



Report sponsor: Strategic Director of  
Communities and Place  
Report author: Director of Policy, Insight and  
Communication

## **City Vision**

### **Purpose**

- 1.1 The world is changing at an increasing speed and there are many external influences on our Council and our city which bring both significant challenges and exciting opportunities. This report sets out how the Council can fulfil its place shaping role through supporting the creation of a shared long term city vision for Derby which can transcend short term imperatives and build aspiration for the future.

### **Recommendation**

- 2.1 To establish and facilitate a Vision Commission that will develop an inclusive, compelling and future proof vision for the city which will captivate and empower the Council, local leaders and the citizens of Derby.

### **Reason**

- 3.1 The Council undertook a diagnostic review of Derby in 2018. This identified the need to raise the city's profile and better articulate the longer term ambitions to maximise life chances for local residents. A vision commission will provide an independent and evidence-based review to inform future plans of the Council and its partners. The new vision will replace the current Derby Plan.

### **Supporting information**

#### **Context**

- 4.1 The pace of change is great. The population of Derby is increasing and becoming more diverse, bringing significant societal change. The expectations of citizens and businesses are changing too. There are some big issues to address from climate change and the impact of globalisation to the influence of the digital agenda and the changing nature of employment both in terms of sectors and the skills needed now and into the future. In between, we need to consider housing, community cohesion, transportation and connectivity, public health and social care, consumer behaviour and spending, the impact of Brexit and the economy. And much more besides.
- 4.2 Given the scale of the challenge it is clear that the Council cannot respond to change effectively, or exercise its place shaping role, in isolation. Collaborating with partners, locally, regionally and nationally as well as harnessing the creativity and ideas of the people of Derby is vital to maximise the city's influence and opportunities, address emerging challenges and deliver improved outcomes for all of our local communities.

- 4.3 To strengthen partnership arrangements, the City Leadership Board is being re-established as it plays a key role in setting Derby's future direction, acting as a voice for the city and overseeing the five outcome boards in place.



## Vision Commission

- 4.4 A city vision is key to articulating the future ambition of the local area and its communities. It should be unifying with potential to bring together and energise influential people and organisations to achieve more than they could individually. A vision calls on citizens and other stakeholders to engage in shaping their future and commit to longer term goals and then work together to make things happen.
- 4.5 Derby's current vision is set out in the Derby Plan – *Derby 2030: a safe strong and ambitious city*. It is recognised that this document is now out of date and requires refreshing given the continued pace of change and need to future proof Derby's position.
- 4.6 It is therefore proposed to establish a Vision Commission to consider how Derby can be the best it can be in this changing environment. A Vision Commission is an advisory group of experts and local champions that meets for an agreed period to collate evidence and make recommendations to the Leadership Board and the City Council about potential future priorities. Other cities both in the UK and internationally have successfully utilised this approach to harness the greatest level of ideas and creativity to enable their cities to most effectively respond to the challenges of the future. A proposed terms of reference is shown in **Appendix 1**.
- 4.7 This Commission will enable the Leadership Board and Council to:
- Better understand the prevailing and likely future challenges and opportunities facing the city;
  - Position the work of the Council and partners to optimise the city's success;
  - Develop a framework to deal successfully with government, business and other relevant stakeholders to fulfil a future positive vision for the city.

- 4.8 There will be a small number of Derby-based individuals on the panel, as well as Commission members drawn from outside Derby, but have strong associations with the city or region to provide wider perspectives, knowledge and external challenge. The Commission will be informed through a strong evidence base and a powerful engagement programme that encourages participation from a full range of Derby residents, businesses, councillors and communities, with a particular emphasis on the city's young people. It is proposed that the four political Group Leaders will have the opportunity to attend and participate in Commission meetings.
- 4.9 The Commission will aim to deliver the following outcomes by March 2021:
- A comprehensive engagement programme, drawing in a wide variety of feedback and perspectives to inform their deliberations;
  - An independent report setting out the findings of their work, observations and recommendations to the Council on the potential longer term vision for Derby that is contextual and flexible, given the uncertainties that lie ahead, to inform the longer-term policy framework of the Council and, potentially, other stakeholders.
  - Research materials and engagement feedback from the Vision Project that forms an archive of data that will support the findings and explain the rationale.
- 4.10 The potential topics and focus could be incredibly extensive, for example considering issues such as connectivity, growth, environment, climate change, employment, health and well-being, housing, mobility, culture, digital etc. This list is indicative and not intended to be definitive or exhaustive.
- 4.11 The Commission will be advised to view the various aspects of the societal change impacting on the city through the lens of three key questions which align with the Council Plan 2019-23:
1. **A CITY WITH BIG AMBITIONS:** What might be the role of Derby both as a successful place and a strong economy within the region, the UK and more widely?
  2. **A CITY OF HEALTH AND HAPPINESS:** how best do we ensure that our health, wellbeing and culture are optimised to enable our citizens and communities to thrive?
  3. **A CITY FOCUSED ON THE THINGS THAT MATTER:** what are the key issues that need to be addressed to ensure that the other two questions and any other key aspect are addressed to enable Derby to be fit for the future?
- 4.12 An indicative timetable is below:
- **March 2020** – report to Cabinet to approve the approach
  - **April** – identification of Vision Commissioners
  - **April/May** – first meeting of City Leadership Board to agree the scope of the Commission
  - **June** – kick-off event with the Commission (1/1.5 days) – this is when themes are identified, research commissioned, engagement programme defined and public launch takes place
  - **July – September** – engagement programme rolled out

- **October – December** – commission meets (c five days) to receive and critically appraise evidence and draw interim conclusions
- **January – February** – Commission drafts report and liaises with Council
- **March 2021** – report received by Full Council and City Leadership Board
- **April 2021** – City vision launched.

