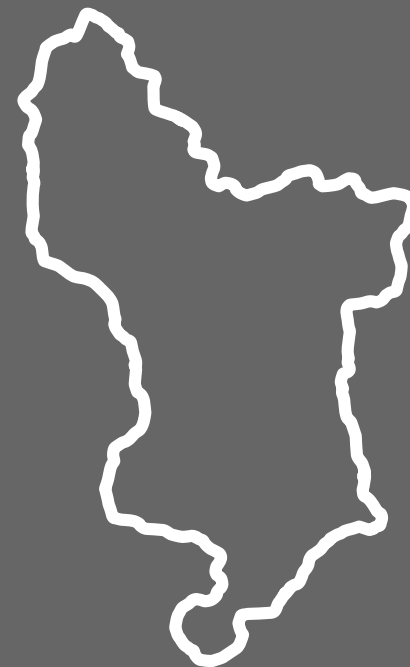


DRAFT FOR
DISCUSSION

Vision Derbyshire

Case for Change
August 2020



Contents

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire.	03
---	----

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire.	20
---	----

3. Vision Derbyshire ambition - Our ambition for people and places in Derbyshire, and how we will deliver this.	35
--	----

Ambition for
people and places

Seize innovation

Establish
relentless ambition

Build proactive
communities

Live and work
sustainably

Organisational enablers - how Vision Derbyshire will transform the way we work together as councils.

Pilots - examples of where we are already working in a Vision Derbyshire way.

4. Impact of Vision Derbyshire - How Vision Derbyshire will achieve qualitative and quantitative benefits for people and councils.	100
---	-----

Wider system benefits to community; economy and
public sector

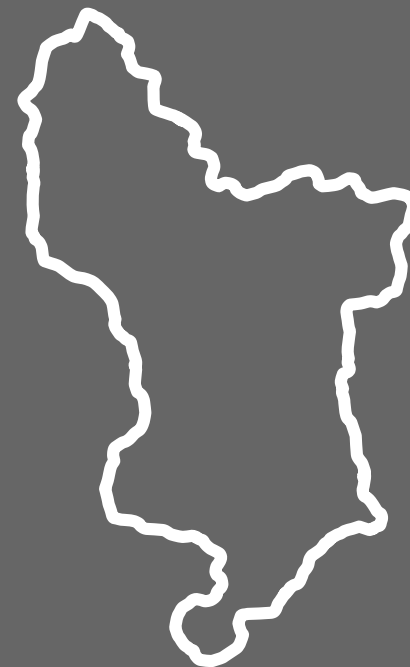
Organisational benefits to Vision Derbyshire councils

5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps.	128
--	-----

6. Appendices - Supporting information and further detail on Vision Derbyshire.	156
--	-----

1. The case for collaboration

Executive Summary



The case for collaboration: Summary

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire. **03**

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire. **20**

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public sector

Organisational benefits to Vision Derbyshire councils

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6. Appendices - Supporting information and further detail on Vision Derbyshire. **156**

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 £1.08bn.

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 £20.0 - £65.9m.

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)

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 of 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 specialty. Organisations will want to locate in Derbyshire to fulfil their ambitions.*

3 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/health inequality 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)

4

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.*

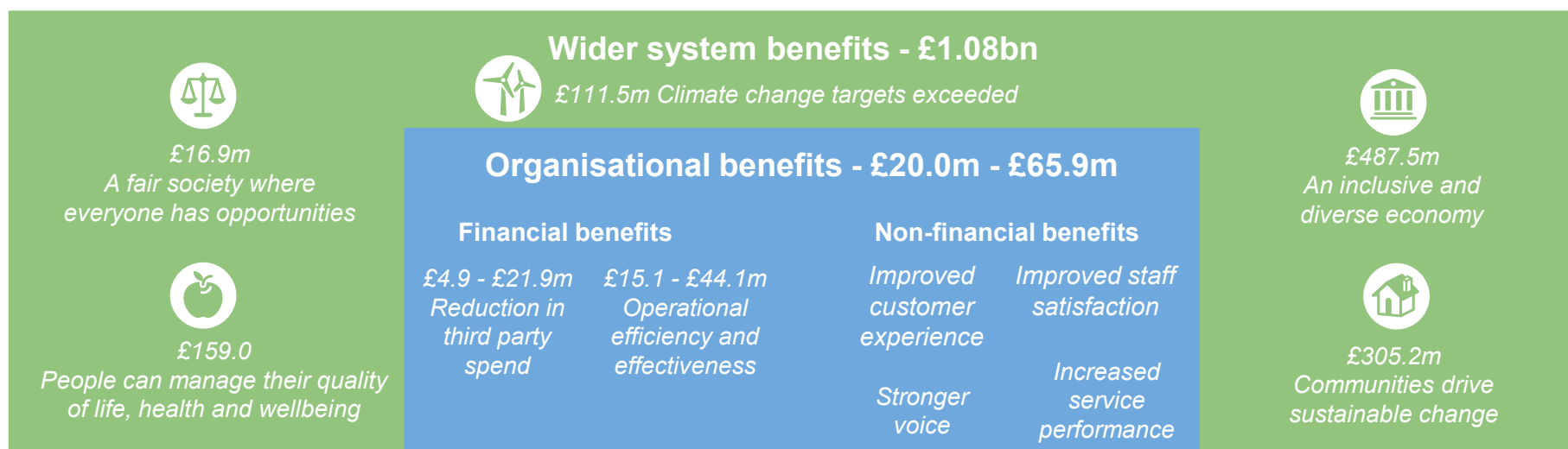
The impact on Derbyshire's people and places (1)

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. There will be one-off costs required to help fund the transformation, as outlined in chapter 4 of this document.



The impact on Derbyshire's people and places (2)

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:

£1.08bn

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:

£20.0 - £65.9m

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 will use every legislative power available to provide the necessary governance to transform our services and improve our offer to local people. We believe that at the heart of the new model of local government, will be **a single Joint Committee for Derbyshire councils**, to be known as the Vision Derbyshire Joint Committee.

This Joint Committee will:

- Provide **collective leadership** for Derbyshire
- Progresses **shared ambitions** for the area
- **Work together** to tackle the issues and challenges outlined in this case for change.
- Enable agile, timely and effective decision making

It is proposed that each constituent council's Leader will represent their authority on the Joint Committee. One of the first tasks of the constituent councils will be to determine which powers are to be delegated to the Joint Committee.

These new governance arrangements will demonstrate our commitment to collaboration and aims to ensure that across Derbyshire constituent members are working together to build effective solutions to and share responsibility for the challenges we face.

Effective governance is also not about just aggregating functions, Vision Derbyshire will look to ensure local services are relevant and meaningful to local people. Consideration will be given to establishing sub-committees or advisory committees at a local level, for the purpose of discharging functions at the most appropriate level.

Sources: Legal Advice provided by Geldards to the County Council on 16th August 2020

We will be working over the coming months to detail which powers are to be delegated to the Joint Committee and to further clarify and strengthen this approach against the aims of Vision Derbyshire.

These arrangements would, as a minimum:

- Establish joint arrangements to exercise authority across **all local authorities**
- **Meet frequently** to maintain pace and momentum
- Have members appointed by each authority to ensure **accountable representation**
- Vote by a simple majority in all matters to ensure swift and **effective decision making**.

As this approach develops and the new governance arrangements begin to exercise their functions, Vision Derbyshire will look in the future to how partners can be co-opted to increase collaborative working. It will also lobby government, for the provisions of statutory powers to employ staff and hold assets and funding, like those of a Combined Authority.

Joint Committees

Section 101(5) of the Local Government Act 1972 provides powers for two or more local authorities to discharge functions jointly and, where they do, to arrange for the discharge of functions by a joint committee.

Establishing a joint committee can be an effective practical way for local authorities to streamline decision making, by providing for decisions to be taken by the joint committee, rather than needing to go to each individual authority for decisions.

Improving outcomes over ten years and beyond

Vision Derbyshire is a journey. We want to start this journey by prioritising several flagship priorities, which we aim to achieve in the first 2 years. These key milestones for these are shown below. 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	Live and work sustainably
<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 asks of Government



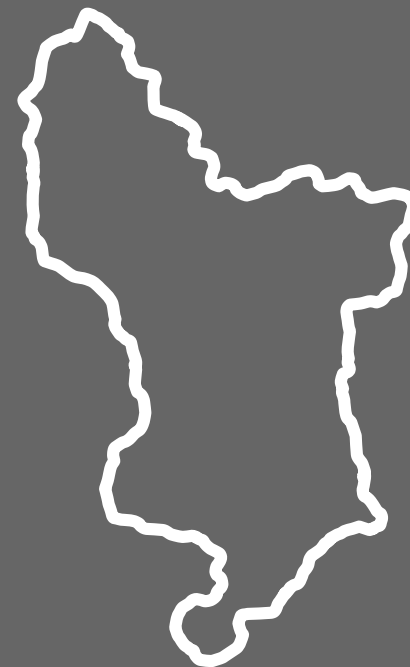
In order to deliver Vision Derbyshire, and our flagship priorities, we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so an open dialogue with government will be required. Our current asks of government are highlighted below:

Our asks:

- Support for Vision Derbyshire from Government- As Vision Derbyshire is a new model, and an alternative to unitarisation we are asking the government to recognise this and support us in achieving our ambitions.
- An opportunity to continue a dialogue around our asks as Vision Derbyshire evolves- As we continue to progress Vision Derbyshire's flagship priorities and the wider ambition, there may be further asks in terms of finances, support or power. We would value the opportunity to keep an open dialogue with government for when these discussions are needed.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<ul style="list-style-type: none"> • Devolved powers for post-16 skills agenda • 5G connectivity investment • Resources, funding and expertise from Government to guide and support strategic investment in key new industries 	<ul style="list-style-type: none"> • Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy • Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire 	<ul style="list-style-type: none"> • Greater devolution of Public Health responsibilities at the local level and devolution of all public health functions including those under section 7A of the Health and Social Care Act 2012. • Additional investment to pump prime public health aspirations, building on our successful localities programme and Thriving Communities approach, to reduce health inequalities. • Assurances around EU prosperity funding 	<ul style="list-style-type: none"> • Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport • Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint • Direct investment in housing development • Powers to raise capital through investment loans to support development

2. Background and context



Background and context

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5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps. 128

6. Appendices - Supporting information and further detail on Vision Derbyshire. 156

Background and context: Summary

Local councils are experiencing a period of unprecedented pressure. The changing global and national context for local government brings challenges for local authorities, many of which have been heightened by Covid-19. This includes increased financial pressure, social and geographic inequality and pressure on employment, housing and social care. In addition, global issues such as the recent pandemic, recession and climate change are causing local authorities to drastically change the way that they operate. The government priorities are rapidly changing nationally, including recovery, devolution and Brexit, which requires local authorities to be resilient and equipped to adapt.

We continue to face a range of local challenges including a limited offer to younger people in terms of education and employment opportunities and an increasing elderly population where 22% of our population are aged 65 or over which is higher than the UK average of 18%. There is also a lower average wage than the English average and isolation in rural areas.

We are building on a strong track record of existing collaboration across Derbyshire. We have always worked well together, but there is recognition that we can do more. When we collaborate together we are stronger and can provide better outcomes for our residents. A collaborative solution would secure better outcomes, deliver ongoing annual savings and provide a platform for achieving further benefits in the future. These challenges require us to work together even more than they have needed to in the past. Therefore, for the past six months we have focussed on a new programme, Vision Derbyshire, which supports a collaborative approach to working.

This section will detail the global and national context for local government, the local context in Derbyshire and the opportunity presented by Vision Derbyshire. Further contextual information and analysis surrounding Derbyshire can be found in Appendix A.

The following challenges, and the Vision Derbyshire opportunity, are further explored in this section:

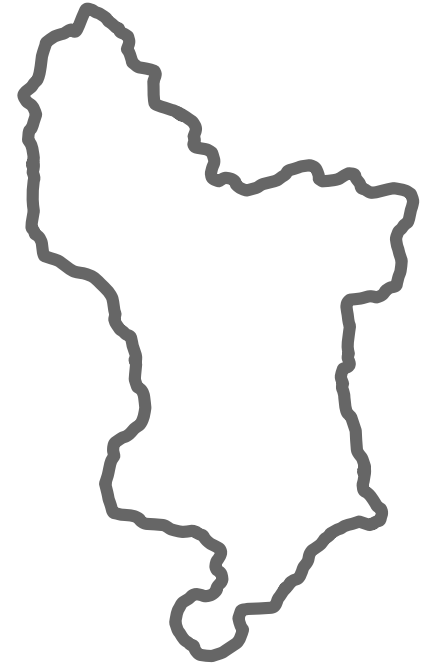
Climate change and Covid-19 are dramatically changing the way in which local government operates.

There is rising financial pressure on local councils.

Demographic change is leading to rising demand for local council services.

There are rapidly changing government priorities.

Global and national context



Global and national context

Below highlights the key challenges which are changing the global and national context for local government:

Climate change and Covid-19 are dramatically changing the way in which local government operates.

The Covid-19 global pandemic has caused widespread socio-economic devastation and has also highlighted that ways of working should be different. This is something that will be ongoing for a period of time and will not simply be short-term and timebound. There is an opportunity to use Covid-19 to design a new world and way of doing things which balances strategic clarity with local complexity. Moving forward, the new way of working may involve huge digital and technological advances, although it is difficult to make the right forward looking investments.

As the world becomes more populous, urbanised and prosperous, demand for energy, food and water will rise. Globally, we are seeing growth in alternative energy sources. Employment numbers in the renewables industry are increasing at the same time as the numbers in the fossil fuels sector are declining sharply. As a result, there is an impact on communities and policy changes are needed. Rapid urbanisation has meant that urban areas consume 75% of the world's natural resources and account for 80% of global greenhouse gas emissions.

There is rising financial pressure on local councils.

The combined effect of ten years of fiscal constraint and increasing demand has left the local government sector in a very different place. This is particularly in relation to social care where there are financial and demand increases, and in infrastructure and housing where demand for housing is increasing and there is a fragmentation between planning (at a local level), land (at a county level) and infrastructure (at a regional level). Covid-19 is also likely to have a significant impact on the incomes received by the Derbyshire councils.

Global and national context

Below highlights the key challenges which are changing the global and national context for local government:

Demographic change is leading to rising demand for local council services.

The world is currently facing demographic and social changes at a pace that may pose significant challenges for governments and businesses. The ratio of working population to elderly population is decreasing, and this will be felt acutely in Europe. For every four working age people per elderly person in 2015 there'll be just two by 2050. Evidence shows that empowering young people will be critical to meeting these key social challenges and facing rising global inequality. The Young Workers Index reveals how maximising the economic potential of today's youth has never been more important for governments and businesses.

Covid-19 has had a large impact and following the pandemic there needs to be a change to the response of how older people are cared for. The cost of health and care is likely to increase and there may be the need for more employment for younger people to fill significant gaps in the health and care workforce.

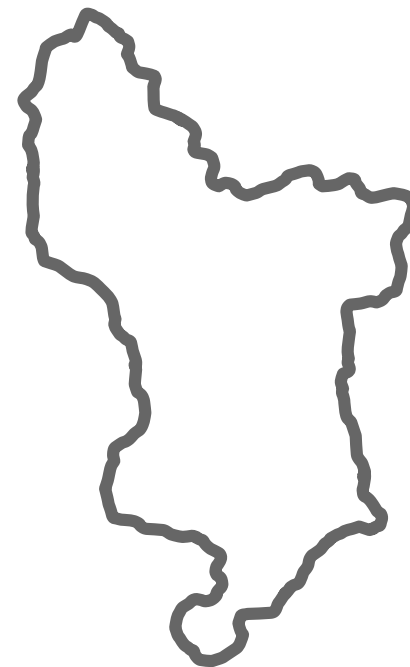
There are rapidly changing government priorities.

There is a changing face and shape of government and how it needs to be closer to local people. With this there is a devolution agenda with a call for there being a unified voice. Successive governments have sought to deliver on the devolution agenda, but people still consider the state, national and local, to be remote and unresponsive. If this is to happen, the government needs to consider how devolution will lead to better outcomes for residents and a greater sense of local connection and ownership.

There has been a shift in global economic power. The UK's vote to leave the EU, as well as potentially leading to a marked slowdown in growth in the UK, could also have wider implications for the future of the EU and growth. On the global scale, falling commodity prices have led many emerging economies into recession; this tells us that at all scales, diversification has never been more important. There is more 'state' generating wealth and employment than private wealth.

The government's ambitious agenda for the next five years includes the 'levelling up' agenda. The UK is one of the most geographically unequal developed economies in the world, with productivity and wealth disproportionately generated in the Greater South East of England. There is also an increasing focus on there being a healthier population, vibrant green and sustainable and resilient economies which is changing the focus of government policies.

Local context in Derbyshire



Local context in Derbyshire

Below highlights the key challenges which are changing the local context for our local government organisations. Detailed analysis around Derbyshire's outcomes for people and places can be found in Appendix A.

Climate change and Covid-19 are dramatically changing the way in which we operate in local government organisations.

Climate change is increasingly challenging for Derbyshire. Derbyshire has been playing its part, as its CO₂ emissions have fallen by 25% over the last 10 years, although this is slightly lower than the 31.6% seen nationally. Over half of the CO₂ emissions are from local industry and commerce, then transport at 26.7%. There is considerable variance in the emissions across districts which can be attributed both to areas with higher levels of quarrying and forestry. Also contributing to higher than average emissions are areas with energy intensive industry, such as car manufacturing plants and construction. It is vital that we become cleaner, resilient and more environmentally efficient.

The Covid-19 pandemic presents multiple short term challenges to tourism in Derbyshire. Recent analysis on the impact on jobs in the tourism industry post Covid-19 estimated that 33% of tourism related jobs in the Derbyshire Dales could be at risk. However, there may also be mid to long term opportunities.

There is rising financial pressure on our local government organisations.

Financial pressure has been heightened by Covid-19, with the exact economic impact yet to be known. All that is clear to date is that unemployment rates have risen in Derbyshire to 4.2% which is double the rate in April 2019 of 2.1%. This will create a huge amount of financial pressure on our local government organisations.

This is partly as a result of manufacturing being the main industry sector in Derbyshire, providing 18.9% employment in the county, which has gone into standstill due to social distancing restrictions, and because parts and equipment being shipped has been put on hold globally. Additionally, over the last year, Derbyshire has seen a -2.1% decrease in new businesses set up, compared to the English average of -1.8%. We need to make a strategic and sustainable leap beyond the austerity mindset that has prevailed in recent years.

Local context in Derbyshire

Below highlights the key challenges which are changing the local context for our local government organisations. Detailed analysis around Derbyshire's outcomes for people and places can be found in Appendix A.

Demographic change is leading to rising demand for local government services.

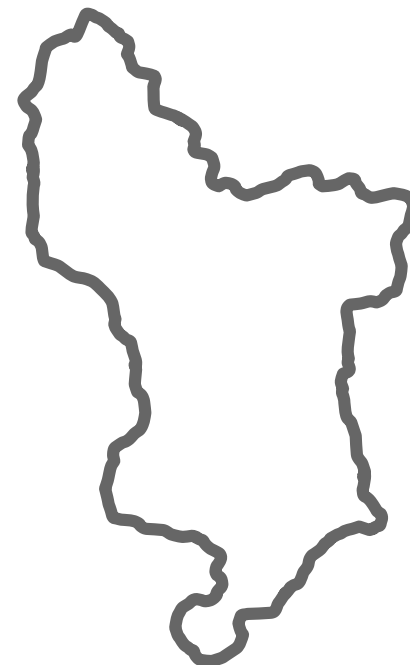
In Derbyshire, according to projections for 2043, a population increase of 13% is expected. Between 2020 and 2041, it is estimated that there will be an increase in the median age from 46 to 49 years and a 4% decrease in the proportion of the population who are of a working age. Overall the projected increase in Derbyshire's population between 2020 and 2041 is mainly caused by net migration of 151,517 residents into the area. This will all lead to rising demand for our local government services.

There are rapidly changing government priorities.

It is still unclear as to how our economy in Derbyshire might be affected by changes to the UK's economy from Brexit as Derbyshire benefits from a large amount of foreign investment and multi-nationals locating themselves in the county. Additionally, there is economic uncertainty due to skill shortages, and automation.

It is vital that we consider the clash of ambitions; we aspire to become the first carbon neutral county, but people in the place are equally keen to achieve economic development. Derbyshire's current strongest economic sector is manufacturing, and there are also lots of quarrying and farming which contributes to the economy. However, all of these sectors are carbon intensive. In order to reduce emissions we would need to look more seriously about cutting down these industry areas; but this - at least in the short term - would be economically detrimental. Derbyshire County Council's emerging Good Growth Strategy outlines some of the Council's key priorities for reducing its carbon footprint whilst balancing this with economic development.

Our Vision Derbyshire Opportunity



Our Vision Derbyshire opportunity

Derbyshire is made up of Derbyshire County Council and eight district/borough Councils comprising of Amber Valley, Bolsover, Chesterfield, Derbyshire Dales, Erewash, High Peak, North East Derbyshire, South Derbyshire and Derby City. All of these councils have chosen to participate in Vision Derbyshire, Derby City is not currently involved.

In Derbyshire, the local government responsibilities are split between the county council and district/borough councils. An indication of the services provided by the county council and district councils is set out below:



County Council

The county council is responsible for the organisation and provision of:

- Children's social services
- Adult social care
- Libraries
- Education
- Trading standards
- Specialist planning (e.g. minerals)
- Highways
- Transportation
- Economic development
- Waste disposal



District and Borough Councils

The district and borough councils are responsible for the organisation and provision of:

- Revenues and benefits
- Waste collection
- Development control
- Housing and homelessness
- Community and leisure services
- Environmental health
- Licencing
- Environment
- Economic development

Our Vision Derbyshire opportunity

A high level description of the Vision Derbyshire opportunity, and its rationale, is provided below.

What is 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.

Strategic collaboration makes sense for Derbyshire and its councils.

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.

We have a strong history of working together. For example, Bolsover and North East Derbyshire share service and functions, and D2 has been operating for some time bringing the economic development leads from all the councils together to collaborate. In 2017, the Chief Executives assessed what further services could be shared and there were no 'red line' issues identified which could be perceived as significant obstacles to sharing of services. We were prepared to consider sharing across a wide range of service areas.

The geography of Derbyshire doesn't always recognise the administrative boundaries that exist, for example, the residents often move between the boroughs to live and work. The recent pandemic has further dissolved boundaries, and emphasised the need for us to collaborate across two tiers. 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 we have swiftly and effectively responded to local need as well as speaking with one voice in national forums. 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.

Our Vision Derbyshire opportunity

Outlined below are the key advantages of our non-structural reform approach.

Improving outcomes for people and places in Derbyshire.

With the right collaboration mechanisms in place we will be able to maximise the advantages of two tier structures, particularly when looking at the scale of county areas. We will blend working at a hyper local level to a large strategic level, enabling the best delivery for local places whilst scaling up where appropriate to deliver county-wide. We will put the right resources into strategic priorities, maximising prevention and managing demand more effectively. Residents and local businesses will benefit from the consistent messaging provided by the councils through Vision Derbyshire, making clear the contract between local government and citizens.

Speaking with 'one voice'.

We have joined up representation regionally and nationally, with Vision Derbyshire councils speaking with one voice in both regional and national forums while maintaining the sovereignty of our individual organisations. This will make us better able to represent the needs and aspirations of the people of Derbyshire. In developing a genuine alternative to unitarisation, we have the potential to capture the attention of Government and generate significant national interest, raising our profile nationally.

Using resources effectively and sustainably.

Strategic collaboration will enable us to share scarce resources and co-invest in new ventures to better serve our people and places. We will coordinate our efforts to deliver the most cost-effective services and solutions, balancing economies of scale across Derbyshire with tailored approaches at local level. We are already sharing services and resources, and will expand this across more areas as Vision Derbyshire progresses. This will help us to reduce our current operating costs and reinvest in activities which will help us to further increase sustainability and improve outcomes. We are well placed to innovate and transform the way we work to be more cost effective, and do not need to spend time and resource undertaking structural reform, delaying the realisation of financial benefits.

Our Vision Derbyshire opportunity

Outlined below is the rationale for Vision Derbyshire as a viable alternative to structural reform.

Viable alternative to reorganisation.

Vision Derbyshire is our commitment to achieving a stretching ambition through strategic collaboration across nine councils in Derbyshire. Other councils have achieved 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 and political upheaval.

Local government 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. In Derbyshire, we see the councils, their Leaders and officers, as being 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.

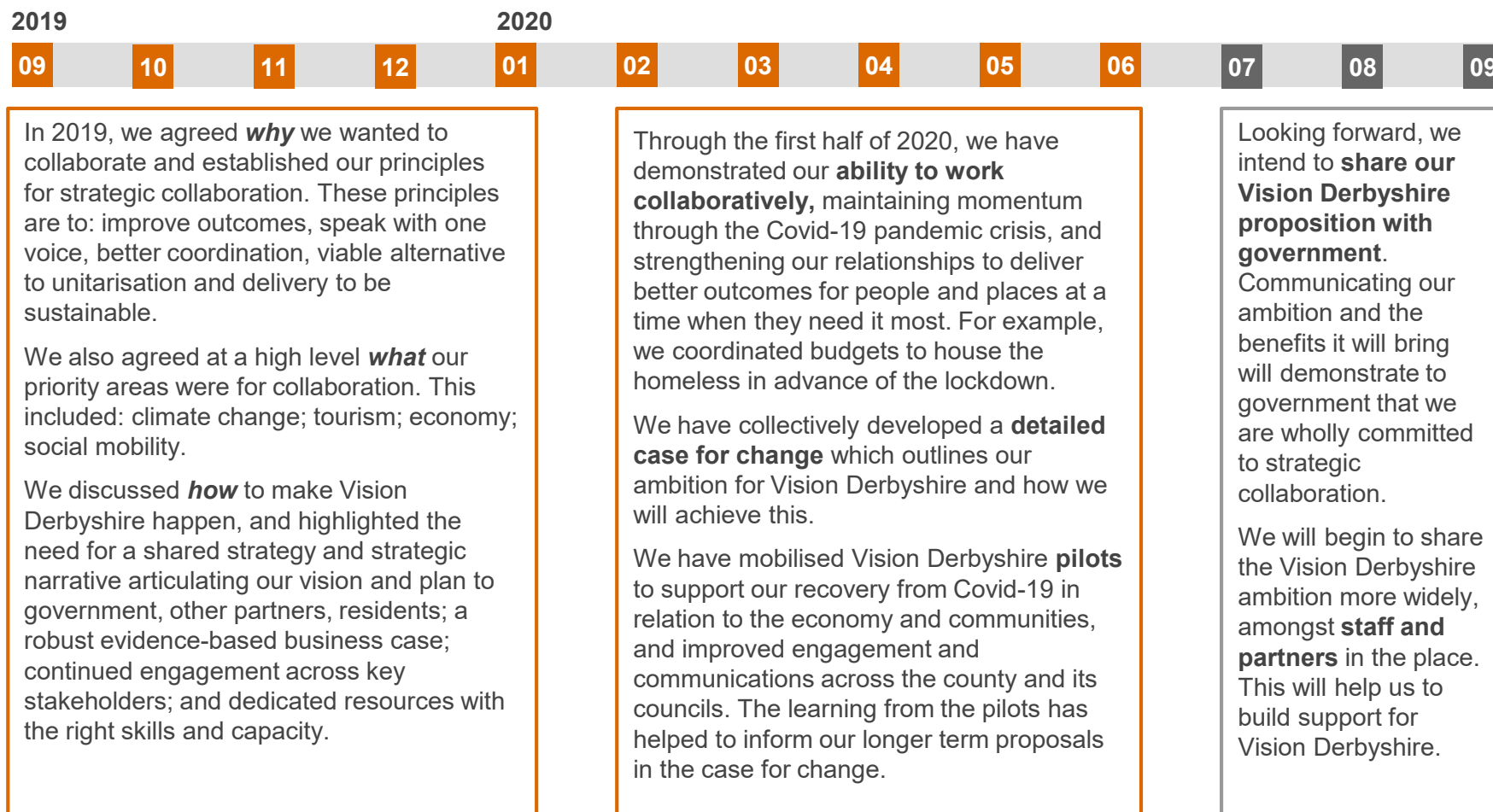
We can take advantage of the streamlined decision making and aligned strategy of local government reform, while retaining the benefits of a two-tier model. Our two-tier structure offers a breadth of skills, diversity and talent, and our local presence means we have a deep understanding of the assets 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.

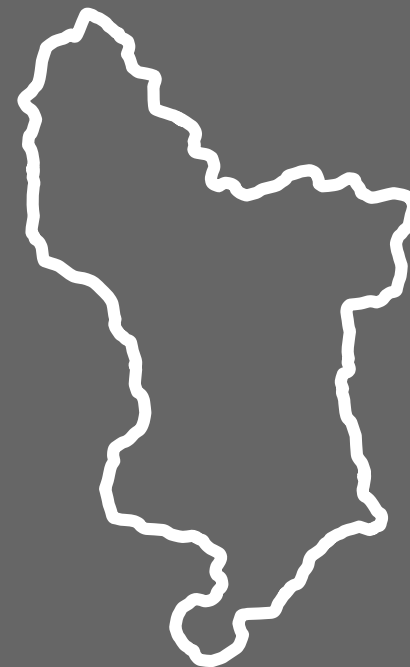
By not focusing on change through a structural redesign, we have the opportunity to create an innovative model of local government which will be more efficient, effective and focused on outcomes for people and places. As an alternative approach, Vision Derbyshire will improve outcomes, develop resilience across the councils, and realise benefits, without the upheaval of structural reform. We will be able to focus on the outcomes which matter to the residents, communities and the places within the county as opposed to the structures and organisations which deliver them.

Vision Derbyshire journey so far

Vision Derbyshire has developed since summer 2019 through collective engagement amongst the Leader and Chief Executive group across all nine councils. Key steps on the journey to develop Vision Derbyshire are outlined below. A log of engagement undertaken to develop Vision Derbyshire can be found in Appendix J.



3. Vision Derbyshire ambition



Vision Derbyshire ambition

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire. 03

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire. 20

3. Vision Derbyshire ambition - Our ambition for people and places in Derbyshire, and how we will deliver this. 35

Ambition for
people and places

Seize Innovation

Establish
relentless ambition

Build proactive
communities

Live and work
sustainably

Organisational enablers - how Vision Derbyshire will transform the way we work together as councils.

Pilots - examples of where we are already working in a Vision Derbyshire way.

4. Impact of Vision Derbyshire - How Vision Derbyshire will achieve qualitative and quantitative benefits for people and councils. 100

Wider system benefits to community; economy and
public sector

Organisational benefits to Vision Derbyshire councils

5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps. 128

6. Appendices - Supporting information and further detail on Vision Derbyshire. 156



Vision Derbyshire ambition: Summary

In Derbyshire we have taken stock of our current position and **evaluated the future threats and opportunities which could impact on outcomes for our residents**. We have taken particular account of the significant shifts in context seen as a result of the Covid-19 pandemic, and the future impact of this and other global megatrends. Detailed research covering the current state assessment of Derbyshire's outcomes across a broad range of indicators, and how this will change in future, can be found in Appendix A; a SWOT analysis outlining Derbyshire's strengths, weaknesses opportunities and threats can be found in Appendix B.

Vision Derbyshire presents an opportunity. In understanding where we are now, and where we want to get to, we have a clear direction and purpose for collaboration across our local government family.

Vision Derbyshire encompasses both our **ambition for the future of Derbyshire**, and **how we intend to work together** to get there. We are committed to a model of strategic collaboration to help us achieve the ambition.

The ambition for outcomes and how we will achieve these is summarised by **four commitments**.

- 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.

This section explores the ambition in more detail. For each of the ambitions the following is covered:

- **Priorities** which constitute the ambition.
- How we will use **strategic collaboration** to deliver on the priorities.
- How **council services** might be involved in delivering the ambition.
- How **partnerships** in Derbyshire might be involved in delivering the ambition.

Further detail on the ambition and priorities can be found in Appendix D.

Vision Derbyshire ambition: Summary

Our Vision Derbyshire ambition is summarised below.

Seize innovation

Derbyshire will seize innovation to pioneer the skills and technologies of the future.

- The economy is diverse and supports ambitions regionally, county-wide and locally.
- People seek out and create innovative opportunities.
- Derbyshire pioneers new industries of the future and grows the skills to support them.
- Businesses in Derbyshire are at the forefront of decisions, and are aligned to our outcomes.

**A fair society
where
everyone has
opportunities**

**Climate change
targets exceeded**

**An inclusive and
diverse economy**

Build proactive communities

The energy and proactivity that exists in Derbyshire is seized and emulated in future initiatives.

- Derbyshire's communities are self-sufficient and take on responsibility for change.
- All voices in Derbyshire are heard equally.
- Derbyshire has rich, shared insight into its communities which inform decisions.
- People are informed and able to make positive lifestyle choices.

Establish relentless ambition

Derbyshire will be the home to ambitious and empowered communities.

- Every young person in Derbyshire has opportunities which inspire them.
- People in Derbyshire have relevant, future-proofed expertise and skills.
- All children in Derbyshire start school with a good level of development.
- Derbyshire is a high-knowledge economy with plenty of quaternary job opportunities.
- Businesses want to invest, innovate and grow in Derbyshire first.

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

**Communities drive
sustainable change**

Live and work sustainably

Embedding balance and sustainability in its approaches, allowing Derbyshire to withstand future challenges and create room to grow.

- Derbyshire's housing drives good wellbeing and prosperity in communities.
- Everyone in Derbyshire makes conscious choices to live and work sustainably.
- Everything we do aligns with our climate change agenda.
- Derbyshire is a destination for net zero tourism which has a positive impact on communities.

Vision Derbyshire ambition: Summary

At the heart of Vision Derbyshire, collaboration and innovation come together to improve outcomes for people and places within Derbyshire. The Vision Derbyshire ambition sets out a holistic desire and commitment to improve key aspects of life for people in Derbyshire. This is a fundamental shift from the current state for the following reasons:

Putting people at the heart of ambition



Previously, an ambition for the economy, or for people's health would have been considered in silos according to their relative department and organisations. Vision Derbyshire's ambition brings these components together, recognising their collective impact on people and place, and the need to view and tackle outcomes for people across organisational and service boundaries. For instance, a **community's ability to be proactive** and make changes for themselves will be fed by their **relentless ambition** and their ability to **seize innovation** in order to achieve this, which in turn impacts on how they **live and work sustainably**.

Power in numbers



Leaders and Chief Executives are committed to achieving this ambition for the people of Derbyshire. This ambition could not be achieved by one organisation alone, systemic and organisational issues need to be overcome, barriers removed and collective effort harnessed. Having this ambition shared across all nine councils means Vision Derbyshire will have a much bigger impact on changing the lives of Derbyshire's people and place than each council or service area could individually.

A clear focus for long term effort and innovation



Achieving Vision Derbyshire's ambition will not be easy, but it sets a clear long term focus for councils to work towards as a collective. The ambition will stand for years to come meaning that Derbyshire can dedicate consistent effort and innovation to progress towards it, regardless of external changes. By continually working towards this goal Vision Derbyshire's ambition will become a reality for the people and places of Derbyshire.

Vision Derbyshire ambition: Summary

To achieve this ambition, Vision Derbyshire councils are committed to strategic collaboration. This includes consideration of the whole place, and interconnectivity between different areas of focus e.g. economy and environment. We will collaborate at three levels: regional/national, county-wide or local place level. The nature of the outcome the councils are looking to achieve will help determine the most appropriate level for collaboration. For instance, the scale of the issue at hand; whether a homogeneous or differentiated solution would be required in different places across Derbyshire; and also which organisation(s) is/are best positioned to positively impact on these outcomes; would all factor into a decision about how strategic collaboration could be used to improve outcomes. **In adopting this way of working, Derbyshire can blend strategic, county-wide and local approaches to tackle outcomes in a multi-faceted way, and maintain focus on people and places, not organisational boundaries.** As the ambition is explored in more detail, the priorities are attributed to a level of collaboration, indicating the most effective way for Derbyshire to deliver it. More detail on the conceptual model of collaboration can be found in Appendix C.

Regional/national collaboration - This level of collaboration is where outcomes will be addressed which impact people across the wider region or nationally, and there is a need for collective regional/national activity and effort in responding to this. This level provides an opportunity for Derbyshire to have a collective clear voice and stand point in regional decisions, and in national forums.

A



Collaboration at scale - This level of collaboration is where Derbyshire benefits from shared effort across the county, district and borough councils. This includes a majority of districts collaborating, sometimes with the county council, to tackle outcomes affecting residents Derbyshire-wide. This level provides an opportunity for Derbyshire to adopt a coordinated, strategic response to county-wide outcomes.

B



Local collaboration and delivery - This level of collaboration entails activity delivered at a local level directly with and for residents. This includes collaboration across three or fewer district/borough councils, potentially involving the County Council on specific place-based issues, as well as activity specific to a single district/borough such as the local application of a county-wide initiative.

C



Partnerships across Derbyshire

The following key partnership groups have been identified across Derbyshire:

Arts Derbyshire	Active Derbyshire	Better Business Regulation Partnership	Better Lives Programme	Children's and Young People's Trust	Complex Case Provision for Children	Derbyshire Economic Partnership	Derbyshire Partnership Forum
Derbyshire Police and Crime Panel	Derbyshire Safeguarding Children Board	Derbyshire Waste Partnership	Derwent Valley Mills Partnership	Health and Wellbeing Board	Infrastructure and Investment Board	Joined Up Care	Local Family Justice Board (LFJB)
Local Authority Energy Partnership	Locality Children's Partnership	Local Resilience Forum (LRF)	Lowland Local Nature Partnership	One Public Estate	Parksmarter	Road Safety Partnership	Safer Communities Board
Services for Schools	Strategic SEN & Disabilities Board	Syrian Vulnerable Persons Partnership	Visit Peak District & Derbyshire Destination	Youth Offending Service Board			

It is appreciated that there are different levels of activity, origins and spatial levels at which these partnerships exist. For instance, the Locality Children's Partnership operates at a local level whereas the Local Resilience Forum (LRF) provides strategic oversight across the whole of Derbyshire. Some partnerships also are set up in line with statutes, such as the LRF in line with the Civil Contingencies Act 2004 which outlines the roles and responsibilities in preparing for and responding to emergencies.

There is also an understanding that in the current Covid-19 context that multiple partnerships have recently been set up. The above list is not exhaustive and is a representation of some of the key partnerships which exist in Derbyshire.

These partnerships inform each of the ambitions in this section.

Partnerships across the Region

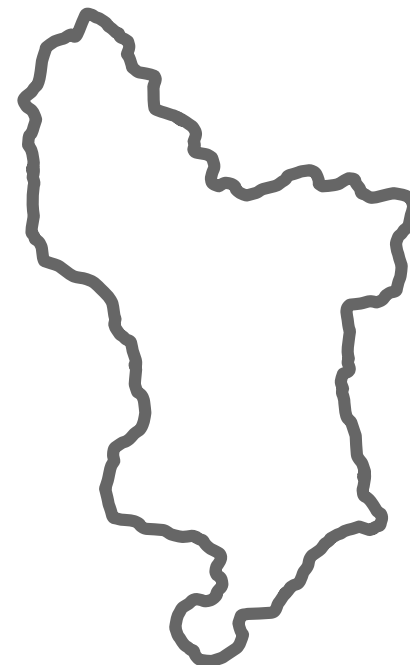
The following key partnership groups are of significance in terms of the work of Vision Derbyshire:

D2N2 Local Enterprise Partnership	Adoption East Midlands	East Midlands Strategic Alliance	HS2 Strategic Board
Midlands Connect	Strategic Migration Partnership	East Midlands Rail Franchise	

These regional partnerships could support the delivery of the key priorities for Vision Derbyshire where the ambition for collaborative working would benefit from scale or where cross-border working would be most appropriate i.e. further education.

Seize innovation

Derbyshire will seize innovation to pioneer the skills and technologies of the future



Seize innovation

Assessment of current state


Currently, there is a large focus on the **manufacturing industry**, which accounts for **18.9%** of employment in Derbyshire. However, there is a much smaller **quaternary sector**, with business admin employing **4.6%** in Derbyshire compared to the English average of **9.3%**. This could indicate a **lower skilled workforce** where there may also be **lower wages** and so there should be a focus on developing a high knowledge and therefore, higher wage workforce for the future. **Automation** could be a threat to the manufacturing industry in Derbyshire and the impact of Covid-19 is expected to accelerate this change.

Derbyshire benefits from a large **visitor economy**, welcoming 33.6m visitors and generating **£1.7bn in 2017**. In the next 15 years Derbyshire's **employment levels in the tourist industry** are expected to increase, with an anticipated **10,000 jobs** forecasted, predominantly in the **services sector**. Over the past couple of months, Covid-19 has caused a significant shift across society; however, this presents an opportunity to seize innovation. For example, **innovation** can now be deployed to attract new types of tourists, such as domestic tourists and eco-tourists, and that tourism is managed in a sustainable way.

In Derbyshire, there is the presence of **large scale businesses**; Derbyshire has an opportunity to capitalise on these relationships to help create more **sustainable employment** and development opportunities for residents. There are varying levels of **self-employment** across Derbyshire, ranging from **6.2% to 20.2%** across the different districts. This is an opportunity to expand given the ability to **work flexibly** which has proved incredibly valuable in the current pandemic context.

With Derbyshire being a **polycentric economy** where there is no distinct centre, there is an opportunity to build multiple thriving economic centres where the economic benefits are distributed throughout the county.

Covid-19 is an opportunity to unlock long standing challenges as the crisis has highlighted the ability of the workforce to be flexible and operate strategically together. Therefore, there is now an opportunity to design a new world and a new way of working which is strategically coordinated.



I am one of the 18.9% of adults that work in the manufacturing industry in Derbyshire which indicates a lower skilled workforce and lower wages.

Due to automation, in the next 15-20 years there is a 45% chance that my job will be at risk.

Seize innovation

Vision Derbyshire ambition based on current state

Derbyshire will seize innovation to pioneer the skills and technologies of the future.

Derbyshire will focus on its assets to take on the challenges of the changing industry climate to develop an **economy that is diverse and inclusive**. This will enable a new sustainable economy with a flexible workforce.

Derbyshire will consider the physical, digital and knowledge-based infrastructures that will enable these changes, while **people in Derbyshire seek out and create innovative opportunities**.

Through carefully designed educational and training opportunities, **Derbyshire will pioneer new industries of the future and grow the skills to support this**. This will enable the economy to thrive in a sustainable fashion.

Derbyshire will lead in building infrastructure with future needs and conditions in mind rather than building in response to specific problems which means that infrastructures rapidly reach capacity and become unfit for purpose. In these innovative ventures **Derbyshire's businesses are at the forefront of Derbyshire's future**.

Seize innovation

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
The economy is diverse and supports ambitions regionally, county-wide and locally	Single regional plan with partners and businesses setting out what Derbyshire/the region's key future industries should be.	A
	Derbyshire-wide simplified policies, incentives, and marketing that support the key agreed target industries/businesses for the future.	B
	Engage and work with (e.g. co-investment with local groups or organisations) local communities to empower and support all individuals to contribute to Derbyshire's future economy.	C
People in Derbyshire seek out and create innovative opportunities	Collaborate to generate innovation that will help support both economic growth and climate change targets.	A/B
	Unified marketing of Derbyshire as a great place to live and work.	B
	Devolving decision-making and budget power to communities on particular topics and items.	C
	Communications, awareness raising, and incentives at local level that support self-employment and innovation in careers for young people.	C



Regional/national collaboration



Collaboration at scale



Local collaboration and delivery

Seize innovation

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Derbyshire pioneers new industries of the future and grows the skills to support them	Lead and incentivise business industry hubs of businesses and partners to focus on tackling industry issues i.e. sustainable agriculture. Partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels.	A/B
	Connect pioneers with schools to mentor students or host masterclasses which highlight the importance of new skills.	B
	Remove financial barriers through workplace learning, mature apprenticeships or online learning.	C
Businesses in Derbyshire are at the forefront of decisions, and are aligned to our outcomes	Invite big businesses to help tackle regional issues like social mobility, through structured best practice sharing and problem solving.	A
	Joint economic strategy to outline how to attract inward investment to develop key technologies and innovation.	B
	Work with local businesses or entrepreneurs to find innovative and affordable solutions to imminent problems. Partnerships developed with businesses to incubate and harness SME innovation.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Seize innovation - Council activities involved

In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram on the next slide. They include:

- **Education, skills and training** - This includes traditional services such as schools, but also broader education such as libraries, the arts, museums and community run training for adults. Providing all people within Derbyshire access to these services will help to ensure that Derbyshire has a diverse and highly skilled talent pool from which innovation can flourish.
 - Skills for the future- These services should look to encourage the development of cutting edge skills, such as working with AI, as well as aligning the skills offer to future industry demand.
 - Incentivising and encouraging innovation- Education, skills and training should actively encourage the people of Derbyshire to think differently and innovate and provide them the tools to do so.
- **Environmental services** - Businesses need to innovate and grow but not at the detriment to the environment. Innovative practice around pollution and emissions for businesses is a key area which the councils' environment services should help to support. The staff who work within environmental services, and have helped to apply greener practices within the council, will need to leverage their experience to help local businesses.
- **Economic and business development** - Seize innovation will require economic expertise from many existing councils services such as economic development or town centre management. These services will also hold existing relationships with key partners such as D2N2, but also large businesses and innovative local businesses. Leveraging these relationships will be key to achieving the ambition.
- **Planning services** - Planning will play a key role in work, such as developing incentives for startups, which may involve certain planning benefits. These services will also input into the regional hubs set up under this ambition by bringing more innovative planning practice to develop opportunities for employment and investment.

Seize innovation - Council activities involved

	Amber Valley Borough Council	Bolsover District Council	Chesterfield Borough Council	Derbyshire County Council	Derbyshire Dales District Council	Erewash Borough Council*	High Peak Borough Council	North East Derbyshire District Council	South Derbyshire District Council
Back Office	Democratic, Assets and Legal HR	Executive Team	Chief Executive	Strategic Leadership	Corporate Policy		Audit	Finance	Business change and IT
	ICT	HR & Payroll		Finance & ICT	Corporate	Performance & Community	Commissioning		Corporate Property
	Accountancy	Finance	Commercial services	Legal & Democratic	Resources		Corporate Health & Safety	Governance	Finance
	Exchequer	IT	Policy & communications	Organisational Development & Policy		Resources	Finance & procurement		Legal & democratic services
	Revenues	Transformation & Organisation	Finance & Resources	Property services	Estates & Facilities Management		OD & Transformation	Transformation & Organisation	Org development & performance
	Fleet Management	Legal & Governance				Communications & Culture	Legal		Communities & cultural services
	Corporate Safety	Procurement	Customers, commissioning & change	Business, Economy & Regeneration	Community Housing		Customer Services	Strategic Housing	Customer services
	Regulation & Licensing	Community Safety	Housing	Libraries, Culture & Tourism	Community & Environment	Community Safety	Democratic & Community Services	Community Safety	
	Housing Services	Revs & Bens	Health & Wellbeing	Direct Care & Prevention		Housing	Revenues & Benefits	Planning	Housing Services
	Environmental Health & Waste	Housing Management		Public Health & Wellbeing	Development Management		Housing	Streetscene	Planning and Strategic Housing
Front Office and Service Delivery	Community Safety	Contact Centre & Customer Services	Economic growth	Fostering, Adoption & Corporate Parenting	Economic Development, Tourism & Partnerships	Communities Departmental	Assets	Developments	Environmental services
	Safeguarding	Leisure		Children & Family Services	Environmental Health		Environmental Health & Licensing	Economic Development	Economic development
	Customer Services	Development		Young People, Education & Learning		Licensing	Regeneration & Development Services	Environmental Health	
	Leisure, Community & Wellbeing	Planning		Emergency Planning		Waste Management	Waste & Maintenance	JV Company	Operational Services
	Planning	Street Scene		Highways		Environmental Health	Operations (Housing repairs)		
	Development management	Environmental Health		Community Safety					
	Environmental crime			Registration & Coroner Services					
	Growth & Town centres			Adult Social Care					
	Street cleansing			Environment					
	Grounds Maintenance & Cemeteries								
	Conservation & Parks								
*These activity groupings have not been confirmed by Erewash						Heavily involved	Somewhat involved	Not involved	

Seize innovation - Partnerships involved

The following key partnership groups may need to be involved to help achieve this ambition:

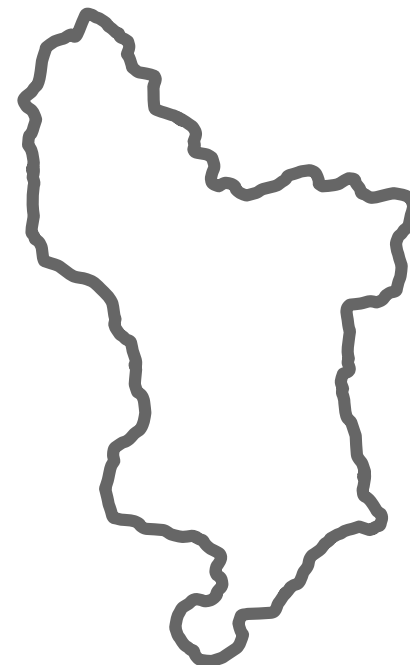
Visit Peak District & Derbyshire Destination	Lowland Local Nature Partnership	Better Business Regulation Partnership	Local Resilience Forum (LRF)	Arts Derbyshire
Local Authority Energy Partnership	Infrastructure and Investment Board	HS2 Strategic Board	Derbyshire Economic Partnerships	Active Derbyshire

The partnerships involved in meeting this ambition fall into three broad categories and these would support the ambition as follows.

- **Economic/business partnerships** - These partnerships help to bring investment and job creation into Derbyshire. This a great vehicle through which Derbyshire should actively shape and lobby for the future prospects for young people.
- **Culture, arts and sports partnerships** - Ambition for young people should not just be about the 'traditional' careers and opportunities, it should also include broader personal development of culture, arts and sports. Therefore, these forums are another place in which Derbyshire can influence the opportunities available to young people.
- **Environmental/industrial partnerships** - These partnerships will bring an environmental lens to decisions around future industries for Derbyshire, highlighting the potential of renewable energies, green spaces and green technologies. This is critical to the longevity of Derbyshire's future economy.

Establish relentless ambition

Derbyshire will be the home to ambitious and
empowered communities



Establish relentless ambition


Assessment of current state

In Derbyshire, there are **higher exclusion rates** at primary and secondary schools compared to the national average and the proportion of colleges out of all education (0.3%) is also one third of the size of the national average (0.9%), suggesting a potential **lack of post-secondary education**. Together, these factors form a complex challenge for Derbyshire in providing the right opportunities for its young people.

There is **persistent, systemic deprivation** with a total of **13% of LSOAs** in Derbyshire falling within the **most deprived 20% nationally**. It is often the pockets of deprivation hidden amongst more affluent areas that suffer the most. **Thriving Communities** is a piece of work that is aiming to tackle this issue, although there is still further work to be done in this area. Due to there being inequality and disparity across the county in terms of deprivation levels and achievement rates at school, there is an opportunity to **share good practices** or **focus resourcing** on specific areas through targeted interventions. Also, people have **cultural and financial capital** in wealthier parts of Derbyshire and so there is an opportunity to use this agency **to encourage civic participation** and sharing these assets to **create self-sustaining communities**.

There are a number of **apprenticeship opportunities** available across Derbyshire, however the numbers have decreased over the last five years and are set to decrease further as a result of Covid-19.

While it is important for increased training in digital skills and STEM subjects, **retraining** is also an important element. For example, truck drivers could be trained to take on jobs in service sectors where demand is high but automation is less easy due to the importance of social skills and **‘the human touch’**. Through apprenticeships and re-training, this may assist with **building relationships** with current large employers in the county to provide more **quaternary job opportunities**.



I have a 1 in 3 chance of gaining an NVQ Level 4+ which is 5% lower than the English average.

I would like to be one of the 8640 apprentices in Derbyshire and there is a 17.4% chance that this will be in Health and Social Care which is the most popular form of apprenticeship.

Establish relentless ambition

Vision Derbyshire ambition based on current state

Derbyshire will be the home to ambitious and empowered communities.

There will be concerted and strategic action to remove the barriers to young people entering diverse, new and exciting professions, **every young person in Derbyshire will have visible opportunities which inspire them.** Young people will be encouraged not just to become doctors and lawyers and will instead be leaders in the fields that do not yet exist where paths are yet unventured. To give the best chance of success for young people, we will also ensure that **all children in Derbyshire start school with a good level of development.**

In order for Derbyshire to be pioneers at the forefront, minds, talent and ambitions must be nurtured and inspired, and skills must align to Derbyshire's future-focused economy. It is therefore paramount that **people in Derbyshire have relevant, future-proofed expertise.** Similarly, people with contemporary and advanced skill sets will enable Derbyshire to become a vibrant and diverse economy. Derbyshire will be a high-knowledge economy with plenty of quaternary job opportunities.

Future-proofed skill sets, ambitious young people and removed barriers to aspiration will help Derbyshire attract and retains business investment. **Businesses will want to invest, innovate and grow in Derbyshire first.**

Establish relentless ambition

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Every young person in Derbyshire has visible opportunities which inspire them	Forum to share learning at this level to allow the region to harness more innovative solutions to tackling a shared challenge.	A
	Consistent options for partnership working between local businesses, learning institutions, universities and startups to raise the aspirations of young people in Derbyshire. Agree a county-wide set of key initiatives to work on with partners, aimed at raising children's aspirations.	B
	Targeted support for young people from disadvantaged backgrounds to ensure that they have access to opportunities, and aspirations that allow them to realise their full potential.	C
People in Derbyshire have relevant, future-proofed expertise and skills	Connect with regional level partners to access the right resources which might sit nationally/regionally and agree cross-county boundary goals as this will impact individuals who live/work/learn across boundaries.	A
	High quality information and signposting to Derbyshire residents and surrounding areas will be important to ensure that people are aware of the training and learning opportunities available.	B
	Supply of workforce and skills should be closely planned to align with future demand - both in terms of numbers and type of skills required to support the future economy.	B
	Partnership with academic institutions launched (e.g. Derby University) and career pathways within Derbyshire mapped.	B

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Establish relentless ambition

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
People in Derbyshire have relevant, future-proofed expertise and skills	Councils should influence and incentivise new and innovative business/learning opportunities, relevant to Derbyshire's communities. A grants programme to fund initiatives in priority industries established.	C
All children in Derbyshire start school with a good level of development	The region could work together to jointly lobby to request for further funding from the government to assist in improving children's development. This could include funding and coordinated partnership working to tackle the root causes of poor childhood development and approach higher risk cases in a coordinated way.	A
	Local councils could 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.	B
	A county wide education or knowledge standard for public sector/VCS staff on the potential impact they can have on children's development could be beneficial.	B
	Identify and target resources at the most vulnerable families. This will involve spotting the families whose children are most at risk of not achieving good development, via rich and local information and insight. Analysis will show the interventions which work to improve children's ambitions and this will be successfully used to obtain more funding.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Establish relentless ambition

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Derbyshire is a high-knowledge economy with plenty of quaternary job opportunities	Develop a strategy for attracting highly-skilled workforce to Derbyshire, as well as growing our own talent. The strategy will leverage our shared regional assets such as HS2, shared higher education centres, and recognise the mutually dependent economies as they currently are. The strategy will also be aligned to future industries.	A
	Raise the profile of our place as a great location for remote workers seeking to develop quaternary skills in a balanced environment, contrasting with the big urban centres in other regions.	B
	Establish a county-wide apprenticeship programme.	B
	Engage communities to understand the ambition of people in Derbyshire to undertake the extensive training and learning required to take on high-knowledge roles.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Establish relentless ambition

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Businesses want to invest, innovate and grow in Derbyshire first	Lobby for exciting innovation projects such as 5G or smart towns and take advantage as a region of the investment opportunities e.g. HS2.	A
	Derbyshire councils should communicate to businesses with 'one voice' which is able to highlight the diverse range of opportunities in Derbyshire, the availability of a skilled workforce, and attractiveness of Derbyshire as a place to work, live and play. This could be through a marketing campaign.	B
	There should be agreement on the priority industries for Derbyshire's future considering both resilience and innovation of industries.	B
	Councils can work with local businesses to understand the support and incentives that drive them and attracted them to set up their businesses in the area.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Relentless ambition - Council activities involved

In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram. They include:

- **Education, skills and training** - This includes traditional services such as schools, but also broader education such as libraries, the arts and museums in order to ensure young people's ambition is not limited to traditional sectors and broadens their personal development. This is most important for the following parts of the ambition:
 - Giving every child a chance - Education, skills and training play a vital role in breaking down barriers for young people's futures regardless of background.
 - Raising aspirations - This group of services should seek to raise aspirations in the broadest sense and show young people what is possible for them to achieve in Derbyshire in any sector.
 - Skills for the future - Aligning this group of services to the investment and growing sectors of Derbyshire is important. These skills should also be future proofed by understanding how various disruptors might impact the need for certain skills. For example, automation is a threat to manufacturing, but will require more skills in technology and coding.
- **Children's services** - These services are key to spotting and working with vulnerable or deprived young people in order to ensure that they have equal opportunities and ambitions to their peers. These are not the only services who have a role to play in this, but as services which are trained to work with the most vulnerable groups, they can help others in Derbyshire to understand how best to support these groups. These services support two key parts of the ambition:
 - Giving every child a chance - Work within this area provides opportunities to spot and support vulnerable young people and help them to have the same opportunities as their peers.
 - Raising aspirations - These services help instil confidence in the most vulnerable young people and communities and so help to raise their aspirations.

Relentless ambition - Council activities involved

In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram. They include:

- **Economic and business development** - Services within this category help to shape the future diverse range of opportunities for young people in Derbyshire. This could include attracting and retaining business investment, encouraging businesses to take on and upskill young people or helping fostering entrepreneurship in the broadest sense in order to help fulfil young people's ambition. These services specifically support the ambition as follows:
 - Retaining talent - For highly skilled people to remain in Derbyshire they need to be able to access the jobs they want in the industries that match their ambition. Economic and business development play a vital role in making this a reality
 - Attracting investment - These services play a key role in incentivising businesses into the area, and proactively capitalising on wider changes such as HS2 in order to attract investment.
- **Community development and engagement** - Services linked to this topic hold valuable insight about the nuances of different communities across Derbyshire and how best to engage and co-develop with each of them. These services can help to influence communities to work differently, and help breakdown some of the systemic barriers to young people making ambitious choices. These services support the following parts of the ambition:
 - Giving every child a chance - There are pockets of extreme deprivation across Derbyshire. In order to make sure these children have the same chances and opportunities as their peers the community services play a vital role in working with communities to break down these barriers and co-develop solutions to challenges which impact the lives of young people.
 - Raising aspirations - Community based services can help to understand barriers to aspirations of young people in deprived communities and help them to access opportunities which changes this mindset.

Relentless ambition - Council activities involved

In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram. They include:

- **Housing and planning** - Services which support young people to have adequate living environments, be it homelessness prevention or housing benefits, make a huge and important impact on the futures of young people. These services will help to provide them with the stability needed to help them thrive and achieve their ambitions. These services support the following parts of the ambition:
 - Giving every child a chance - All young people, regardless of whether they live within a family environment or need specialised accommodation, need to be able to access suitable housing. If they have this stability they are able to focus on their ambitions. Therefore the variety of housing services needs to support all children to attain this goal.
 - Retaining talent - Skilled young professionals need to be able to access suitable housing that meets their needs and budget in order to remain within Derbyshire. Housing and planning services should proactively shape the housing market in order to satisfy this.

Relentless ambition - Council activities involved

	Amber Valley Borough Council	Bolsover District Council	Chesterfield Borough Council	Derbyshire County Council	Derbyshire Dales District Council	Erewash Borough Council*	High Peak Borough Council	North East Derbyshire District Council	South Derbyshire District Council
Back Office	Democratic, Assets and Legal HR	Executive Team	Chief Executive	Strategic Leadership	Corporate Policy		Audit	Finance	Business change and IT
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	Exchequer	IT	Policy & communication s	Organisational Development & Policy		Resources	Finance & procurement		Legal & democratic services
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	Fleet Management	Legal & Governance	Finance & Resources			Communications & Culture	Legal		
	Corporate Safety	Procurement	Customers, commissioning & change	Business, Economy & Regeneration	Community Housing	Community Safety	Customer Services	Strategic Housing	Communities & cultural services
	Regulation & Licensing	Community Safety		Libraries, Culture & Tourism	Community & Environment	Housing	Democratic & Community Services	Community Safety	Customer services
Front Office and Service Delivery	Housing Services	Revs & Bens	Housing	Direct Care & Prevention	Development Management	Communities Departmental	Revenues & Benefits	Planning	Housing Services
	Environmental Health & Waste	Housing Management	Health & Wellbeing	Public Health & Wellbeing	Economic Development, Tourism & Partnerships	Licensing	Housing	Streetscene	Planning and Strategic Housing
	Community Safety	Contact Centre & Customer Services	Economic growth	Fostering, Adoption & Corporate Parenting	Environmental Health	Waste Management	Assets	Developments	Environmental services
	Safeguarding	Leisure		Children & Family Services		Environmental Health & Licensing	Regeneration & Development Services	Economic Development	Economic development
	Customer Services	Development		Young People, Education & Learning		Waste & Maintenance	Operations (Housing repairs)	Environmental Health	Operational Services
	Leisure, Community & Wellbeing	Planning		Emergency Planning				JV Company	
	Planning			Highways					
	Development management			Community Safety					
	Environmental crime			Registration & Coroner Services					
	Growth & Town centres			Adult Social Care					
	Street cleansing	Street Scene		Environment					
	Grounds Maintenance & Cemeteries	Environmental Health							
	Conservation & Parks								

*These activity groupings have not been confirmed by Erewash

Heavily involved Somewhat involved Not involved

Relentless ambition - Partnerships involved

The following key partnership groups may need to be involved to help achieve this ambition:

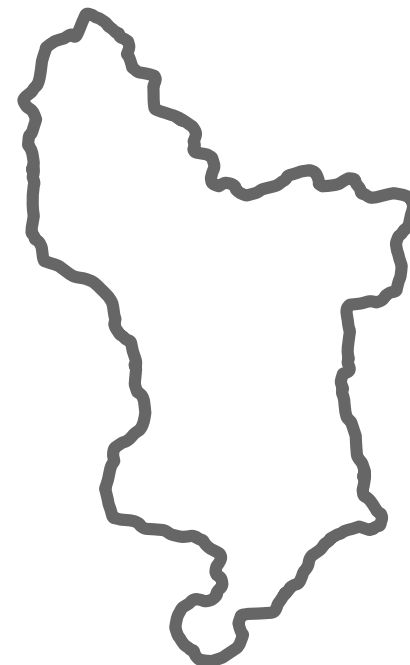
Children's and Young People's Trust	Complex Case Provision for Children	Derbyshire Partnership Forum	Derbyshire Safeguarding Children Board	Better Business Regulation Partnership	Local Resilience Forum (LRF)
Local Family Justice Board (LFJB)	Services for Schools	Youth Offending Service Board	Infrastructure and Investment Board	HS2 Strategic Board	Derbyshire Economic Partnership

The partnerships involved in meeting this ambition fall into two broad categories and these would support the ambition as follows.

- **Partnerships supporting children-** These partnerships are key forums to share learning and challenges about supporting particular cohorts of children to be ambitious. These groups also help to support the most vulnerable children in Derbyshire. The activities done through these partnerships should be coordinated to best support the outcomes for young people.
- **Economic/ business partnerships-** These partnerships help to bring investment and job creation into Derbyshire. These groups can help to influence businesses to invest, innovate and grow in Derbyshire.

Build proactive communities

The energy and proactivity that exists in
Derbyshire is seized and emulated in future
initiatives



Build proactive communities

Assessment of current state

Currently, given the **disparity in environmentally friendly activity** across the county, there is an opportunity to **share good practice** or **focus funding** on specific areas through targeted interventions. However, there is a window of time in which this can be achieved - Derbyshire needs to behave proactively otherwise this will quickly become a threat. Individuals can be proactive and either **work from home or carpool** when travelling to work. Additionally, businesses can take action by going **paperless**.

With **1,600 miles** of public rights of way, including **64 miles being disabled accessible** in the **Peak District**, there are excellent outdoor opportunities which can **improve quality of life**. However, there is a threat that despite the accessibility of green space that it is **not effectively utilised** by residents. Despite the green spaces that are available, in Derbyshire in 2015 there was only a **18.5% utilisation** of outdoor space for exercise and health reasons. This is an equal utilisation rate to the whole of the East Midlands, even though the Peak District in Derbyshire is the only national park in the region. This asset should be proactively used to **improve physical and mental health**.

Obesity and smoking are **dormant threats**. In Derbyshire, obesity is only **marginally lower** than the national average, however, there are a number of health risks that increase with obesity, therefore reducing these numbers should be a high priority. Similarly, for smoking, at the county level, Derbyshire performs on par with the national average; however, any rates of smoking still contribute to related **diseases and medical risks**.

Average performance **reduces focus and momentum** on improving against these risks. **Proactive campaigns** in the community could improve health and reduce risk factors.

If Derbyshire is considered as a whole, there is an opportunity for the council to **work together** to decide where **new housing developments** could go. If this is not considered, this poses a risk to the **future housing stock** of Derbyshire.

In times of crisis, **communities** often provide **invaluable resources and strength**. This has been demonstrated during the Covid-19 pandemic where hundreds of individuals and businesses have **offered help for vulnerable and isolating individuals** across the county. This joint up effort has involved third parties, the councils, and residents and is a phenomenal example of the existing community assets across Derbyshire, but also of what can be achieved through collaborative effort.

There is a one in three chance that when I get to year six, I will be obese.



My children are more likely to receive early years health check-ups than children nationally at every age.

Build proactive communities

Vision Derbyshire ambition based on current state

It is paramount that the energy and proactivity that exists in Derbyshire is seized and emulated in future initiatives.

Communities will work together to develop tailored solutions for their community, and tackle the problems that are important to them within their communities. This work will be supported by **rich shared insight into Derbyshire's communities which inform decisions.**

Through the emphasis on proactive action communities will be **empowered to be self-sufficient and take responsibility for change.** By focusing on asset-based and citizen-centric methods of meeting outcomes, residents will become independent as their innovation and ability drives the county forwards. In these spaces, **all voices in Derbyshire will be heard equally** to contribute to the community.

Collectively the councils will adopt health-focused policies that enable residents to **make healthy lifestyle choices.**

Build proactive communities

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Derbyshire's communities are self-sufficient and take on responsibility for change	Joint framework for how councils will work in partnership with communities and VCS across the region.	A
	Collectively agree and work with communities to shift the council's role to be a supporter of communities, rather than leading or managing them.	B
	Councils across Derbyshire agree a shared strategy to support community-led adult education.	B
	Gain a broad understanding of local communities and the lives of people within them through mapping key community assets. Work with these communities to understand what tools they need to support themselves i.e. budgets, physical assets etc.	C
All voices in Derbyshire are heard equally	Consistent coordination of messaging to help communicate the clear aims and ambitions to residents across Derbyshire.	A/B
	There will be a framework for learning set up at the local, county and regional levels to adopt best-practices and share successes.	A/B
	Allow for clear two-way communication between the council and the public i.e. using a 'deal' to set out the commitment to work together and deliver outcomes.	A/B



Regional/national collaboration



Collaboration at scale



Local collaboration and delivery

Build proactive communities

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
All voices in Derbyshire are heard equally	Local councils should echo the regional or county-wide messages but add a local context to them and make use of the most appropriate channels.	C
Derbyshire has rich, shared insight into its communities which inform decisions	Learn from community led movements, how communities are self-organising, their needs and use this insight to guide decision making.	C
	Collate, use and share community insight at a county level alongside other place based insights. There will be county-wide data capability on communities established. This will allow opportunities for joint solutions to be found.	A/B
	Share insight across partners, i.e. VCS, in order to build a rich picture of communities, and allow all parties to make use of this intelligence.	B/C
	Building on the Thriving Communities work, all communities will have developed their own KPIs and measure these themselves.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Build proactive communities

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
People are informed and able to make positive lifestyle choices	Work together at a regional level to coordinate effort and regional wide initiatives to tackle shared risk factors.	A/B
	Build a health and wellbeing/health inequality lens into all policies across the county and consider how this can be used to influence people to make more positive lifestyle choices.	B
	Work with local communities to provide effective information that is tailored to local needs and cultures about how people can make more positive lifestyle choices. This could be a locally tailored campaign.	C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Proactive communities - Council activities involved

In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram. They include:

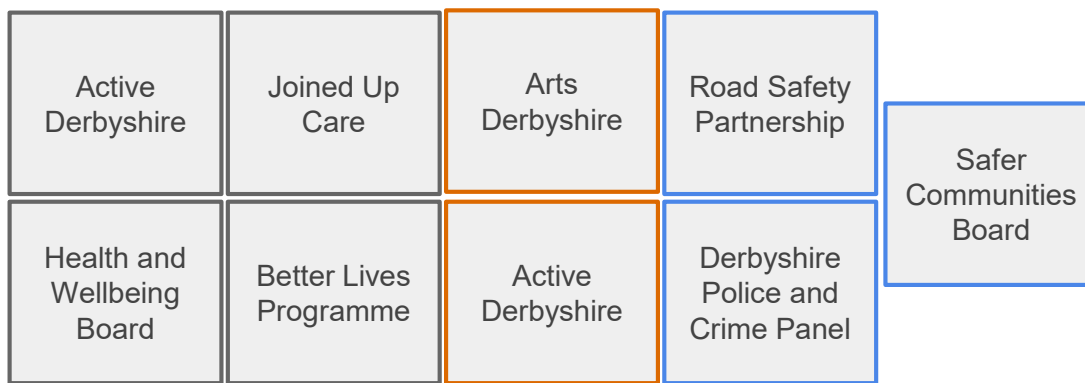
- **Community development** - Services linked to this topic hold valuable insight about the nuances of different communities across Derbyshire and how to best to engage and co-develop with each of them. By collectively pooling the existing insight and relationships of the nine councils, Vision Derbyshire will be able to build a far greater picture of the community and start to understand how they can better empower them.
- **Communications and engagement** - Key to building proactive communities is to start an open two-way conversation between communities and Vision Derbyshire. These services will need to use their previous experience of how to engage with the community and understand that this may differ across the county.
- **Housing and planning** - Housing and planning services will be key to developing a housing first policy. These services will be able drive the development of these policies and upskilling other services and partners into why housing is so crucial. Developing better relationships with communities as part of our Better Lives Programme will be key, not only from a housing perspective but also from a Thriving Communities and Adult Social Care perspective.
- **Health and wellbeing** - Healthcare services delivered by the NHS are responsible for approximately 20% of health and wellbeing, the remaining 80% is shaped and promoted by the places in which we, live, work and grow, as the shaper of place the council has a unique role to play in generating health and wellbeing. This is underpinned by vital services including; alcohol and drug, prevention, harm reduction, treatment and recovery services, Health Visitors and School Nurses, leisure services, green space and sexual health services, these services will all need to work together in order to help make it easy for people to make healthy lifestyles. Part of having proactive communities means that communities can make their own choices, so the council will need to influence and encourage people to make the best choices but not dictate these.

Proactive communities - Council activities involved

	Amber Valley Borough Council	Bolsover District Council	Chesterfield Borough Council	Derbyshire County Council	Derbyshire Dales District Council	Erewash Borough Council*	High Peak Borough Council	North East Derbyshire District Council	South Derbyshire District Council
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	Accountancy	IT	Policy & communications	Organisational Development & Policy		Resources	Finance & procurement		Legal & democratic services
	Exchequer	Transformation & Organisation	Finance & Resources	Property Services	Estates & Facilities Management	Communications & Culture	OD & Transformation	Transformation & Organisation	Org development & performance
	Revenues	Legal & Governance					Legal		
	Fleet Management	Procurement	Customers, commissioning & change						Communities & cultural services
	Corporate Safety			Business, Economy & Regeneration	Community Housing	Community Safety	Customer Services	Strategic Housing	Customer services
Front Office and Service Delivery	Regulation & Licensing	Community Safety	Housing	Libraries, Culture & Tourism	Community & Environment	Housing	Democratic & Community Services	Community Safety	Housing Services
	Housing Services	Revs & Bens		Direct Care & Prevention			Revenues & Benefits	Planning	Planning and Strategic Housing
	Environmental Health & Waste	Housing Management	Health & Wellbeing	Public Health & Wellbeing	Development Management	Communities Departmental	Housing	Streetscene	Environmental services
	Community Safety	Contact Centre & Customer Services	Economic growth	Fostering, Adoption & Corporate Parenting	Economic Development, Tourism & Partnerships	Licensing	Assets	Developments	Economic development
	Safeguarding	Leisure		Children & Family Services	Environmental Health	Waste Management	Environmental Health & Licensing	Economic Development	Operational Services
	Customer Services	Development		Young People, Education & Learning		Environmental Health	Regeneration & Development Services	Environmental Health	
	Leisure, Community & Wellbeing	Planning		Emergency Planning			Waste & Maintenance	JV Company	
	Planning	Street Scene		Highways			Operations (Housing repairs)		
	Development management	Environmental Health		Community Safety					
	Environmental crime			Registration & Coroner Services					
	Growth & Town centres			Adult Social Care					
	Street cleansing			Environment					
	Grounds Maintenance & Cemeteries								
	Conservation & Parks								
*These activity groupings have not been confirmed by Erewash						Heavily involved	Somewhat involved	Not involved	

Proactive communities - Partnerships involved

The following key partnership groups may need to be involved to help achieve this ambition:

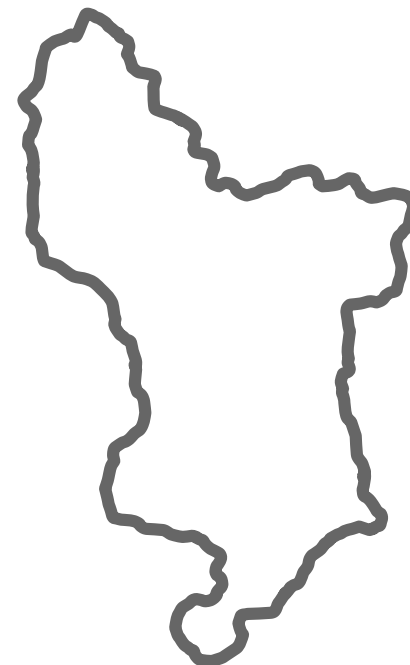


The partnerships involved in meeting this ambition fall into three broad categories and these would support the ambition as follows.

- **Partnerships that support health and wellbeing** - These groups are able to work towards both providing excellent health and wellbeing support to residents but also encouraging residents to take responsibility for their health and wellbeing lives, which in turn will reduce the pressure on public health services.
- **Culture, arts and sport partnerships** - These partnerships are key in encouraging residents to engage in activities within their communities.
- **Partnerships supporting safer communities** - A key aspect of residents feeling comfortable and confident within their communities is feeling safe. If groups can work together to improve the level of safety across Derbyshire, communities may then feel empowered to make changes themselves.

Live and work sustainably

Embedding balance and sustainability in its approaches, allowing Derbyshire to withstand future challenges and create room to grow



Live and work sustainably

Assessment of current state

The **D2N2 (Derby and Derbyshire, Nottingham and Nottinghamshire)** Local Enterprise Partnership (LEP) demonstrates an example of where there is existing **regional collaboration** through working together to achieve the target of reducing carbon intensity in the economy by **50% by 2030**. However, there is a potential conflict between the ambitions and strategies of the **economy and climate change**. Although employment in heavy industries and having large-scale businesses present in Derbyshire is beneficial to the economy, this heightens CO₂ output and increases the impact of climate change on Derbyshire. As a result, CO₂ emissions in Derbyshire are higher than the national average. There is an opportunity to build a **truly sustainable economy** from the foundations by **aligning climate change and economic development** and as part of this councils should agree strategic development opportunities as some climate change initiatives require all councils to sign up in order to be viable.

The Peak District is a major tourist attraction for Derbyshire that **attracts over 35m tourists per year**; as a result, the visitor economy **contributes over £1.7bn to Derbyshire's economy** annually. However, the tourism industry causes a large environmental impact which degrades the attraction itself. In the wake of Covid-19 the county faces a risk of increased day-trips which contribute less economically. The Peak District also offers a large amount of **green space**. Research conducted by Public Health England has highlighted that green space is associated with **mental and physical health benefits**, leading to lower body mass index scores, better self-rated health, increased longevity and lower obesity rates.

While there are high levels of green space in Derbyshire, these are located to the north west of the county, leaving residents in the south east with much **lower access** to green spaces than might be perceived due to the presence of the Peak District. There is an opportunity to utilise this asset to **increase activity** by making use of these unique environmental assets in a sustainable way.

There is **affordable housing** across the county and homelessness is also lower than the UK average which can be attributed to there being **35% more local authority owned dwellings** compared to the national average. However, housing affordability is **highly unequal**, and this is a threat to social mobility as it creates wealth divides between communities. There are high levels of **housing inequality** across the county, with affordable housing only available in some districts and the lack of it in others causes social challenges. If Derbyshire is considered as a whole, there is an opportunity for the council to work together to decide where new housing developments could go. If this is not considered on the whole, this poses a risk to the future housing stock of Derbyshire.

My generation will face climate change challenges and not everyone understands the actions that we need to take to combat these.



A house will be 19% more affordable for me in Derbyshire, compared to the national average.

Live and work sustainably

Vision Derbyshire ambition based on current state

Prioritising sustainability will best place Derbyshire to take on the challenges of the future.

Derbyshire will prioritise sustainability and this will enable the ambitious climate change targets to be met, **everything we do will align with our climate change agenda.**

Future infrastructure, strategies and policies will be planned and coordinated with future modelling in mind. **Derbyshire's housing will drive good wellbeing and prosperity in communities;** this will ensure that new talent sees Derbyshire as an attractive place to live and work.

Derbyshire will be a destination for sustainable tourism; and will strive for net zero carbon emissions across the visitor economy.

The effort of sustainability will not only be led by the councils, **everyone in Derbyshire will make conscious choices to live and work sustainably.** Residents will make an active contribution and businesses will adopt new green strategies.

Live and work sustainably

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this? B	Level
Derbyshire's housing drives good wellbeing and prosperity in communities	Joint strategic housing plan to incorporate the use of shared regional physical assets and community plans in order to maximise the long term potential of the East Midlands.	A
	Alignment of Derbyshire's plan for infrastructure, skills development and communities to the housing plan.	B
	Consider how to match local supply of affordable housing to those starting their career journeys.	C
Everyone in Derbyshire makes conscious choices to live and work sustainably	Derbyshire should share their forward thinking ambition on climate change and what's working to meet it, at regional forums.	A
	Derbyshire should have a regional transport plan which includes green public transport gateways developed to access the national park.	A
	Development of a 'Derbyshire deal' to get everyone in Derbyshire to understand and commit to taking responsibility for the environment.	B/C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Live and work sustainably

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Everyone in Derbyshire makes conscious choices to live and work sustainably	Support businesses and people to make changes to their lifestyles i.e. helping businesses to operate in environmentally friendly ways. Incubation spaces for green entrepreneurs will be launched to help them obtain grants/funding.	B/C
Everything we do aligns with our climate change agenda	Have a clear unified voice into regional forums about what sustainable solutions should be co-invested in. Joint prioritisation and procurement of green technologies.	A
	Align county-wide strategies so that all future decisions are environmentally sustainable.	B
	Gather insight on what each local area is doing successfully within the green agenda and share this learning across the county.	B/C



Regional/national collaboration



Collaboration at scale



Local collaboration and delivery

Live and work sustainably

Below are the key priorities associated with this area of the ambition, and at which level of collaboration this will best be delivered. More detail on the priorities and collaboration required to deliver them can be found in Appendix D.

	How might we collaborate to achieve this?	Level
Derbyshire is a destination for net zero tourism which has a positive impact on communities	Co-develop a regional plan to market the Peaks to maximise tourism, but making it clear the expectation of tourists in return.	A
	Support tourists to make environmentally smart decisions when visiting. For example, developing carbon-neutral public transport near tourist hotspots.	B
	Champion innovative ideas which support this ambition. For example, virtual tourism ran by local entrepreneurs.	B/C

A

Regional/national collaboration

B

Collaboration at scale

C

Local collaboration and delivery

Live and work sustainably - Council activities involved



In order to achieve this ambition various key activities from the nine councils will need to work together. Whilst each council is structured differently, broadly the areas of activity involved have been highlighted in the diagram. They include:

- **Infrastructure, planning, housing and transport** - These services will need to closely align their agendas to ensure that living and working sustainably is at the heart of their work. They will work together to deliver the housing priority, as it is about more than just creating homes, but making sure that the infrastructure, transport and planning decisions made alongside this enable a more sustainable lifestyle.
- **Communications and engagement** - Communications and engagement services will need to use nudge tactics to direct people towards making choices which are best for their own health and also take into account environmental sustainability. These services will also be fundamental to the social contract with local people, as it is one thing to create the contract, but this will need to be underpinned with county-wide, and locally tailored communications which make this part of people's daily lives.
- **Environmental services** - These services hold valuable insight and knowledge as to how Derbyshire is currently fairing environmentally, what initiatives have been tried previously and what work in terms of encouraging sustainable lifestyles. This should be fed into any communications and engagement work. These services also have a role to play in upskilling the rest of the councils in how their services can help to make more environmentally friendly decisions.
- **Economic development** - Economic development services will need to factor the environment into their decision making, but also encourage key partners such as businesses and the D2N2 to do the same. This group of services will also need to work to ensure that the growth of the tourism sector is not at the detriment to the environment.

Live and work sustainably - Council activities involved

DRAFT FOR DISCUSSION

	Amber Valley Borough Council	Bolsover District Council	Chesterfield Borough Council	Derbyshire County Council	Derbyshire Dales District Council	Erewash Borough Council*	High Peak Borough Council	North East Derbyshire District Council	South Derbyshire District Council
Back Office	Democratic, Assets and Legal HR ICT Accountancy Exchequer Revenues Fleet Management Corporate Safety	Executive Team HR & Payroll Finance IT Transformation & Organisation Legal & Governance Procurement	Chief Executive Commercial services Policy & communication s Finance & Resources Customers, commissioning & change	Strategic Leadership Finance & ICT Legal & Democratic Organisational Development & Policy Property Services	Corporate Policy Corporate Resources Estates & Facilities Management	Performance & Community Resources Communications & Culture	Audit Commissioning Corporate Health & Safety Finance & procurement OD & Transformation Legal	Finance Governance Transformation & Organisation	Business change and IT Corporate Property Finance Legal & democratic services Org development & performance
	Regulation & Licensing Housing Services Environmental Health & Waste Community Safety Safeguarding Customer Services Leisure, Community & Wellbeing Planning Development management Environmental crime Growth & Town centres Street cleansing Grounds Maintenance & Cemeteries Conservation & Parks	Community Safety Revs & Bens Housing Management Contact Centre & Customer Services Leisure Development Planning Street Scene Environmental Health	Housing Health & Wellbeing Economic growth	Business, Economy & Regeneration Libraries, Culture & Tourism Direct Care & Prevention Public Health & Wellbeing Fostering, Adoption & Corporate Parenting Children & Family Services Young People, Education & Learning Emergency Planning Highways Community Safety Registration & Coroner Services Adult Social Care Environment	Community Housing Community & Environment Development Management Economic Development, Tourism & Partnerships Environmental Health	Community Safety Housing Communities Departmental Licensing Waste Management Environmental Health	Customer Services Democratic & Community Services Revenues & Benefits Housing Assets Environmental Health & Licensing Regeneration & Development Services Waste & Maintenance Operations (Housing repairs)	Strategic Housing Community Safety Planning Streetscene Developments Economic Development Environmental Health JV Company	Communities & cultural services Customer services Housing Services Planning and Strategic Housing Environmental services Economic development Operational Services
*These activity groupings have not been confirmed by Erewash						Heavily involved	Somewhat involved	Not involved	

Live and work sustainably - Partnerships involved

The following key partnership groups may need to be involved to help achieve this ambition:

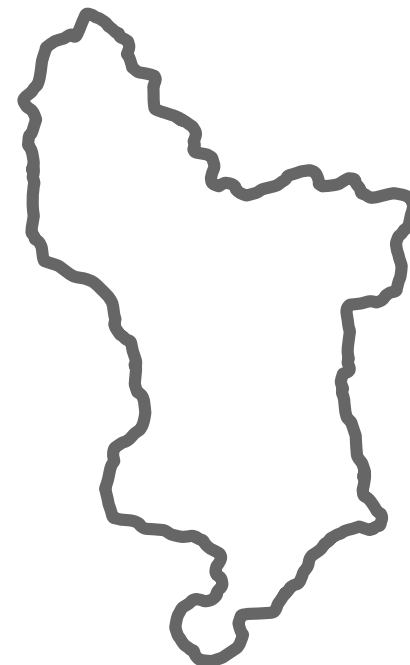
Visit Peak District & Derbyshire Destination	Lowland Local Nature Partnership	Local Authority Energy Partnership	Road Safety Partnership
Local Resilience Forum (LRF)	Parksmarter	HS2 Strategic Board	Infrastructure and Investment Board

The partnerships involved in meeting this ambition fall into three broad categories and these would support the ambition as follows.

- **Partnerships that relate to tourism and tourist activity** - This is key in sharing learning and insight into how Derbyshire's tourist industry can shift its focus to achieve net zero tourism.
- **Partnerships that focus on the environment, sustainability and climate change** - These partnerships help to keep Derbyshire on track with its climate change goals, through encouraging Derbyshire to live and work sustainably. These groups also look to new and innovative ways in which sustainable living can develop, whether that is new green technology or changing existing practices to more sustainable ones.
- **Partnerships that support infrastructure** - These partnerships are key forums for discussing how infrastructure in Derbyshire can be developed whilst appreciating the importance of sustainability.

Organisational enablers

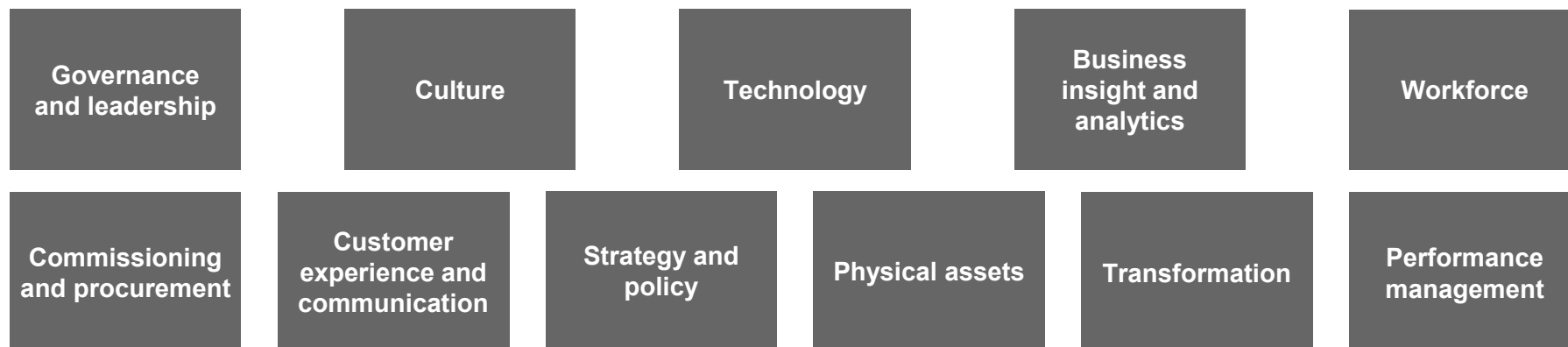
How Vision Derbyshire will transform the way we
work together as councils.



Approach to enablers

We know that to collaborate effectively, and achieve the ambitions we have for people and places in Derbyshire, we must transform how we work both as individual organisations and as a collective. We are committed to innovative transformation across key enablers within our organisations. We have a clear ambition for each enabler, understand why this is critical to Vision Derbyshire, and know the journey required to achieve it.

The enablers we will transform are highlighted below.



We are already in the process of transforming some of these enablers to take full advantage of more efficient ways of working and technological innovations. However, we recognise that to achieve the ambition of Vision Derbyshire we must be more innovative and transformative.

As a group of Chief Executives and Leaders we have scored the current and future state in relation to how innovative and collaborative the enabler is. This is measured on a scale from 1-4. 1 being a low level of collaboration that we are currently working at and 4 being a high level of collaboration that we are working at. The scoring for each of the enablers has been included to represent the changes between the current and future state which we aim to achieve. Further detail and descriptions of the enablers can be found in Appendix E.

We have also agreed a shared ambition for the future for each enabler, and outlined a plan of how we intend to achieve this.



Governance and leadership

A clear governance framework and leadership principles will include cross cutting objectives, policies, values, culture, accountabilities, and performance. This will enable collaborative decision making with a strategic direction in mind, in a financial sustainable manner, whilst ensuring accountability for actions taken and decisions made.

Current state



Currently, there are multiple forums across Derbyshire which include different councils but sometimes **defined purposes** are not clear which can cause duplication. The groups often have large membership in the effort to be transparent and open. While this is important, it can also be inefficient.

Several of the joint boards are run by Derbyshire County Council who typically take many of the actions to regional and national boards. This **singular leadership role** is sometimes limited by capacity constraints. There are some examples of formal accountability amongst the councils, for example D2N2.

Vision for the future



There is consensus that the governance and leadership enabler will allow for the true benefits of collaborative working to be unlocked. The vision is to have **clearly defined governance and leadership** for Vision Derbyshire, including **decision making**.

Vision Derbyshire is designing a new model for governance. This is shaped around the three pillars of: **consensus, equitability and legality**. The new model will build on the s113 Local Government Act of 1972, but seek new legal powers. This will mean that Vision Derbyshire is able to have an arrangement similar to a joint committee but be able to exercise cabinet functions as required.

In addition to formal governance, we will expect all our people to demonstrate adaptive leadership, recognising the changing context of Vision Derbyshire.

The journey



To achieve the vision for the governance and leadership enabler, the councils will need to develop a **governance framework** which includes cross cutting decision making capability. This must align to the culture and performance enablers, among others.

Key leaders and stakeholders within the councils will need to be identified and brought into the Vision Derbyshire transformation, encouraging change from the top, and leading by example. Everyone in a leadership role should be **role-modelling** the Vision Derbyshire way of working, and be leading visibly on something Vision Derbyshire related.

It is recognised that whilst multiple layers of governance may be required, **simplicity is paramount** to maximise adherence and understanding.



Culture is a reflection of the aims, priorities and values promoted within the organisations which encompasses behaviours and ways of working. A consistent culture led by leadership will help to instil the required behaviours to achieve the collaborative way of working.

Current state



Across the county, most staff are accustomed to working within their own councils with their own priorities and focuses. The Covid-19 pandemic has encouraged the councils to work more closely together; as a result the current state is potentially higher on the scale than it would have been prior to the pandemic.

This context has shown how effectively the councils can work together when required or working to a common goal. It is important to harness this culture shift. The councils feel as though they have previously worked well together on discrete projects and now want to make collaboration more culturally embedded in the day-to-day.

Vision for the future



The councils have a strong ambition for collaborative culture. This means working collaboratively by default, not by exception. A fully collaborative culture will enable the councils to **speak with one voice**. Collaboration by default will improve trust between the councils and support bonds between individual officers. This will allow both leaders and officers to feel safe sharing their views, enable conclusions to be reached, and accelerate the councils' journey to speaking confidently with one voice.

Collaboration by default will also enable **better coordination**. More established communication channels and aligned cultural behaviours across the councils will be empower staff to coordinate with one another to deliver clearer and more consistent messaging, and use resources in a more coordinated way, across the county.

The journey



The following steps are needed to achieve the vision:

Culture change which requires a strong, collaborative workforce strategy and approach across all partners, that develops the right culture, values, behaviours, skills, training, and leadership within the workforce. This needs to occur both top down (leadership) and bottom up (touching all staff).

Building trust by championing and role-modelling the new culture of sharing and co-development from the top down, and embedding honest and transparent communication.

Working together to invest in stronger working relationships between the councils to remove the barriers associated with working together.



Technology

Technology encompasses both physical and virtual tools and assets. This involves ensuring that all staff and spaces are provided with the correct tools and software to support working together; for example, provision of portable hardware including laptops, video-conferencing platforms and file transfer software; along with information sharing policies, that will enable collaboration.

Current state



Currently there is limited collaboration between the councils and disparate technology systems are used within each. The systems are not shared which causes an inability to collaborate effectively.

There are several key technological functionalities that are not currently shared across the councils that make collaboration more difficult; for example file sharing, secure file transfer and teleconferencing. Currently, informed and evidence based decisions and the ability to meet data reporting requirements from central government are hindered by the lack of interoperability between councils' systems. This integration which would ensure more efficient analytics.

Vision for the future



The vision is to have **shared technology systems** which enable collaboration between officers. This will also increase the efficiency through better access to relevant information across organisations, which will enable collaboration and better inform decision making.

Implementing a **shared customer platform** will maximise the take up of self-serve options, reduce the burden on officers, and improve customer experience by providing a consistent user journey.

Finally, **digitising and automating processes**, where appropriate, will help to increase efficiency of manual and time consuming tasks. This will contribute to improved customer and staff satisfaction.

The journey



The councils will be required to make decisions on the systems which are required to achieve collaborative working.

The following elements are options for achieving the vision for technology improvements:

Single customer portal which will be shared by all councils where customers can access everything they will require through one front door.

Shared systems to be defined, designed and implemented within the councils to enable collaborative working including interoperability across councils.

Digitisation and automation improvements to be designed and implemented to improve efficiency and effectiveness of how activities are undertaken.



Business insight & analytics

Analytical tools can inform broader and deeper business insight allowing the councils to gather customer insight, make early interventions where necessary, highlight opportunities for improvement, and inform better decision making. This involves inter-accessibility to different sources so that there can be critical analysis capabilities to identify trends, patterns, challenges and opportunities which can in turn inform proactive action.

Current state



There are currently no business insight tools being utilised consistently across the councils. Apex is being used for business insight by Derbyshire County Council. Most commonly, the councils are carrying out their own data collection and analysis using Microsoft Excel.

As information is held by individual councils, there is little shared insight between the councils which impacts the ability to make informed decisions, understand customers and understand performance. At the County level, Apex is underutilised. Despite this, several departments are currently looking into other systems (e.g. Power BI) for support and to increase their knowledge and learnings from data.

Vision for the future



The vision for the councils is to use analytics tools to drive effective organisational strategy and deepen business insight. The key areas are:

Customer insight to gain a better understanding of customers ensures services are delivered to help them achieve the outcomes they want and resolve their needs. It also leads to improved demand management and earlier resolution.

Early intervention by tracking performance metrics over time to determine earlier interventions, mitigating against problems.

Highlight opportunities for improvement through insight into key pain points in processes or services, driving efficiency. This is critical for the longevity of collaborative working.

Evidence based decision making through the right data which empowers teams and management. This information provides clarity and simplicity to decision making.

The journey



In order to achieve the vision for business insight and analytics, the following is required:

A platform/system that allows easy data sharing and analysis across different systems. This would enable councils to draw on data from different sources to analyse it in one place.

A business insight capability which would be a capability that generates the insight. This allows all districts and the county to have a clear picture of challenges, progress and achievement. This will inform open and honest conversations about where efforts need to be directed. It will also deliver a compelling and consistent strategic vision and data strategy that is well understood by the organisation and reflected in the outcome measures.

Data sharing policies to ensure appropriate and useful information can be lawfully and safely shared.



Current
1.72



Future
3.49

Workforce

Supporting the councils' workforce to develop and build new capabilities will be required to enable new ways of working as new behaviours may need to be combined with new skills, experience and a differing knowledge base. It is important to ensure that the workforces across the councils are empowered to adopt these new collaborative ways of working, and be given safe spaces to try out new ways of working.

Current state



Currently the councils carry out some joint projects; but these are more prominent in councils that have relationships, e.g. due to geographical proximity, such as North East Derbyshire and Bolsover.

Largely, the workforces are quite siloed. When there are opportunities to work more closely together, there are often challenges such as determining who will take on the risk for the project. It is important that the workforces feel empowered to capitalise on collaboration where it can make a difference. In addition, each district, borough and the county operate from their own offices with minimal physical co-location at present.

Vision for the future



The vision is for Derbyshire to consider **collaboration as a key driver when making workforce decisions**. In adopting the new collaboration model, Derbyshire will take on a number of new ways of working. These will range from: working across the county with multiple councils on both an **operational and strategic basis**; adopting **new flexible ways of working** by sharing resources; becoming more adept at **information and data sharing**; as well as learning to use **new tools and technologies**. Through developing strong foundations for workforces to come together; collaborative projects will have good grounding for success. Furthermore, **new training opportunities** will enable officers to develop new skill sets and expertise that can be used in their projects to improve outcomes. Training and workforce development across councils will also be less expensive and more efficient through reducing duplication.

The journey



In order to achieve the workforce vision, the councils will need to **invest time in building relationships** at all levels- politicians, leadership, middle management and frontline staff. In addition, a **review of the skills** required and the subsequent **training opportunities** will need to be identified throughout the transformation. There is an important link to the culture enabler and performance management enabler. A consistent ongoing approach to training will also need to be identified.

Staff across the councils will need to **feel empowered** in order to succeed with the new ways of working and this will need to be driven from the top.

Where aspects of collaborative working are taking place, lessons learned and knowledge should be fed into new arrangements between the councils and third parties.



Current
1.86



Future
3.47

Commissioning and procurement

Coordination of commissioning and procurement will avoid duplication, the councils will gain shared insight and understanding, and avoid cost variances. These functions should be more than transactional; by developing relationships with providers we can co-create services based on specific challenges in specific areas.

Current state



Although the councils have a strong history of joint procurement, this has often been more sporadic than planned and strategic. The councils commission the voluntary and community sector (VCS) differently, the lack of information sharing could result in the councils inadvertently 'competing' for the same providers or services. Some of the councils commission private companies, e.g. private communications companies to run their communications streams; however, there is no consistency. Derbyshire has begun to capitalise on joint scale ventures; for example the development of Digital Derbyshire which, in partnership with BT, delivers broadband for the whole county.

Vision for the future



The vision is for Derbyshire to have an **integrated commissioning and procurement capability** which engages with one voice with the market and more influence to shape it. The benefits of this approach include reducing duplication, improving supplier reach and improving value for money.

Collaborative commissioning presents opportunities to align and create **holistic, outcomes-focused service offers** between the councils, particularly to support vulnerable people or complex needs. This is important for two-tier areas, for example it provides the opportunity to improve strategy and services between adult social care (county) and housing (districts). This will also help to **develop a consistent offer for residents** across Derbyshire which prevents the development of a 'postcode lottery'. An example for the councils to collectively procure is collection and disposal of waste.

The journey



In order to realise the vision of a commissioning and procurement collaborative capability and joint approach, the following will be required:

Working together across the county to begin commissioning collectively rather than in silos. This will mean aligning commissioning outcomes to the outcomes and ambition of Vision Derbyshire.

The negotiation and management of shared contracts; e.g. waste management contracts.

The shared provision of specialist expertise such as procurement planning and strategic sourcing.

A review of IT solutions to support procurement processes in the future should be undertaken and a coherent IT solution developed, proposed, and implemented.



Current
1.42



Future
3.44

Customer experience and communications

A good customer experience means that residents' experiences during points of contact with the councils match or exceed their expectations. Providing a clear and simple customer experience is vital for ensuring that residents are able to access services from the councils as easily as possible, and will ultimately reduce burden on staff to respond to customer queries. Managing customer experience is highly dependent on clear communications that allow for a consistent experience for all customers.

Current state



Some of Derbyshire's councils utilise private companies to manage their communications. Currently, residents across Derbyshire often view the councils as **one unit**; therefore, when communications are specific to one council it can lead to confusion.

There is also a **lack of communication** about different work across the councils, often officers in other councils only learn of new projects via the communications sent to local residents or the news. Recently, the councils came together in support of the Derbyshire Dales during the Covid-19 pandemic where there has been a huge influx in domestic tourism. A joint statement was co-signed by all the councils in solidarity. The communications pilot group is also developing a shared framework for council communications.

Vision for the future



There is a strong appetite for a **unified customer experience and approach to communication**. Customers rarely see a difference between the councils. By **understanding customers' journeys** and addressing the pain points, the councils can create better and more streamlined customer experiences and be more efficient in achieving customer outcomes.

There is desire to build a **consistent customer service approach**. This may include shared strategy, resources, and technology. There is a desire to increase use of web and digital to channel shift, which would allow for quicker resolution of customer queries, better management, and better access to information for customer, as well as creating efficiencies for the councils.

Covid-19 has provided an opportunity for positive brand reinforcement and interacting with communities to reinforce the brand of the councils, there is a desire to capitalise on this.

The journey



In order to achieve the vision for this enabler, the councils will be required to understand the different customer journeys as understanding your customer is key. This will channel into the council in order to determine the pain points and improvement opportunities.

In addition the council should consider the following steps:

Building a **shared customer service approach**, which may include shared resources, technology and a clear strategy for what role digital will play.

Building a **shared customer platform**, which will involve the digitisation of key services.

Signposting to online services and encourage channel shift uptake.

Agree a **shared communications framework** for disseminating messages across Derbyshire.



Current
1.83



Future
3.94

Physical assets

Across the councils a range of different physical assets are available for workspace, service operations, visitors and the community. It is important to consider the ways in which physical assets can be shared, repurposed or divested to enable and strengthen collaborative working in the future and to deliver on our ambitions. The needs and opportunities surrounding physical assets have seen a significant shift during Covid-19.

Current state



Prior to Covid-19 there was a culture of working in premises rather than at home; however, moving forward it will be important to build on new attitudes towards workspaces and consider how the councils can work together to focus on inclusivity of space for all residents. In the Thriving Communities programme, the sharing of physical assets has been a fantastic resource for some initiatives, but has created a block in others. The property rationalisation programme at the county council is looking for ways to increase efficiency of physical property. Some of the management services are being commercialised to enable income generation. Derbyshire County Council currently represents the North Midlands Partnership within the One Public Estate programme.



Current

1.75



Future

3.63

Vision for the future



The vision is for the physical assets to be evaluated in the context of the evolving needs of groups and teams. From engagement, there is a strong consensus that the collective assets hold considerable value, and therefore present a strong opportunity for savings which are both financial and benefit the climate change aims of the organisations.

Physical spaces, if used for **co-working environments** will enable cross-councils teams to work collaboratively together. Due to Covid-19 and the new capabilities surrounding working from home, there is a consideration of the **quantity and capacity of administrative buildings** and there is a possibility of reducing these.

Additional space can then be used for **community groups** who provide services for residents, such as sports and exercise classes or community cohesion activities.

The journey



To achieve the vision, the councils will need to review the requirement for physical space in the context of the improved **ability to work remotely**.

In the '**new normal**', this may continue to be from home for some individuals or teams, or enable individuals and teams to be based in multiple locations. This may include where they are working with a team from other councils and would benefit from being co-located.

Any identified space savings will then need to be evaluated as to whether they can be converted into **cash savings** or a space to be made available for **community groups**.

Strategy and policy

The translation of outcomes and ambitions into strategies and plans is a critical element of Vision Derbyshire. There must be a consistent thread running throughout all activities, and in order for Vision Derbyshire to be successful, everything must play a role in achieving the overall outcomes. There will be a need for shared strategies, plans and policies across councils and with partners.

Current state



Currently, strategy and policies are developed within each council and therefore there are differing policies across the councils. In addition, the officers are not often aware of the local strategies and policies from other councils. There is a lack of information sharing and good practice examples are also not shared across the councils.

There is a shared health and wellbeing strategy across Derbyshire through the ICS and Health and Wellbeing Board structure, involving a number of public sector organisations. The intention is for Vision Derbyshire's outcomes to be aligned to the outcomes around health and wellbeing specifically.

Vision for the future



The vision is to have an **overarching generic policy approach** which could be built on or tailored at the local level to enable the councils to maintain their sovereignty while ensuring there is a holistic and joined-up offering. There is a recognition that some challenges or services are best tackled on a smaller scale through bespoke plans, therefore the local delivery element remains important.

Teams will be required to **communicate, work collaboratively and share differing policies** where appropriate. For example, two councils may have separate policies for antisocial behaviour but by sharing and collaborating on the policies themselves, one council may be able to identify where an approach could also benefit their area.

In some areas there will be a **unified strategy and potentially policies** in order to deliver on outcomes.

The journey



To achieve the vision, the councils may want to develop a **collaborative strategy and policy capability**. This will achieve consistency where appropriate but retain the ability to define strategy and policy at a local level.

The councils should **define which strategies can be developed** across Derbyshire and which need to be retained or modified locally.

Across the councils, the **sharing of localised policies, strategies and information** surrounding these will need to be encouraged and become part of the new way of working. In addition to this, collaboration and consultation during the development of localised strategy and policy should be encouraged.



Transformation

In order to deliver the changes and enablers required through Vision Derbyshire, it is important to consider a clear strategy for transformation. It is critical that this team is not seen as the sole vehicle for delivering Vision Derbyshire. They drive and facilitate but Vision Derbyshire is an ethos that must be adopted by all teams across all the organisations.

Current state



The councils have gone through transformation and change independently. There are multiple projects and programmes operating in silos across the councils. The Thriving Communities initiative is one example of collective work across the Vision Derbyshire councils to harness information about their respective local communities and pool this knowledge to come up with a holistic and encompassing approach to challenges.

Recent findings from some pilots have revealed that often the councils do not collaborate as much as they should do when trying to tackle a shared and unresolved problem; collaboration is typically occurring when there is a known solution.

Vision for the future



Vision Derbyshire needs to truly signify the start of a new way of working, but not all of this is 'transformation' activity and most is simply a new way of working overall.

The vision is to have a consistent shared approach to transformation and change management which may also include:

Shared investment in the transformation from the councils.

Shared resources to support the programme and transformation, who will be in a position to identify risks and opportunities.

Shared outcomes and vision of the transformation. There is a view that residents value understanding the purpose and outcome of the change above what exactly has changed.

The journey



In order to achieve the vision for this enabler, the following will need to be collectively identified and agreed upon across the councils:

An **approach** to delivering the transformation.

Transformation **principles** in order to ensure consistency.

Shared resources to manage the programme.

Governance and reporting approach for the transformation.



Performance management

Performance management has two aspects: managing people's performance, and holding ourselves to account to deliver on outcomes. A clear performance management framework will help to hold accountability across organisations, departments and individuals to ensure that everyone is delivering on Vision Derbyshire. Any performance management framework must align to governance and culture of Vision Derbyshire.

Current state



To manage people's performance, performance management frameworks are highly fragmented and localised to each council. Each council has a thread from the corporate plan to performance management and contracts are aligned to this, but this is individual to each council.

Regarding outcomes, each council has its own corporate plan. There is commonality in the broad outcomes contained within the plans, but there is some disparity too. To align performance incentives for staff and also outcomes, there will need to be consideration for how Vision Derbyshire would be reflected in corporate plans and how performance management links to this.

Vision for the future



The vision for performance management is to have an **integrated performance management framework** which aligns organisations, departments and individuals, and which is underpinned by data and insight from the business intelligence and analytics enabler. This would provide the platform on which collaborative and consistent working can be built and individuals and managers can be held to account. It would also be a consistent foundation of Vision Derbyshire outcomes measures to hold the councils to account in achieving the vision.

There will be the opportunity to **share good practice** between the councils. The framework would not need to cover all aspects of performance, but would ensure alignment of primary motivations to give the councils the best possible chance of improving outcomes.

The journey



In order to achieve the vision, an agreed **structure of outcomes, key performance metrics and targets** will be needed to measure performance and success in a consistent way. The evidence and data needed to support these metrics will need to align with the ambition for the business intelligence and analytics enabler.

There also needs to be agreement on **how organisations will be supported to deliver outcomes**, and staff supported to perform in line with the outcomes. Interventions to manage performance and improvement will be critical to ensuring the framework becomes reality and put at the heart of the new ways of working.



Current

1.56

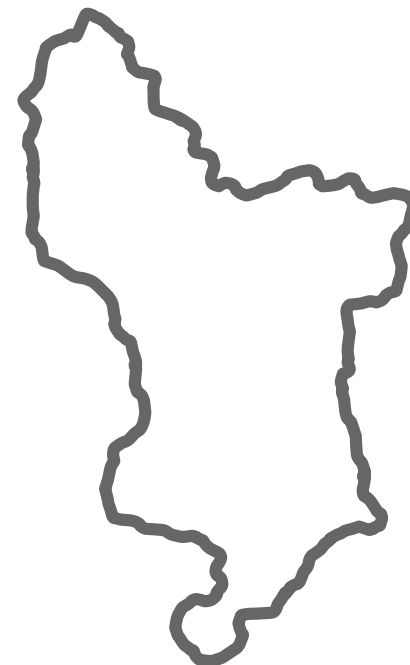


Future

3.68

Pilots

Examples of where we are already working in a Vision Derbyshire way.



Vision Derbyshire pilots summary

Vision Derbyshire is already happening. In parallel to developing our ambition, we have been trialling new ways of working through three pilot groups focused on specific topics. The pilots are a way for us to develop and iterate a new way of working between the Vision Derbyshire councils, whilst also demonstrating how outcomes can be improved for people and places in Derbyshire. The pilots have representation from all Vision Derbyshire councils and are focused on improving outcomes in the following areas.



Engagement and communications

This pilot group is designing a way to speak with 'one voice' to staff across Derbyshire. They are developing an initial framework focusing on how to relay key messages related to Vision Derbyshire itself, laying the foundation for this framework to be refocused to other messages in future, and eventually be used to speak to the public.



Local economy

This pilot is looking to accelerate Derbyshire's recovery post Covid-19, by putting in place tangible actions to mitigate the economic shocks but also move Vision Derbyshire's local economy towards its ambition.



Communities

This pilot is working to understand how communities have changed during Covid-19, their strengths and weaknesses, and putting in place tangible actions to improve community resilience longer term. This is part of a wider shift in line with the Vision Derbyshire ambition to build proactive communities which are more self sufficient and have more power to make the changes they need.

The pilots' scope, desired outcomes, progress so far and next steps are explored in more detail on the following pages.

Engagement and communications pilot



Pilot scope and context

Covid-19 has exposed the need for clear, consistent messaging from local government, with many residents looking to their council for guidance and support. With multiple tiers of government in Derbyshire, the councils can benefit from being able to tailor their messaging to the needs of different local communities, as well as speaking consistently to all residents.

As Vision Derbyshire works towards its ambition, being able to speak to residents, staff and partners with 'one voice' will become ever more important. Therefore, this pilot is focused on creating a framework for how the councils will create collective engagement and communications. In the first instance the focus is on engaging staff on Vision Derbyshire, but in the future this can be directed to other topics and also provide a mechanism for speaking to the public.

Progress so far

1 *Understanding Vision Derbyshire*

In order to develop a staff campaign on Vision Derbyshire, the pilot group first had to understand the evolving story of Vision Derbyshire through Q&A's with leadership and digesting existing documentation to identify the key messages.

2 *Developing a campaign plan*

The group pooled their existing experience in campaign creation to develop a structure for their plans. This included consideration of the wider context to Vision Derbyshire, the key messages and potential formats which could be used. The group also agreed to test and refine initial communications with Senior Management before widening their audience to all staff.

3 *Developing a baseline*

As Vision Derbyshire is the first shared communications platform across nine councils, there was no existing baseline for measuring success. Therefore the group devised a baseline survey to be tested with Senior Management. This includes understanding current awareness levels and the extent to which cross-council collaboration already exists. This baseline will help to refine key messages set out in the campaign plan.

Next steps

- Roll-out the baselining survey to all Senior Management across Derbyshire in order to better understand this cohort's current understanding and appetite to introduce new ways of working.
- Refresh the campaign plan based on this feedback to ensure the key messages have the most impact with Senior Management.
- Develop and release a communications campaign amongst Senior Management, and collect feedback on this.
- Refine the communications campaign before releasing it across all staff at the nine Vision Derbyshire councils.
- Measure the success of the campaign and put in place further messaging where success measures are not achieved.

Local economy pilot



Pilot scope and context

Covid-19 will create huge challenges for the local economy of Derbyshire. From disrupting the skills development of young people, to pushing high streets into an ever more vulnerable position. Due to the scale of the expected impact the economic recovery will be complex and a huge challenge, something which the councils could not tackle in isolation. Therefore, a pilot was set up to focus on this recovery, which looks to identify tangible actions that could be taken to directly impact Derbyshire's recovery post Covid-19, and also help move it towards achieving its longer term economic ambitions.

Progress so far

1 **Creating a pilot team**

A specialist team from the Vision Derbyshire councils were mobilised. The group understood the scale of the challenges arising from Covid-19 would need them to collectively pool insight and experience.

2 **Identifying the challenges arising from Covid-19**

The group pooled collective insight, alongside national sources to identify the key challenges: the uncertainty of the future facing young people, the potential increase in tourism in Derbyshire due to staycations and the high percentage of local businesses which said they would be unable to reopen with social distancing in place.

3 **Identifying the right solution**

The pilot group were keen to focus their collective effort on a gap in support from elsewhere. This involved identifying the work being done nationally, regionally through D2N2 and more locally within the LRF. The pilot also sought to identify a solution which helped move them towards the Vision Derbyshire ambition, such as to seize innovation. The group agreed to focus on developing support packages for startups.

4 **Understanding the barriers and gaps in startup support**

In order to develop support packages for startups, the group discussed the existing provision in order to identify gaps, and also gain a better understanding of what the barriers are for startups being set up.

Next steps

Based on the agreement to build a support package where there are gaps in existing support, the pilot will develop more detail around their support package. This includes agreeing:

- The specific nature of the support package. This may include grant, business advice, access to established startup founders or physical space.
- Whether certain startups which align to Vision Derbyshire's ambition are prioritised for support or receive a higher level of support.
- Whether certain groups of people are prioritised or whether there will be blanket support for all. For example, the groups which are likely to have been worst impacted by Covid-19 economically such as young people and female workers.

Communities pilot



Pilot scope and context

During the Covid-19 response, communities rallied to support one another, including the most vulnerable in society. The councils wanted to understand how they could best harness this community power, in order to make communities more self-sufficient.

This pilot was set up to identify how these communities had self-organised and responded to the crisis; understand the strengths and weaknesses; and develop tangible actions to support community resilience long term. This work will also lay the foundations of how the councils will collectively work with the community in the future, shifting towards its ambition to 'build proactive communities'.

Progress so far

1 *Creating a pilot team*

A team was created with representatives from across the nine councils. Each representative was able to bring different relevant experiences, from working with homeless people to experience in funding the VCS.

2 *Understanding what has changed during Covid-19*

At a high level, the pilot identified how outcomes have changed in the community. This included increased community cohesion or increased demand on free school meals due to falling incomes. The group also leveraged their own experiences and local community insight to build a picture of what had changed.

3 *Identifying the gaps and opportunities*

The pilot identified gaps in the current recovery effort, leading them to focus on how they can best sustain 'neighbourliness' that has arisen during Covid-19. This can be used to reduce inequalities, such as social isolation, or economic inequalities arising because people do not know how to access the right support.

4 *Understanding what enables neighbourliness*

The group worked to understand what enables neighbourliness, from trust and purpose to technology and information. The group then looked to identify what they as councils could do to support these enablers post Covid-19.

Next steps

The pilot will next look to identify what specific tangible actions they can put in place to support neighbourliness and community resilience. Current ideas include:

- Creating a call to action for communities which sets out what they can do to help their community recover post Covid-19. This could include regularly checking on vulnerable neighbours, or knowing where to direct people facing financial challenges to for support.
- Co-designing new commissions for the community, with the community, to ensure they reflect the shift in needs and helps to reposition the community role.
- Creating a consistent information source where communities can access support during recovery.

Learning from the pilots

Through implementing the pilots, several key learnings have been noted which have been fed into Vision Derbyshire more broadly. The key messages are outlined below.

Ambition

Each pilot group actively supported the **ambition for Vision Derbyshire**. The economic pilot especially supported the focus on **innovation and diversity** of the **economy**, as this is key to recovery post Covid-19. The communities pilot supported the shift in role set out in **build proactive communities**, to give the communities more power and control. They also recognised that the power of Vision Derbyshire for communities is that by retaining district and borough council footprints and presence they can focus on hyper-local working with communities where needed, as well as having consistency in how they work with communities across the county. The engagement and communications pilot welcomed the fact that the ambition was focused on the **outcomes for people and place**. For the staff cohort this is the key motivation for working for a local council and therefore, this resonated with them.

Culture

Each pilot group identified that to varying degrees there is already a **culture of cross council collaboration**, but Vision Derbyshire would allow this to become the **default position** and enable collaboration to be on a **strategic level**, not just operational. For example, the economic pilot recognised that at the moment they would reach out to their counterparts in other councils to test ideas or develop their thinking on a specific topic. But they felt they could do more to proactively considering working together on opportunities which would be mutually beneficial.

Way of working

The pilots introduced a **new way of working** to the councils. They had to work together to a **broad specification and outcome**, and collectively design a pilot which best achieved this. This is a shift away from the focus on operational collaboration where the solution is predetermined.

Technology

The pilots kicked off during **Covid-19** lockdown. This highlighted various **technology challenges** which will need to be overcome to enable Vision Derbyshire. For example, it was a challenge to identify a conferencing system which all councils could access. The pilot management would also have been easier if there was a **shared system** to hold documents which all councils could access, this would enable more efficient collaboration, instead of sharing document versions via email.

Further opportunities for collaboration

Key opportunities for further collaboration have been identified by pilot groups, these are summarised below. This is further evidence demonstrating the value of Vision Derbyshire and what could be achieved.



Engagement and Communications

- Residents across Derbyshire don't distinguish the differences between the councils. It would therefore be beneficial to make sure **communications are aligned across Derbyshire**, and where there are local nuances ensure this is signposted clearly. This would improve the customer experience.
- Increasing the **impact of important communications** would be beneficial. The councils have previously made collective communications to influence residents or partners. For example, a campaign on 'love food, hate waste' which sought to influence the public to be more conscious about the food they by, and the impact that comes with wasting it. This was able to have more impact as it was **consistent** across the place. By considering **collaboration as a default position** there will be far more opportunities to influence as a collective.



Local economy

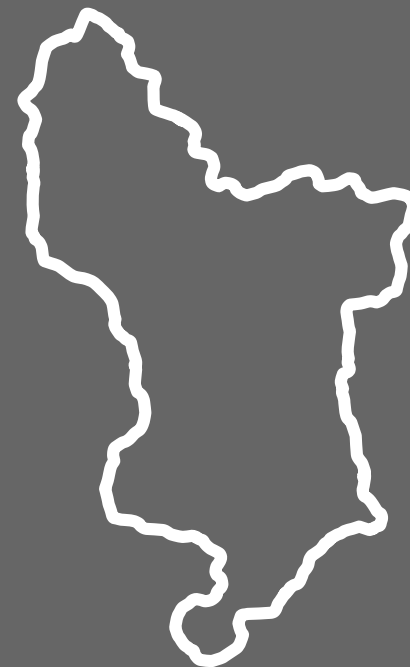
- A **joint procurement framework** for specialist skills would be beneficial. For certain complex delivery projects specialist input is required, such as engineers, which the councils do not have inhouse. If the councils collectively develop a framework with agreed rates it would decrease the time taken to source these skills and create cost efficiencies.
- Shared development unit resource** would help to deliver developments to overcome capacity challenges.
- Creating a **'fighting fund' of pooled resource** which would help to prove the viability of projects in order to secure more funding for delivery.
- By working together the councils can **innovate more around the skills agenda** to ensure skills are matched to future demand for employment, improving skills across Derbyshire.



Communities

- Creating a **consistent approach to working with umbrella VCS organisations** would be beneficial, such as agreeing how funding is allocated, and how success will be reviewed. It would make it clear to these organisations the expectations which come with being commissioned and achieve a higher quality across the county.
- In working with communities Vision Derbyshire will need to understand the **hyper-local level** as well as amalgamating this across Derbyshire to spot trends and opportunities. Therefore creating a **shared source on insight** about the community would be valuable.
- Vision Derbyshire provides an opportunity to **redefine the community's role** and what they need in terms of power and resource to be self sufficient. This is a huge opportunity to have a long term impact on Derbyshire's communities.

4. Impact of Vision Derbyshire



Impact of Vision Derbyshire

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire. **03**

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire. **20**

3. Vision Derbyshire ambition - Our ambition for people and places in Derbyshire, and how we will deliver this. **35**

Ambition for
people and places

Seize Innovation

Establish
relentless ambition

Build proactive
communities

Live and work
sustainably

Organisational enablers - how Vision Derbyshire will transform the way we work together as councils.

Pilots - examples of where we are already working in a Vision Derbyshire way.

4. Impact of Vision Derbyshire - How Vision Derbyshire will achieve qualitative and quantitative benefits for people and councils. **100**

Wider system benefits to community; economy and
public sector

Organisational benefits to Vision Derbyshire councils

5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps. **128**

6. Appendices - Supporting information and further detail on Vision Derbyshire. **156**

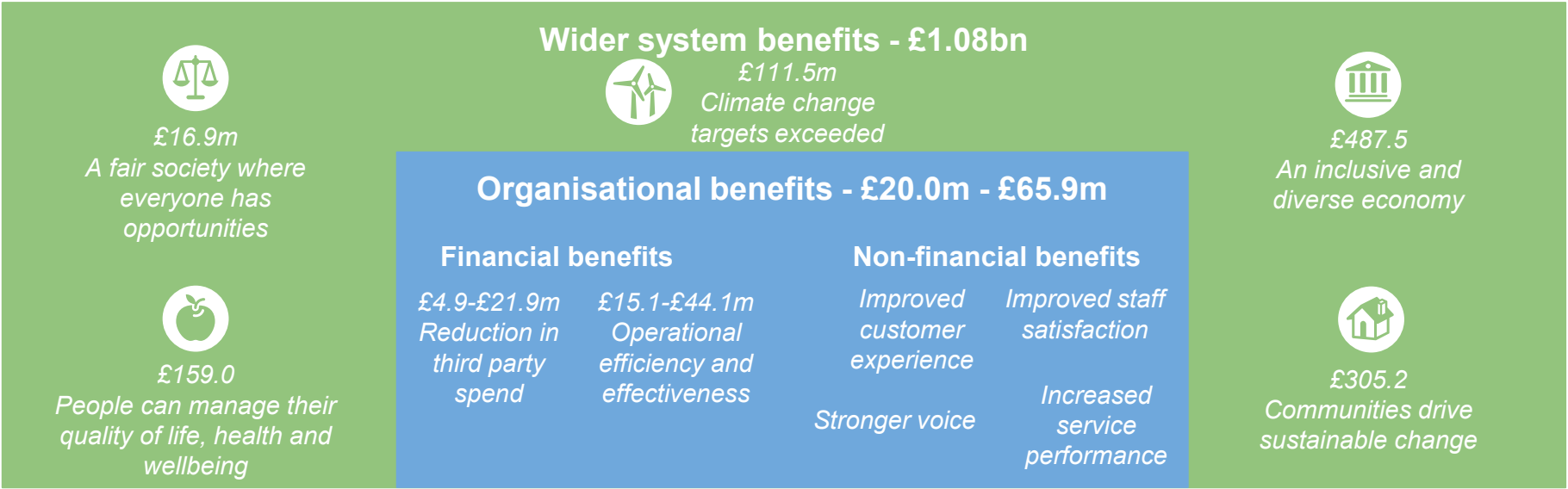
Impact of Vision Derbyshire: Summary

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.

Estimated
financial benefit:

£1.08bn

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:

£20.0 - £65.9m

Approach to quantified benefits

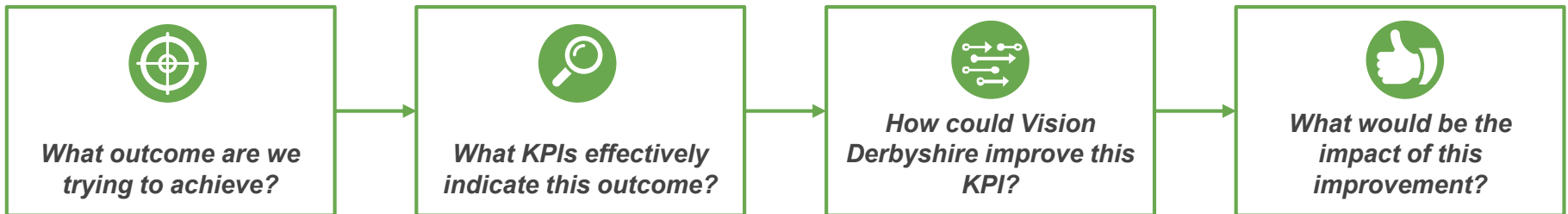
Below is a summary of the framework used to calculate the quantified benefits for the wider system.

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

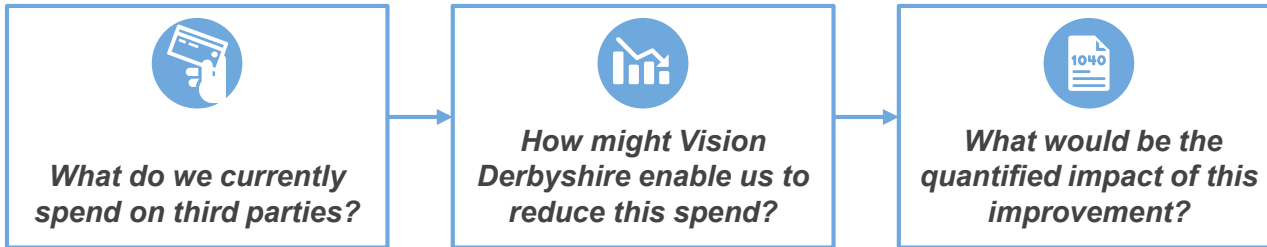
Below is a summary of the framework used to calculate the quantified benefits for the Vision Derbyshire councils.

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

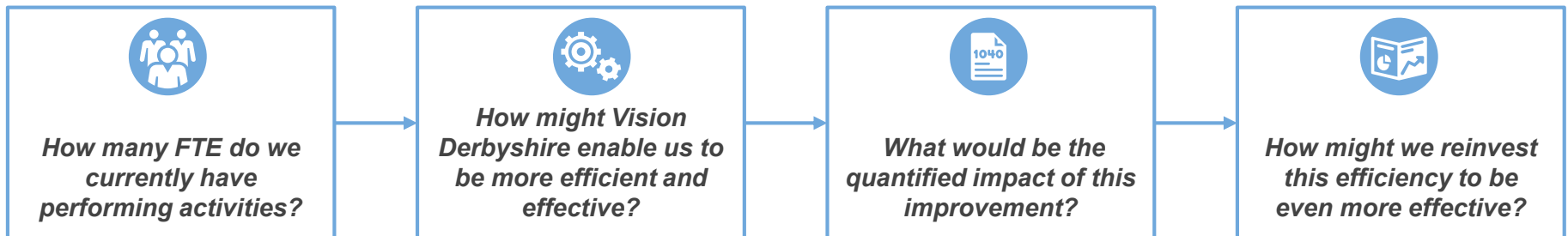
Operational efficiency and effectiveness

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:

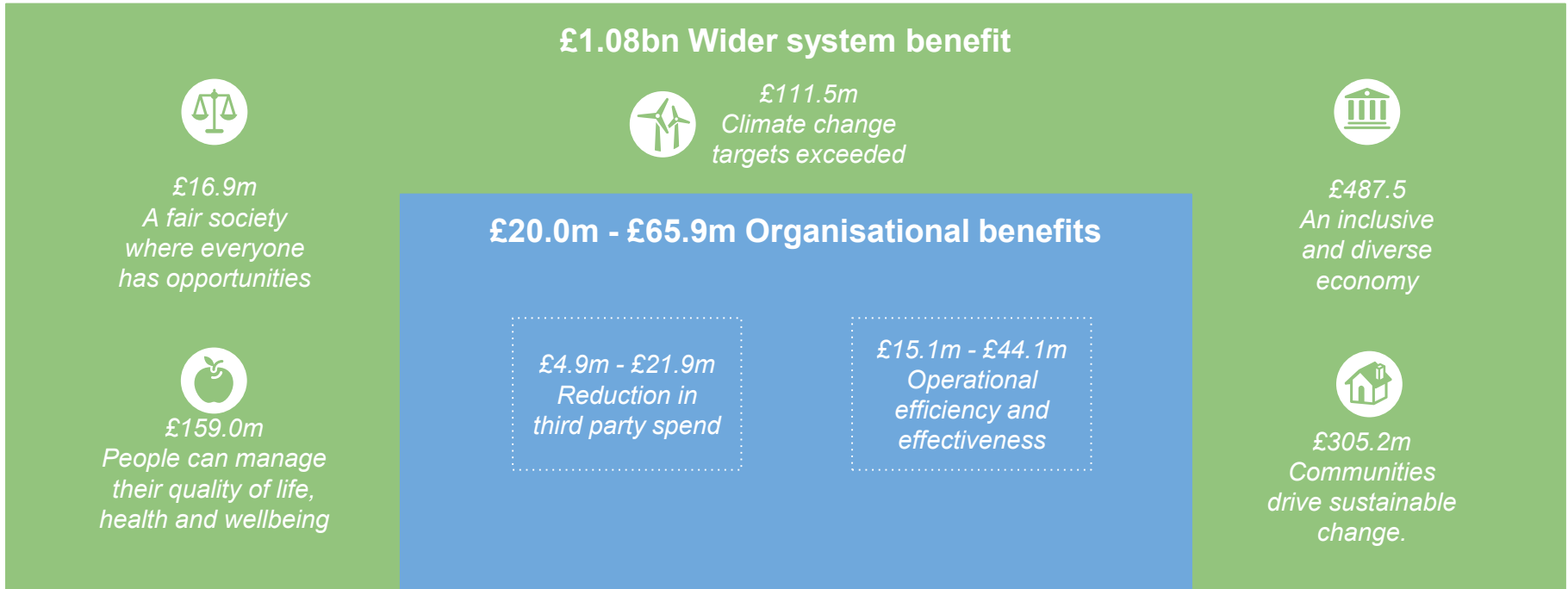
- Senior management rationalisation through reduction in FTE. Enhanced collaboration arrangements through Vision Derbyshire could offer opportunities to consolidate or share management posts.
- Sharing technology assets and aligning systems to maximise efficiency and effectiveness in the back office.
- 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.



Vision Derbyshire quantified benefits

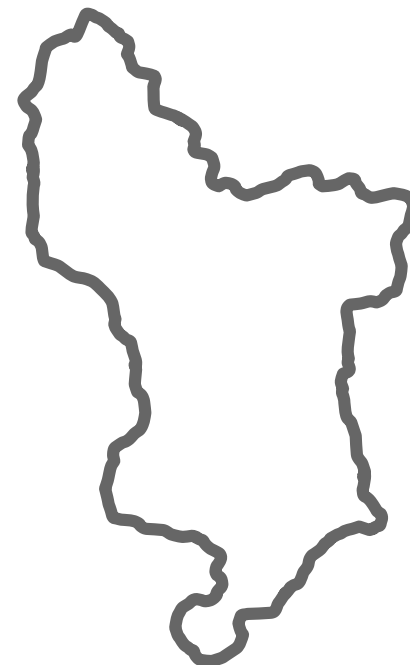
Below is a summary of the quantified benefits over a five year period. These are per annum, and net of the assumed ongoing revenue costs.



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.

£28.0m - £48.3m One-off costs

Wider system benefits



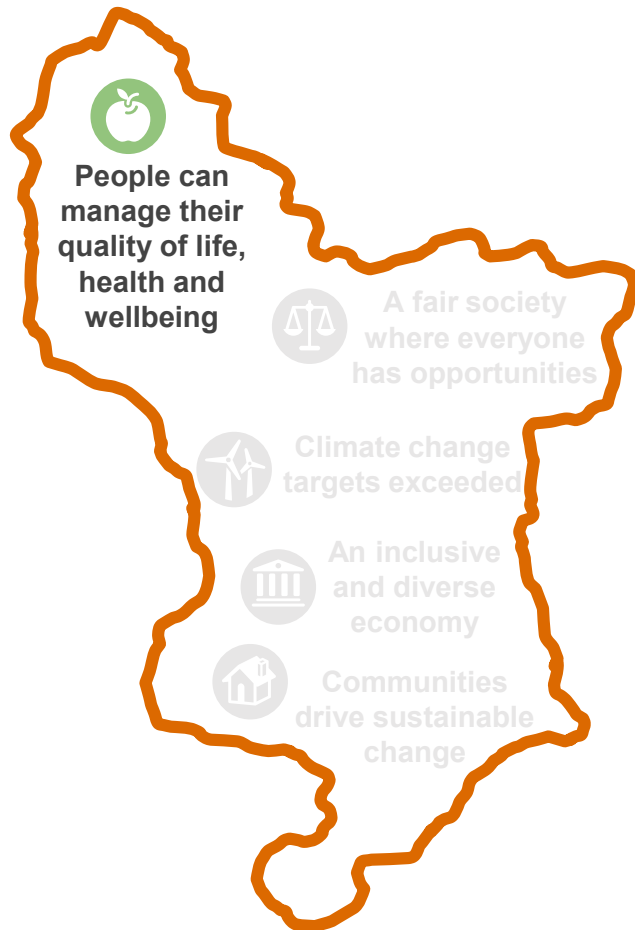
Vision Derbyshire Outcomes



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.



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.



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.



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.



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.



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"> Vision Derbyshire councils coordinate regionally to understand if there are any health related initiatives currently being rolled out across the region. Collaborative food retail licensing policies at local level could limit the number of unhealthy food establishments to reduce the prevalence of obesity. 	126.8
	Adults who are alcohol dependent	1.3%	1.0%	<ul style="list-style-type: none"> 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. 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. 	4.1
	Adult smoking prevalence	13.9%	5.9%		8.5
	Mental health prevalence	9.5%	9.0%	<ul style="list-style-type: none"> Vision Derbyshire councils can work as one to influence wider policy and attract funding. Derbyshire will influence at regional level to embed healthy choices. 	8.9
	Inactive adults	25.0%	21.1%	<ul style="list-style-type: none"> 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. 	10.7
	Sub-total				159.0

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)
A fair society where everyone has opportunities	NEET (16-18 year olds)	2.8%	1.4%	<ul style="list-style-type: none"> 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. 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. 	1.07
	Primary school exclusion rate	0.05%	0.03%	<ul style="list-style-type: none"> 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. 	0.2
	Children in Need	3209	2382	<ul style="list-style-type: none"> 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. 	1.4
	Attainment 8 score	45.6	50.0	<ul style="list-style-type: none"> 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. 	14.2
	Good level of development	70.8%	75.0%	<ul style="list-style-type: none"> The region can work together to jointly lobby to request for further funding from the government to assist in improving children's development. 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. 	0.05
	Sub-total				16.9

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	CO ₂ emissions per capita	9 tonnes	8 tonnes	<ul style="list-style-type: none"> 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. 	53.9
	Rate of household waste recycled	44%	50%	<ul style="list-style-type: none"> 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. Share learning across districts where recycling is better. 	0.01
	Number of vehicle miles travelled on roads	5.03bn	3bn	<ul style="list-style-type: none"> 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. 	57.5
	Sulphur dioxide emissions from point sources*	5.81 tonnes	4.0 tonnes	<ul style="list-style-type: none"> 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. 	0.01
	Number of virtual visits to Derbyshire	0	1000	<ul style="list-style-type: none"> 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 net zero, 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. 	0.03
	Sub-total				111.5

*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"> 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. 	247.7
	Number of enterprises in Derbyshire	29,465	30,770	<ul style="list-style-type: none"> 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. 	94.2
	Number of people with NVQ Level 3 qualification	144,600	177,021	<ul style="list-style-type: none"> 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. 	107.9
	Number of apprenticeships offered	6,510	6,770	<ul style="list-style-type: none"> 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. 	5.41
	Number of tourists	33.6m	40m	<ul style="list-style-type: none"> 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. 	32.3
	Sub-total				487.5

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"> 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. 	6.4
	Number of people earning less than real living wage	79,000	0	<ul style="list-style-type: none"> 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. 	144.4
	Number of people that are part of a local community group	119,421	130,000	<ul style="list-style-type: none"> 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. 	16.4
	Proportion of people that volunteer at least once a month	32%	40%	<ul style="list-style-type: none"> 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. 	49.2
	Proportion of people that think Derbyshire is a safe place to live	73%	74%	<ul style="list-style-type: none"> 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 lens of community groups and volunteers. 	88.8
	Sub-total				305.2

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:

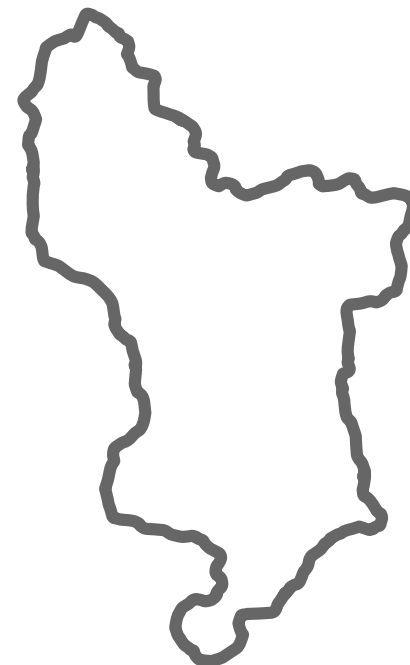
- Healthy life expectancy
- Ability to live independently
- Gym membership/footfall in leisure centres
- Networks and community measures which create the conditions for diversity
- New green technologies
- Environmentally friendly small and large scale businesses
- Number of green industries
- Gender 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



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 enabling 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 be more supported in the role and enable 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 unitaries 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

Reduction in 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.

Organisational benefits

Financial benefits

Continuation of table summarising drivers for financial benefits.

Operational efficiency and effectiveness <i>Reduction in FTE*</i>	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.

* Councils may choose within their resources and responsibilities, to deal with reductions by staff turnover, redeployment and voluntary redundancy

Organisational benefits

Financial benefits

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 Account Budget (RA) 2019-20 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
Operational efficiency and effectiveness	Front office	0	0	1.3	5.1	1.3	5.1	1.3	5.1	1.3	5.1	5.1	20.4
	Back office	0	0	0.7	1.4	1.4	2.9	2.2	4.3	2.9	5.8	7.2	14.5
	Service delivery	0	0	0	0	0.5	1.4	0.7	2.1	1.2	3.5	2.4	7.0
	Senior management	0	0	0	0	0.1	0.4	0.1	0.7	0.2	1.1	0.4	2.2
Operational efficiency and effectiveness sub-total												15.1	44.1
Third party spend		0	0	1.2	5.5	1.2	5.5	1.2	5.5	1.2	5.5	4.9	21.9
Total annual benefit from Year 5												20.0	65.9

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.

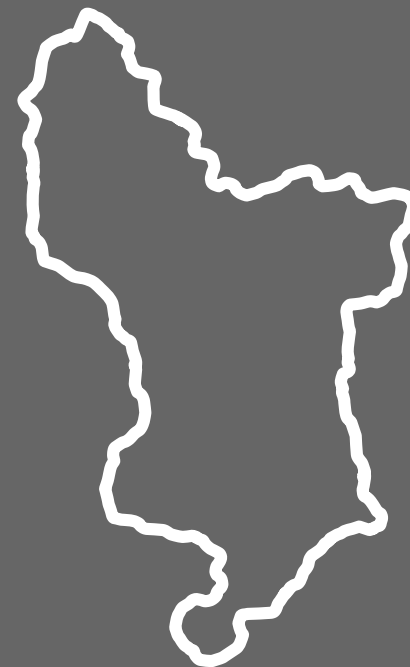
Cost type	Description	Estimated one-off cost (£m)	
		Low	High
Redundancy costs - senior managers	Exit costs for senior management savings	0.13	0.65
Redundancy costs - non-senior managers	Exit costs for non-senior management savings	3.05	5.77
Transition Costs	Backfill of council staff that are seconded 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
Total one-off cost (£m)		28.03	48.32

As we transform the way that we address outcomes through increased innovation and collaboration through Vision Derbyshire, there are potential opportunities to pursue entrepreneurial and commercial options which could help to increase income. Vision Derbyshire provides fertile ground for collaborating on such opportunities, but the extent of this ambition needs to be explored further. This is also dependent on there being political will for the alignment of income generation opportunities with the broader strategic direction.

In the future, we may wish to explore 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 may be better able to recover costs, and increase income revenue. Improvements in technology, information and how we manage customers could contribute to improved cost recovery.

We may also want to explore more radical models of entrepreneurship where Derbyshire is able to trade its services or support to other areas or businesses.

5. Implementation and next steps



Implementation and next steps

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire. **03**

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire. **20**

3. Vision Derbyshire ambition - Our ambition for people and places in Derbyshire, and how we will deliver this. **35**

Ambition for
people and places

Seize Innovation

Establish
relentless ambition

Build proactive
communities

Live and work
sustainably

Organisational enablers - how Vision Derbyshire will transform the way we work together as councils.

Pilots - examples of where we are already working in a Vision Derbyshire way.

4. Impact of Vision Derbyshire - How Vision Derbyshire will achieve qualitative and quantitative benefits for people and councils. **100**

Wider system benefits to community; economy and
public sector

Organisational benefits to Vision Derbyshire councils

5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps. **128**

6. Appendices - Supporting information and further detail on Vision Derbyshire. **156**

Immediate next steps - First 6 weeks

Before implementation of Vision Derbyshire can begin, there are several immediate next steps which need to be completed. These are either engagement based or decisions which need to be made, as follows:

- Wider engagement with staff on Vision Derbyshire and the work set out in the case for change.
- Engagement and discussion about Vision Derbyshire with key partners.
- Reach political agreement from both sides on the long term ambition for Vision Derbyshire.
- Public consultation on Vision Derbyshire.
- Agree and set up a formal Vision Derbyshire governance process, including decision making and risk management.
- Agree the resourcing and delivery structure for Vision Derbyshire, likely to be a blended team with staff from all councils 'involved', not simply 'taking part'.
- Create a simple dashboard to monitor the outcomes and progress towards achieving them through the key KPIs as well as progress against the delivery plan and key milestones.
- Formally recognise the culture change element of Vision Derbyshire and plan for success through consideration of what this means for staff and leadership, including adaptive leadership behaviours.
- Describe the tools and methods needed to transition from Vision Derbyshire as a theoretical programme to Vision Derbyshire as part of the 'day job'.

Implementation and next steps: Summary

Implementing Vision Derbyshire will require careful consideration. We have agreed a number of key principles which will inform how we go about implementation.

- The roadmap for Vision Derbyshire must itself **demonstrate the collaborative working** which is at the heart of the Vision Derbyshire purpose, reflecting that 'how' Vision Derbyshire is implemented is as important as 'what' is implemented.
- There must be a **balance** between the need for **engagement and collective agreement** amongst the nine councils and partners, and the desire to begin making changes to **improve outcomes for people and places quickly**. There will be a need to surface the paradoxes arising from reconciling the old ways of working with the new, and embrace ambiguity moving forwards.
- Implementation needs to be done in a way that quickly **builds Vision Derbyshire into the business as usual**, making sure it is not seen as a set of projects separate to the main activities of each council, while maintaining the 'difference' of Vision Derbyshire.
- Derbyshire is making a long term commitment to achieve its ambitions. Due the nature of the challenges being tackled through this ambition, **the impact of this work will take time to be seen**, represented by a longer timeframe within the roadmap.
- Vision Derbyshire is an **emergent strategy** and the approach will change as it moves forward. It is important that those leading the change are able to operate effectively in this type of environment and continue to have deliberative discussions to move forwards.

Implementation and next steps: Summary

This section details how we will implement Vision Derbyshire. It includes:

- 1. Immediate next steps** - activities to be completed in the first 6 weeks following completion of this case for change.
- 2. Ambition roadmap** - a 10 year milestone plan and 2 year roadmap of activities for each ambition area.
 - 10 year milestone plan:** This sets out some of the key milestones for each ambition area over the next 10 years.
 - 2 year roadmap:** This sets out a more detailed view to the next 2 years of activity to achieve the milestones. This includes the activities which are required to achieve each of the milestones. This roadmap sets out when each of these activities would start and their duration until the milestone is achieved. This roadmap also highlights where there are multiple activities required to meet one milestone.
 - Rationale for the roadmap:** This explains the reasoning for the roadmap ordering which is based upon time to implement, importance to achieving the ambition and key interdependencies with other priorities or enablers. This can be found in Appendix H.

10 year milestone plan										
Priority	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
A	Regional plan agreed on the region's key future industries for our place.									
B	Incentives and marketing introduced to support industries identified in regional plan. Unified marketing of Derbyshire as a great place to live and work. Online learning opportunities developed to remove financial barriers to education.									
C	Partnerships in place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels. Scheme launched to connect pioneers with education institutions to build networks of knowledge and pass on new skills to the next generation.									
D	Partnerships developed with businesses to incubate and harness SME innovation. Small businesses impact of Derbyshire's vision challenges is evaluated. Joint economic strategy that attracts inward investment in key technologies and innovation. Joint economic strategy priorities delivered. 50% of Derbyshire enterprises carbon neutral.									

2 year roadmap

Priority	Y1	Y2
A	A.1 Develop regional plan for future industries for our place	A.2 Roll out incentives to businesses
B	B.1 Establish regional cross partner forums aligned to regional plan	B.2 Develop marketing strategy to support industries identified in regional plan
C	C.1 Establish regional cross partner forums	C.2 Phase out of opportunities with school education institutions to develop knowledge-based innovation, support new industries, and raise skill levels
D	D.1 Set up mechanisms for sharing learning and problem solving	D.2 Understand available skills due to Covid redundancy
E	E.1 Establish regional cross partner forums	E.2 Develop a economic strategy for inward investment
F	F.1 Establish regional cross partner forums	F.2 Develop a economic strategy for inward investment
G	G.1 Establish regional cross partner forums	G.2 Develop a economic strategy for inward investment
H	H.1 Establish regional cross partner forums	H.2 Develop a economic strategy for inward investment
I	I.1 Establish regional cross partner forums	I.2 Develop a economic strategy for inward investment
J	J.1 Establish regional cross partner forums	J.2 Develop a economic strategy for inward investment
K	K.1 Establish regional cross partner forums	K.2 Develop a economic strategy for inward investment
L	L.1 Establish regional cross partner forums	L.2 Develop a economic strategy for inward investment
M	M.1 Establish regional cross partner forums	M.2 Develop a economic strategy for inward investment
N	N.1 Establish regional cross partner forums	N.2 Develop a economic strategy for inward investment
O	O.1 Establish regional cross partner forums	O.2 Develop a economic strategy for inward investment
P	P.1 Establish regional cross partner forums	P.2 Develop a economic strategy for inward investment
Q	Q.1 Establish regional cross partner forums	Q.2 Develop a economic strategy for inward investment
R	R.1 Establish regional cross partner forums	R.2 Develop a economic strategy for inward investment
S	S.1 Establish regional cross partner forums	S.2 Develop a economic strategy for inward investment
T	T.1 Establish regional cross partner forums	T.2 Develop a economic strategy for inward investment
U	U.1 Establish regional cross partner forums	U.2 Develop a economic strategy for inward investment
V	V.1 Establish regional cross partner forums	V.2 Develop a economic strategy for inward investment
W	W.1 Establish regional cross partner forums	W.2 Develop a economic strategy for inward investment
X	X.1 Establish regional cross partner forums	X.2 Develop a economic strategy for inward investment
Y	Y.1 Establish regional cross partner forums	Y.2 Develop a economic strategy for inward investment
Z	Z.1 Establish regional cross partner forums	Z.2 Develop a economic strategy for inward investment

Rationale for the roadmap (Appendix H)

Priority	Activity	Rationale
A	A.1	Developing a regional plan for the future industries is critical to a number of other priorities in place innovation but also priorities within other ambition areas such as the skills development in education readiness ambition. The production of this plan is also a key milestone for Vision Derbyshire after 6 months and therefore will need to be implemented quickly.
A.2		The incentives should directly relate to the regional plan, and therefore will follow after A.1. These incentives also need to have been developed for the milestone at end of year one. Implementation may happen over a phased approach in the second year, with them being continually reviewed and broken down to have the most impact.
B	B.1	Having a forum in place for regional wide conversations, including with partners, to better harness innovation will be important for a lot of Vision Derbyshire's ambition. At first this forum might focus on one opportunity, such as the opportunities which H22 could bring, and how to use innovation to harness this, but longer term it could reduce on other key areas. This forum should be set up quickly in order to best make use of its value.
B.2		Derbyshire should make better use of the collective minds of its residents and businesses through setting up a way to crowdsourcing ideas to tackle county wide problems. These ideas may help to tackle many of the challenges needed to be overcome in order to achieve Vision Derbyshire's ambition and therefore activity should take place in the first two years. The crowdsourcing model should be championed to and feed in to the work done with partners in the hub as part of activity D.1 and therefore should follow on from its implementation.
B.3		Working with communities to co-develop opportunities for community budgets will need the councils to first understand communities' strengths and assets. There will be numerous challenges to overcome with implementation which will rely on key enablers, for example understanding the policy which underpins this. Therefore, it is best implemented as a trial on a smaller scale as these enablers are implemented before rolling out fully in the following years.
B.4		This activity will closely link with the incentives developed in A.2 as many self-employed people will run start-ups, and so the campaign to show the opportunities for self-employed people should incorporate these incentives. Therefore this will place throughout years two and three.

- 1. Enablers roadmap** - 2 year roadmap of activities to deliver the transformation of the enablers.

Further detail on the implementation roadmaps, including the rationale for the roadmap and milestones which align to each of the enablers, can be found in Appendix H.

Our flagship priorities



Whilst Vision Derbyshire is a long term commitment, we will seek to have immediate impact against our ambition through our flagship priorities. These have been chosen because they will quickly have an impact, or because they are key steps in enabling Vision Derbyshire's ambition. In some instances these flagship priorities will build on existing collaborative projects.

Ambition area	Flagship priorities
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">• Work with businesses and educational institutions to identify the priority industries for Derbyshire aligned to government agendas. We will also align our agenda for adults skills to these industries.• Make strategic investment in new technologies and industries.• Closer working with partners, including the LEP, on our mutually beneficial priorities.• A consortium to provide a source of all knowledge for potential inward investments.
Establish relentless ambition	<p>Raising aspirations by transforming the offer for young people in Derbyshire through:</p> <ul style="list-style-type: none">• A new social mobility commission with partners from across the county.• A reimagined county-wide apprenticeship scheme.• Partnerships with businesses which align to the Derbyshire's future industries.• Targeted support to people who have less access and visibility of opportunities, including those impacted by Covid.• Aligning to the priority industries identified through 'seize innovation'.

Our flagship priorities



Ambition area	Flagship priorities
Build proactive communities	<p>Building a framework for a different relationship with communities in Derbyshire by:</p> <ul style="list-style-type: none">• Mapping assets in communities county-wide.• Creating a framework through which decision making and budgets can be devolved.• Building on the foundations of Thriving Communities to tell the 'story' of communities.• Create a new truly participative model for working with the communities.• Getting support from a wider group of partners in the place, recognising shared benefit across multiple organisations.
Live and work sustainably	<p>Sustainable and green strategic spatial planning Derbyshire-wide, including housing and transport:</p> <ul style="list-style-type: none">• Develop a sustainable spatial vision for Derbyshire which incorporates housing and transport and minimises the carbon impact.• Opportunity for a single public transport system in Derbyshire which maximises sustainable travel means.• Aligning the spatial plan to the priority industries, offer to young people and community assets/needs, encouraging people to stay in Derbyshire to live and work.• Aligning council planning functions.

Our asks of Government



In order to deliver Vision Derbyshire, and our flagship priorities, we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so an open dialogue with government will be required. Our current asks of government are highlighted below:

Our asks:

- Support for Vision Derbyshire from Government- As Vision Derbyshire is a new model, and a alternative to unitarisation we are asking the government to recognise this and support us in achieving our ambitions.
- An opportunity to continue a dialogue around our asks as Vision Derbyshire evolves- As we continue to progress Vision Derbyshire's flagship priorities and the wider ambition, there may be further asks in terms of finances, support or power. We would value the opportunity to keep an open dialogue with government for when these discussions are needed.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<ul style="list-style-type: none"> • Devolved powers for post-16 skills agenda. • 5G connectivity investment. • Resources, funding and expertise from Government to guide and support strategic investment in key new industries. 	<ul style="list-style-type: none"> • Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy • Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire. 	<ul style="list-style-type: none"> • Greater devolution of Public Health responsibilities at the local level and devolution of all public health functions including those under section 7A of the Health and Social Care Act 2012. • Additional investment to pump prime public health aspirations, building on our successful localities programme and Thriving Communities approach, to reduce health inequalities. • Assurances around EU prosperity funding 	<ul style="list-style-type: none"> • Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport. • Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint • Direct investment in housing development. • Powers to raise capital through investment loans to support development.

Ambition roadmap - Important considerations

The implementation plan is structured around the areas of the ambition, providing the sequence for implementing priorities within each ambition area, taking into account interdependencies with other ambition areas and/or enablers.

Before commencing the implementation of the ambition, there are some important considerations:

1. The high level activities and milestones within each priority must be collectively agreed with all nine councils through agreed governance processes. This will ensure there is shared accountability for the plan.
2. To deliver change quickly, activities which are high priority must be collectively agreed and prioritised for implementation. This will help Vision Derbyshire to gain momentum, paving the way for further activity, as opposed to implementing all activity at the same time. To ensure staff across all councils understand their involvement even if they are not involved in a priority area, clear, planned communications around Vision Derbyshire may be required.
3. A quick review of the 'as-is' activity for priority activities must be completed. This includes understanding and including existing partnerships and services which may currently be contributing to delivering this priority, ensuring that Vision Derbyshire is not seen as a new project or partnership but instead quickly becomes business as usual and the way of working in Derbyshire. This will allow the councils to stop, start or refocus activities to be relevant to Vision Derbyshire.
4. Using the high level plan and prioritisation outlined in the case for change document, a detailed plan for how the prioritised areas of the ambition will be implemented must be developed. This will include resource and cost considerations. The responsibility for developing the detailed plan could be assigned to leads of different ambition or priority areas.

Overall 10 year milestone plan

Flagship milestones

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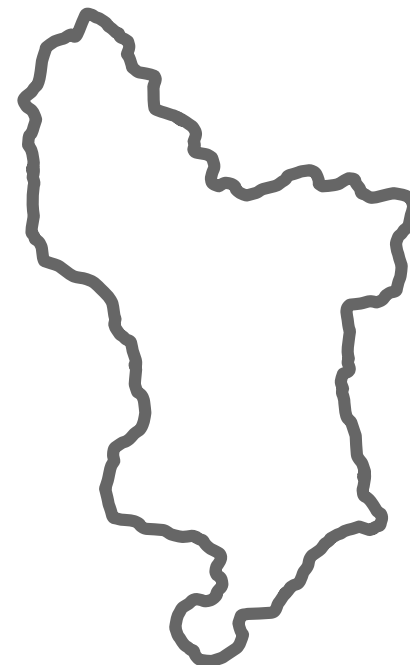


Below are the key milestones to deliver the Vision Derbyshire flagship priorities.

Ambition area	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Seize innovation	<ul style="list-style-type: none"> Regional plan agreed on the region's key future industries for our place. Partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels. Joint economic strategy that attracts inward investment in key technologies and innovation. 									
Relentless ambition	<ul style="list-style-type: none"> Agreement on the priority industries for Derbyshire's future considering both resilience and innovation of industries Partnership with academic institutions launched (eg Derby University) and career pathways within Derbyshire mapped Social mobility commission established, with agreed county-wide initiatives to work on with partners, aimed at raising children's aspirations 									
Proactive communities	<ul style="list-style-type: none"> Councils across Derbyshire agree shared strategy to support community-led adult education Joint framework for how councils and communities work together created Framework for learning setup at the local, county and regional levels to adopt best-practices and share successes. Key community assets mapped across the whole county 									
Live and work sustainably	<ul style="list-style-type: none"> Incubation spaces for green entrepreneurs launched to help them obtain grants/funding Regional forum set up to understand how to tackle climate change <ul style="list-style-type: none"> Joint strategic housing plan across the county based on modelling of future population demand and industries Joint prioritisation and procurement of green technologies Green public transport gateways developed to access the national park 									



















Seize innovation

Derbyshire will seize innovation to pioneer the skills and technologies of the future



10 year milestones

Below are the key milestones over 10 years which will help us to monitor our progress in the seize innovation area of our ambition.

Priority	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
A <i>Economy is diverse and supports ambitions</i>	 Key industry cluster constituted, grouping businesses, academia and public sector	 Regional plan agreed on the region's key future industries for our place.	 First inward investment deal agreed			 Hub launch for an industry where academia, businesses, start ups and supporting industries are set up in the same area/space with economic incentives			 First significant products launched	
B <i>People seek out and create innovative opportunities</i>			 Unified marketing of Derbyshire as a great place to live and work.	 Local level initiatives in place to support self-employment						
C <i>Pioneering new industries and growing skills</i>	 Partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels.		 Scheme launched to connect pioneers with education institutions to build networks of knowledge and pass on new skills to the next generation.					 Equality of access to workplace learning		
			 Online learning opportunities developed to remove financial barriers to education.							
D <i>Businesses at forefront of decisions</i>	 Partnerships developed with businesses to incubate and harness SME innovation and involve businesses in place-based decision making.					 Impact of small businesses on Derbyshire wide challenges is evaluated		 Joint economic strategy priorities delivered.	 Businesses at forefront of decisions in Derbyshire	
	 Joint economic strategy that attracts inward investment in key technologies and innovation.							 50% of Derbyshire enterprises carbon neutral		

2 year roadmap

Regional/national
At scale
Local

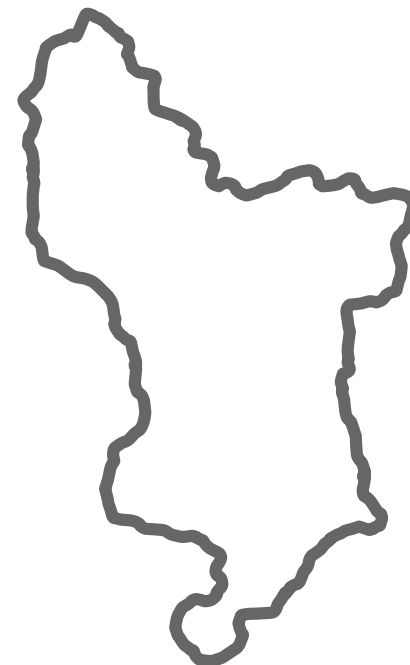
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Below is a detailed roadmap for the first 2 years of activity to deliver the priorities within seize innovation.

Priority	Y1	Y2
A <i>Economy is diverse and supports ambitions</i>	<p>◆ Key industry cluster constituted</p> <p>A.1 Develop regional plan for industries of 2040</p> <p>◆ Regional plan agreed on the region's key future industries for our place.</p> <p>A.2 Develop incentives for startups aligned to regional plan</p>	<p>Incentives and marketing introduced to support industries identified in regional plan.</p> <p>A.2 Roll out incentives to businesses</p>
B <i>People seek out and create innovative opportunities</i>	<p>B.1 Establish regional cross partner forums/hubs</p> <p>B.3 Work with communities to identify opportunities for community led budgets</p>	<p>B.1 Utilise hubs to consider innovative ways to make the most of regional opportunities i.e. HS2</p> <p>B.2 Crowdsource innovative thinking to tackle Derbyshire wide challenges</p> <p>B.3 Pilot to trial community led budgets</p> <p>B.4 Identify successful self-employed citizens</p> <p>B.4 Design awareness campaign on self-employed opportunities</p>
C <i>Pioneering new industries and growing skills</i>	<p>C.1 Establish regional cross partner forums/hubs</p> <p>C.2 Identify pioneers to work with schools</p> <p>C.3 Work with businesses to understand skills requirements</p>	<p>C.1 Utilise hubs to develop knowledge-based innovation</p> <p>C.2 Phased rollout of opportunities with school to demonstrate the importance of key skills</p> <p>Partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels.</p>
D <i>Businesses at forefront of decisions</i>	<p>D.1 Establish regional cross partner forums/hubs</p> <p>D.3 Understand available skills due to Covid-19 redundancy</p> <p>◆ Partnerships developed with businesses to incubate and harness SME innovation.</p> <p>D.4 Develop a economic strategy for inward investment</p>	<p>D.1 Set up mechanisms for sharing learning and problem solving</p> <p>D.3 Facilitate the matching of available SMEs to either businesses needs or prioritise incentivizing them into start ups</p> <p>Joint economic strategy that attracts inward investment in key technologies and innovation.</p> <p>D.4 Implement strategy and work will local businesses to find innovative solutions to imminent problems which prevent them from investing</p>

Establish relentless ambition

Derbyshire will be the home to ambitious and
empowered communities



10 year milestones

Below are the key milestones over 10 years which will help us to monitor our progress in the establish relentless ambition area of our ambition.

Priority	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
E <i>Opportunities for young people</i>	◆ Forum to share learning on improving children's ambitions established and active	◆ Social mobility commission established, with agreed county-wide initiatives to work on with partners, aimed at raising children's aspirations						◆ All young people in Derbyshire have access to opportunities which are right for them	◆ Priorities established by forum delivered	
F <i>Relevant, future proofed skills</i>		◆ Partnership with academic institutions launched (eg Derby University) and career pathways within Derbyshire mapped	◆ Grants programme to fund initiatives in priority industries established	◆ Analysis completed showing the interventions which work to improve children's ambitions and this has been successfully used to obtain more funding				◆ Skills supply in Derbyshire aligned to priority industries	◆ Interventions identified in analysis delivered	◆
G <i>Good level of development for children</i>		◆ Resources targeted to the most vulnerable families, identified through analysis							◆ All children in Derbyshire have a good level of development	
H <i>High knowledge economy, quaternary jobs</i>			◆ Strategy developed for highly skilled workforce	◆ County-wide apprenticeship programme established, for mature working adults as well as school leavers	◆ County-wide high speed internet and 5G in place				◆ Jobs market in Derbyshire is diverse with quaternary jobs making up a relative proportion	
I <i>Businesses want to invest and grow</i>	◆ Agreement on the priority industries for Derbyshire's future considering both resilience and innovation of industries		◆ National marketing campaign launched showing Derbyshire as a place to live, work and invest				◆ Number of new businesses in Derbyshire increased			

2 year roadmap

Regional/national

At scale

Local

DRAFT FOR DISCUSSION

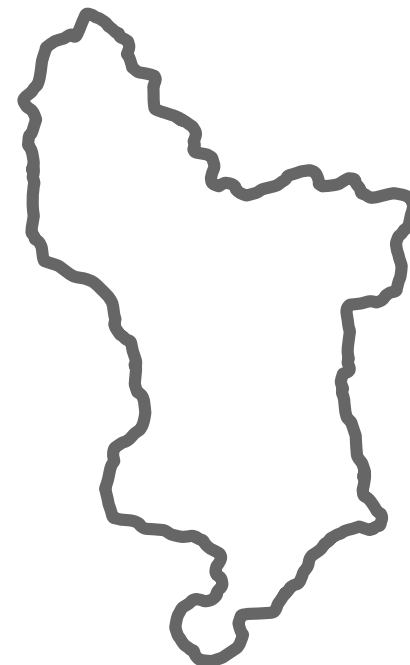


Below is a detailed roadmap for the first 2 years of activity to deliver the priorities within establish relentless ambition.

Priority	Y1	Y2
E <i>Opportunities for young people</i>	<p>E.1 Set-up regional learning forums</p> <p>Forum to share learning on improving children's ambitions established and active</p> <p>E.2 Co-design offers with partners to inspire young people</p>	<p>E.1 Use forums to share learning on how to inspire young people and evidence the best examples</p> <p>Agreed county-wide set of key initiatives to work on with partners, aimed at raising children's aspirations</p> <p>E.2 Phased roll out of offers</p> <p>E.3 Provide targeted support to disadvantaged young people</p>
F <i>Relevant, future proofed skills</i>		<p>F.1 Identify opportunities for regional resources</p> <p>F.3 Develop incentives for new sector training opportunities</p> <p>Partnership with academic institutions launched (eg Derby University) and career pathways within Derbyshire mapped</p> <p>F.1 Lobby for funding for regional resources</p> <p>F.3 Establish grants programme for new sectors training</p>
G <i>Good level of development for children</i>		<p>G.2 Share best practice on how to support children's development</p> <p>G.1 Lobby for funding to aid children's development</p> <p>G.3 Develop plan to educate others on their role in development</p> <p>G.4 Lobby for funding to aid children's development</p> <p>G.5 Develop targeted interventions</p>
H <i>High knowledge economy, quaternary jobs</i>	<p>H.1 Develop county-wide skills strategy</p> <p>County-wide strategy for skills and training, aligned to future industries, developed with partners</p> <p>H.2 Develop plan for 5G roll out</p>	<p>H.3 Understand local ambitions for high-skill training</p> <p>H.3 Incentivise local high-skill training opportunities</p>
I <i>Businesses want to invest and grow</i>	<p>Agreement on the priority industries for Derbyshire's future considering both resilience and innovation of industries</p> <p>I.1 Identify opportunities for regional investment</p>	<p>I.1 Lobby for regional investment, especially for 5G infrastructure</p> <p>I.2 Work to identify blockers to business investment and create a plan to overcome these challenges</p> <p>I.4 Work to identify how to incentive business investment</p>

Build proactive communities

The energy and proactivity that exists in
Derbyshire is seized and emulated in future
initiatives



10 year milestones

Below are the key milestones over 10 years which will help us to monitor our progress in the build proactive communities area of our ambition.

Priority	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
J <i>Communities take responsibility for change</i>	<ul style="list-style-type: none"> Joint framework for how councils and communities work together created Councils across Derbyshire agree shared strategy to support community-led adult education Key community assets mapped across the whole county 	<ul style="list-style-type: none"> Council and community co-developed plan to allow community led budgets and decision making 						<ul style="list-style-type: none"> All communities have their own budgets are able contribute to council decision making 		
K <i>All voices heard equally</i>	<ul style="list-style-type: none"> Framework for learning setup at the local, county and regional levels to adopt best-practices and share successes. 						<ul style="list-style-type: none"> Framework applied consistently across Derbyshire 			
L <i>Rich, shared insight into communities</i>	<ul style="list-style-type: none"> County-wide data capability on communities established 					<ul style="list-style-type: none"> Building on Thriving Communities work, all communities have developed their own KPIs and measure these. 				
M <i>Informed to make positive lifestyle choices</i>	<ul style="list-style-type: none"> Health and wellbeing lens is added to all policies 	<ul style="list-style-type: none"> Locally tailored information campaign on positive lifestyle choices is launched 				<ul style="list-style-type: none"> Obesity, smoking and alcohol consumption levels are all reduced. 		<ul style="list-style-type: none"> All Derbyshire residents are considered 'physically active' 		

2 year roadmap

Regional/national

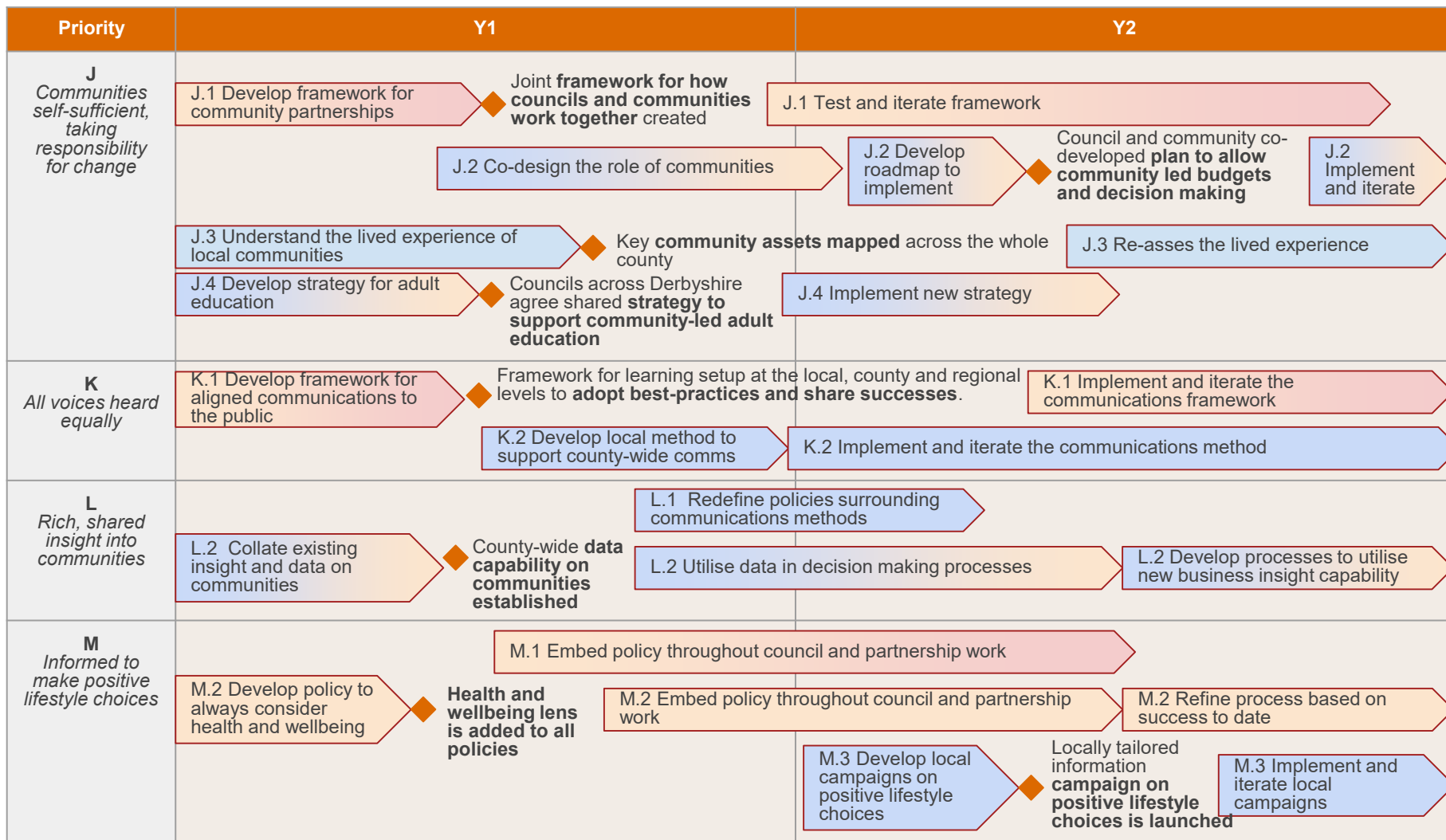
At scale

Local

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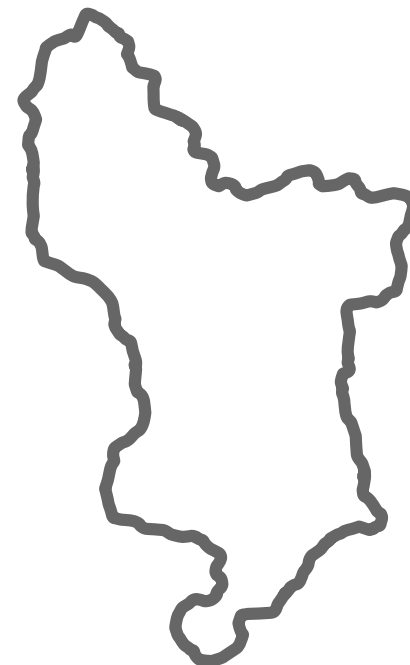


Below is a detailed roadmap for the first 2 years of activity to deliver the priorities within build proactive communities.



Live and work sustainably

Embedding balance and sustainability in its approaches, allowing Derbyshire to withstand future challenges and create room to grow



10 year milestones

Below are the key milestones over 10 years which will help us to monitor our progress in the live and work sustainably area of our ambition.

Priority	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
N <i>Housing drives good wellbeing and prosperity</i>		◆ Joint strategic housing plan across the county based on modelling of future population demand and industries	◆ Housing and development services align plans based on the county strategy for housing provision		◆ First new housing development completed that is part of plan	◆ First hub development linked to joint economic plan				
O <i>All make conscious choices to live and work sustainably</i> B	◆ Incubation spaces for green entrepreneurs launched to help them obtain grants/funding	◆ Launch Derbyshire 'deal' - social contract for the environment	◆ Green public transport gateways developed to access the national park				◆ 'Transport for Derbyshire' established		◆ Zero carbon transport across Derbyshire	
P <i>Everything aligns with climate change agenda</i>	◆ Regional forum set up to understand how to tackle climate change	◆ Joint prioritisation and procurement of green technologies	◆ Launch of incentives to support green technology development					◆ Carbon emission level exceeding on track to reach 2050 climate change targets.	◆ Green technologies implemented throughout Derbyshire	◆
Q <i>Net zero tourism destination</i>	◆ Marketing campaign for Derbyshire as a green staycation destination launched	◆ Regional marketing plan for Peak District tourism							Tourism in Derbyshire is carbon neutral	◆

2 year roadmap

Regional/national

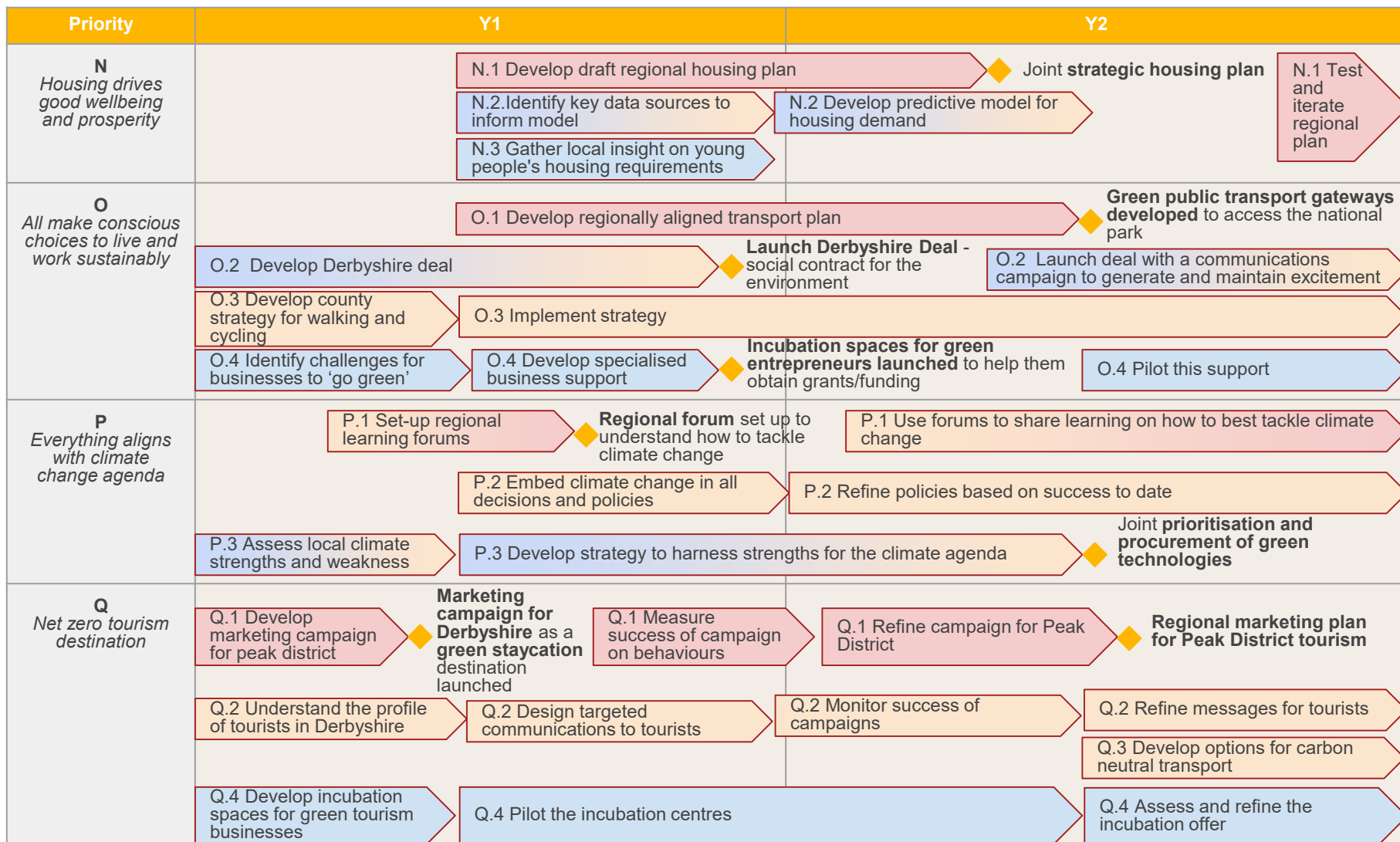
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Local

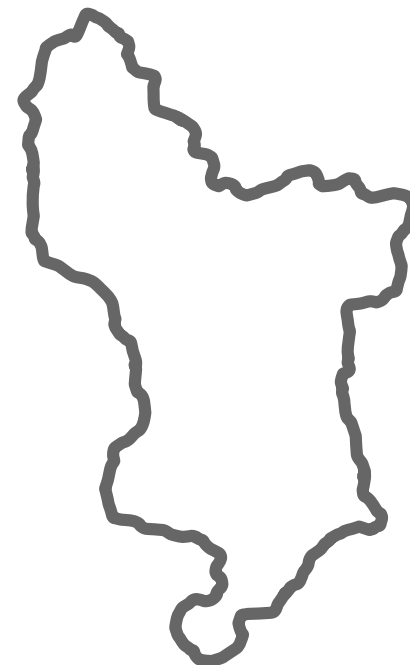
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Below is a detailed roadmap for the first 2 years of activity to deliver the priorities within live and work sustainably.



Organisational enablers



Roadmap of the enablers

Drawing on the key priorities for implementation within the ambition, the enablers can then be prioritised for implementation. For instance, if the ambition priority is to write a shared strategy for tackling Derbyshire's reliance on carbon-heavy industries, the Strategy and policy enabler may need to be implemented first, this would then allow collaborative working to move through a logical sequence from strategy to design to implementation of particular priorities. If changing behaviour of people in the place around recycling is a priority, the customer experience and communications enabler may be a priority for implementation.

There may also be activities relating to the enablers which are fundamental to the whole ambition and therefore will be collectively agreed upon and prioritised.

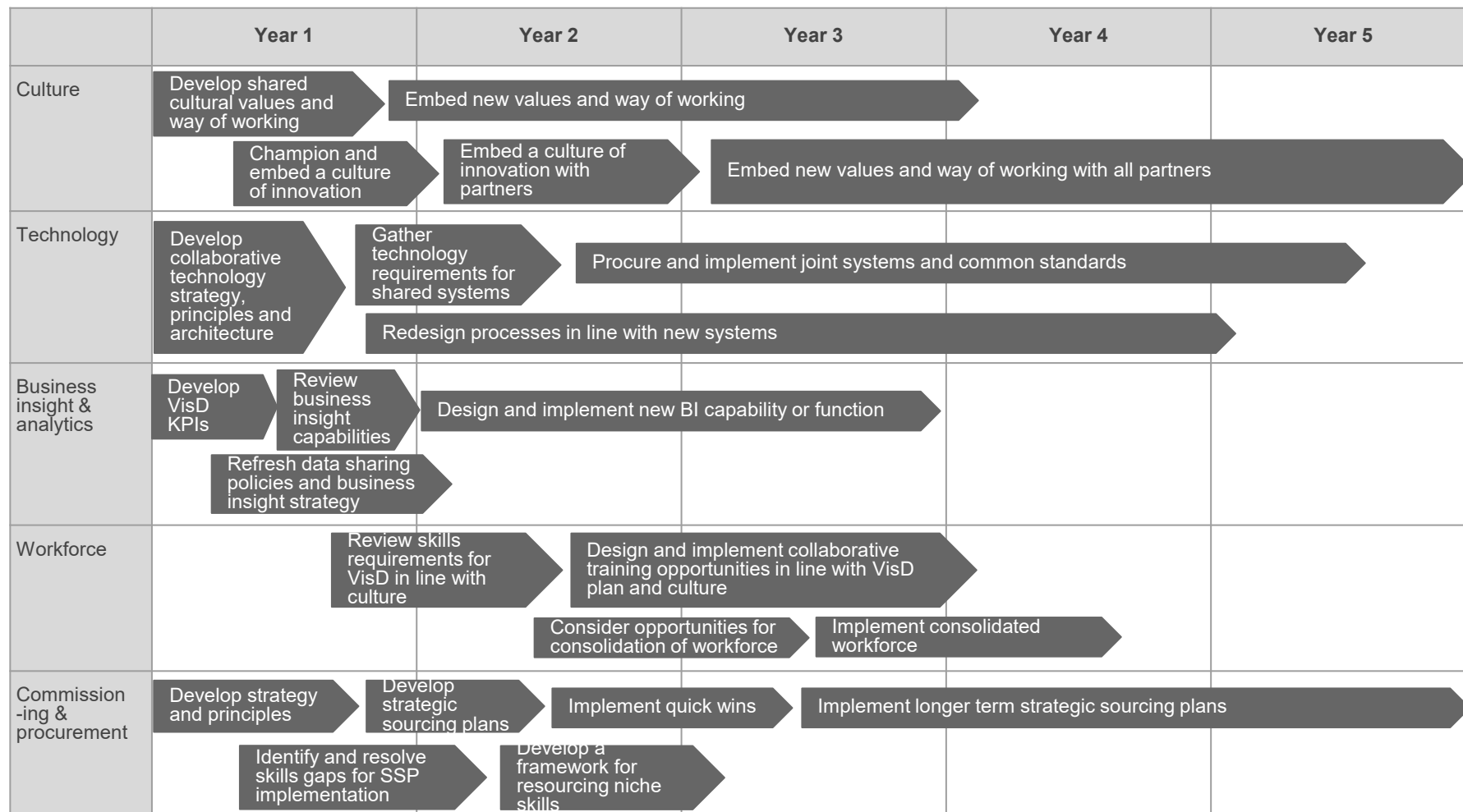
Cost, investment and benefit implications of the enablers will also be taken into account when prioritising the enablers. For instance, a quick win around technology procurement may result in tangible financial benefit which could be reinvested into other enablers, or ambition areas.

A high level roadmap for the first 5 years will be produced aligned to the ambition roadmap milestones.

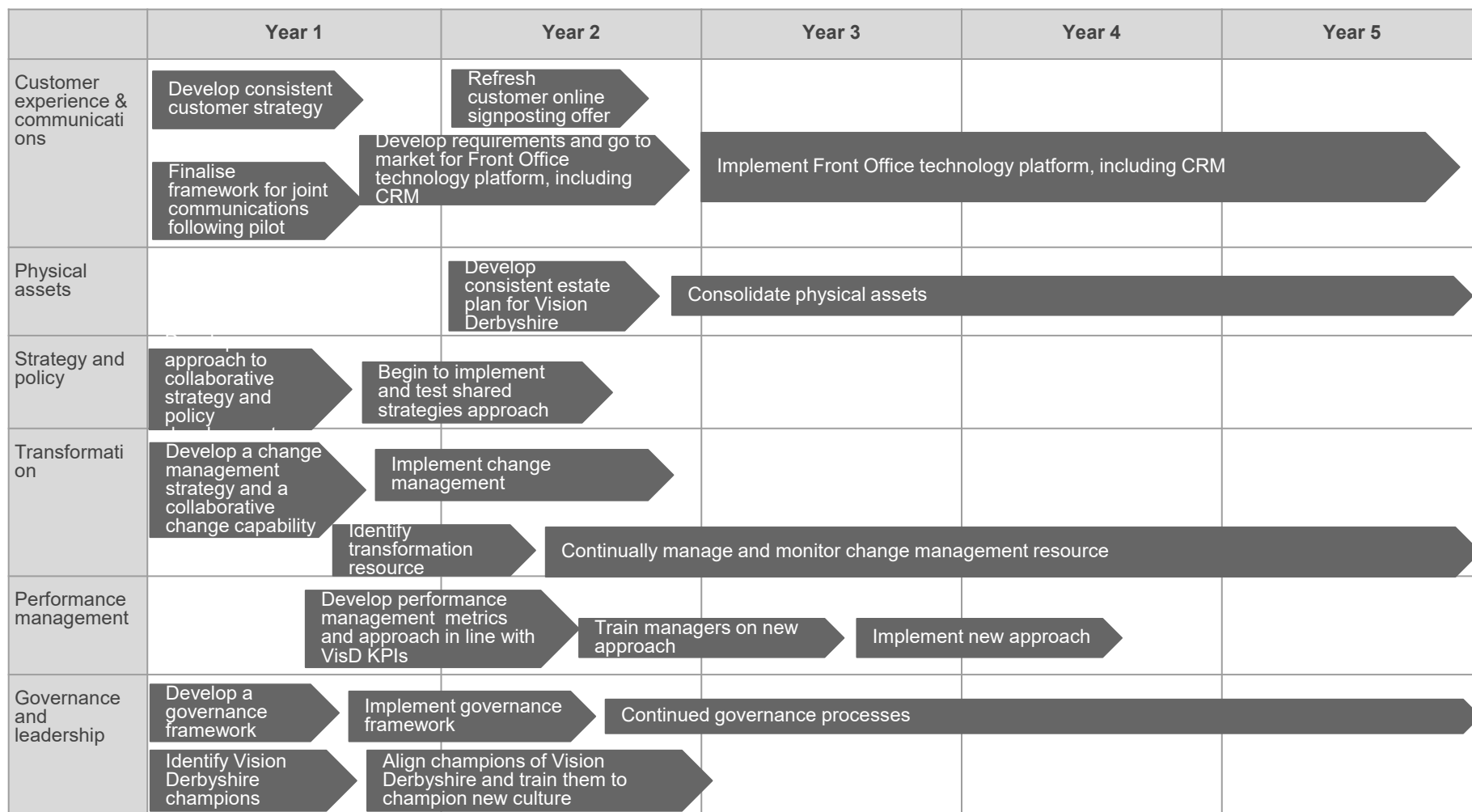


Roadmap of the enablers

This next two slides summarise the high level roadmap for the enablers. This roadmap will develop depending on the specific choices made around enablers following the case for change approval. A breakdown of the milestones which align to each of the enablers can be found in Appendix H.



Roadmap of the enablers



Way of working to implement the roadmap

The ways of working applied in the Vision Derbyshire pilots can be used to inform broader ways of working to deliver the activities in the roadmap. The way of working in the pilots is outlined below.

Setup

- 1 **Agree an overarching outcome** - Activities require a clear outcome to work towards and this outcome should directly align to Vision Derbyshire's ambition.
- 2 **Create a project team** - A team comprising of staff from across the councils with relevant specialist skills but also innovative approaches, and agile leaders capable of driving the work. There will also need to be leadership in place to take ownership of the project delivery and coach the team.
- 3 **Create a high performing team** - It is vital that the team takes time to get to know one another, their backgrounds and personal motivations before moving forward. There should also be a clear induction by Vision Derbyshire leadership so that everyone has a strong understanding of the project ambition and how this fits within the wider Vision Derbyshire work.

Design and plan

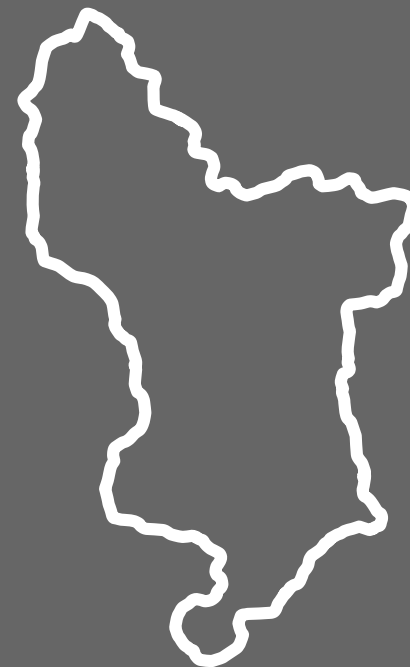
- 1 **Idea generation** - In line with the overarching ambition of Vision Derbyshire, the group should run through an exercise of idea generation for tangible ideas to improve outcomes, drawing on previous experiences, knowledge from their respective councils as well as good practice from elsewhere. These ideas should then be narrowed down before testing with leadership.
- 2 **Specification creation** - A project specification should be drafted which includes a summary of the work being done and sub-outcomes include those for people and places, and those for the councils. This spec should ideally be tested with other staff in the councils whose work may overlap, and key partners. This will reduce the risk of duplication, and enable harnessing of insight from elsewhere. There should also be key success measures to hold the project to account.
- 3 **Consider blockers or enabler requirements** - In order to achieve the outcomes for the project there will be challenges to overcome. The group should look to identify any blockers, with proposed solutions, as well as any enablers that are required. This could include the need to align policy, or a requirement for funding. The lead should work closely with Vision Derbyshire leadership to remove the barriers and secure enablers.
- 4 **Develop a plan for implementation** - Once all of the above has been agreed, the project group should create a clear plan for implementation. This should include their collective and individual responsibilities in order to ensure the project is kept on track and remains collaborative. It should also outline any key milestones, aligned to the wider roadmap milestones, and when their success measures will be recorded. This plan should be iterated throughout implementation.

Implementation risks

The table below outlines key risks to the successful implementation of Vision Derbyshire, and proposed mitigation.

Risk description	Mitigation
Delivery of benefits is not carefully managed and the anticipated savings are not delivered. The benefits realisation may be allowed to drift or partners may feel that the benefits are not being fairly shared.	<i>Development of a clear approach to benefits realisation and establishment of appropriate monitoring arrangements.</i>
Insufficient capacity and capability within the councils to manage this change effectively. Therefore, staff may become overstretched, impacting on the day-to-day service delivery.	<i>Robust resource planning would be required to identify skills and capabilities needed to implement the programme. It might be required to invest in external advice.</i>
Insufficient communication through the design and implementation process, particularly given that the aim of this work is to change people's behaviours as well as processes and frameworks. Therefore, partners may not be committed to the new model as they are not bound to it.	<i>Invest time in socialising the proposed new model and build leadership alignment around it. Consider a possible membership scheme for external partners which requires commitment from partners for a specified period.</i>
Workforce may be experiencing change fatigue and the introduction of a new way of working may not have the desired effect and further increase siloes and disaffection.	<i>Engage with staff across all grades to encourage new thinking and innovation bottom-up.</i>
Governance and leadership not acting in line with the ambitions set out for Vision Derbyshire.	<i>Invest time in socialising the proposed new model and build leadership alignment around it.</i>

6. Appendices



Appendices

1. The case for collaboration - An executive summary of the purpose, benefits and plan to deliver Vision Derbyshire. 03

2. Background and context - Our national and local context, and how this has shaped Vision Derbyshire. 20

3. Vision Derbyshire ambition - Our ambition for people and places in Derbyshire, and how we will deliver this. 35

Ambition for
people and places

Seize Innovation

Establish
relentless ambition

Build proactive
communities

Live and work
sustainably

Organisational enablers - how Vision Derbyshire will transform the way we work together as councils.

Pilots - examples of where we are already working in a Vision Derbyshire way.

4. Impact of Vision Derbyshire - How Vision Derbyshire will achieve qualitative and quantitative benefits for people and councils. 100

Wider system benefits to community; economy and
public sector

Organisational benefits to Vision Derbyshire councils

5. Implementation and next steps - Our roadmap for delivery, risks of implementation, and immediate next steps. 128

6. Appendices - Supporting information and further detail on Vision Derbyshire. 156

Appendices contents

Below is a summary of the contents of the appendices to the case for change document.

Appendices - Supporting information and further detail on Vision Derbyshire.

- | | |
|---|--|
| A | Outcomes research - a detailed research document covering Derbyshire's as-is state across a range of outcome indicators. |
| B | SWOT analysis - a summary of the strengths, weaknesses, opportunities and threats facing Derbyshire in terms of future outcomes, based on the detailed research document. |
| C | Conceptual collaboration model - the model of strategic collaboration which Vision Derbyshire councils will adopt to deliver the ambition. |
| D | Detailed ambition and priorities - the detailed explanation of the Vision Derbyshire ambition and its priorities, including how this will be delivered. |
| E | Enablers descriptions - the detailed description of the enablers we will transform through Vision Derbyshire to achieve our ambition. |
| F | Benefits assumptions - the assumptions, sources and calculations underpinning the benefits to Derbyshire's wider system and Vision Derbyshire councils. |
| G | Outcomes case studies - case studies drawn upon to inform the Vision Derbyshire ambition and benefits to the wider system. |
| H | Detailed implementation roadmap - detailed description of the elements of the Vision Derbyshire implementation roadmap, including rationale for the order of activities and dependencies. |
| J | Stakeholder engagement log - summary of key engagement with Leaders and Chief Executives of Vision Derbyshire councils to develop elements of the case for change. |