4.13 The Council will provide essential administrative and allied support. The project will be sponsored by Strategic Director of Communities and Place, managed by a Service Director and supported by policy, insight, communications and administrative colleagues to enable the Commission to optimise their roles and contribution. This is good practice for such arrangements.

### **Public/stakeholder engagement**

- 5.1 Enabling Derby to be the best city it is possible to be, given the external challenges it faces will need the involvement of as many of the city's groups, communities and citizens as possible. As such the Commission's engagement approach will be designed to draw in more than the Council's usual stakeholders and will aim to create an exciting, dynamic and engaging conversation about the future of Derby.
- 5.2 Wide and inclusive public engagement will be critical; the intention is to give a voice to as many Derby people as possible. It's important that this isn't just with those the Council and other organisations normally consult. In particular, given the future-focus of this work, the youth voice is essential. A variety of approaches are required which, together, optimise involvement and are tailored to different groups. Some examples include – workshops, exhibitions, resident meetings, school activities, public campaign and social media. An engagement plan will be developed by the Commission during the early stages of planning.

### **Other options**

- 6.1 The Council could choose to develop a city vision without the Vision Commission however this would not be considered to be as wide ranging, long-term focussed, inclusive or evidence based as this approach.

### **Financial and value for money issues**

- 7.1 The cost of the Vision Commission is expected to be up to £100,000 which has been built into the Council's budget for 2020/21.

### **Legal implications**

- 8.1 There are no legal implications arising from this report.

### **Other significant implications**

- 9.1 None noted.

**This report has been approved by the following people:**

<b>Role</b>	<b>Name</b>	<b>Date of sign-off</b>
<b>Legal</b>	Emily Feenan	24 Feb 2020
<b>Finance</b>	Simon Riley	2 March 2020
<b>Service Director(s)</b>	Heather Greenan, Mags Young	24 Feb 2020
<b>Report sponsor</b>	Rachel North	24 Feb 2020
<b>Other(s)</b>		

**Background papers:**

**List of appendices:** Appendix 1 – Vision Commission Terms of Reference



## Derby City Vision Commission

### Terms of Reference

#### INTRODUCTION

Derby City Council is seeking to facilitate city-wide work on developing a long term vision for the city.

A city vision can be unifying and powerful, with potential to bring together and energise influential people and organisations to achieve more than they could individually. It calls on citizens and other stakeholders to engage in shaping their future, commit to longer term goals and then work together to make things happen. A city vision can:

- Be a unifying force through broad engagement and therefore a force multiplier as a result;
- Be an objective way of getting us to where we want/need to be;
- Allow us to take stock and take a longer term perspective;
- Get us beyond today's headlines and the politics of the next election;
- Help us to co-create a future, to ensure shared ownership;
- Enable us to move forwards with renewed focus, purpose, energy and optimism.

A new city vision will be most successful if we truly understand how our city currently works and behaves, and will need to work and behave in the future, in order to thrive in the modern world. We need to attract investment through business, visitors and residents. We want to build on our strengths and address what's not working. To do this well, city leaders need to make conscious decisions, guided by a well-informed, evidence-based, inclusive vision for the future. It can help us to be clear about what we are as a place and what we want to be famous for, now and in the future.

The Council is not the City. Our city comprises our citizens, communities, businesses, voluntary sector, homes, green spaces, roads, waterways, infrastructure, economy, leisure facilities and – importantly – our culture (ie: our heritage, customs, diversions and expressions of the people that give our place meaning and value). But, the Council – with its democratic mandate - has an important part to play in developing a city vision. Our place shaping and leadership of place roles should be broad, ambitious and inclusive, taking us beyond commissioning and service provision to leading partnerships, co-ordinating action to co-create – through wide engagement - a better future. Therefore, we would want to:

- Involve multiple sectors and organisations
- Work across the city and its people and organisations
- Break down barriers to broader thinking
- Approach problems by considering the long-term
- And the needs and ambitions of all stakeholders
- Demonstrate first-rate leadership of place
- Take us beyond short-term and council-bounded behaviour

## **A COMMISSION**

A Commission is an advisory body; a panel of up to ten people comprising a mix of recognised experts and local champions with an interest in Derby who, collectively, would:

- Take a long-term perspective;
- Hold an initial start-up session (two days) to identify themes and focus;
- Commission research activity;
- Establish a broad engagement programme;
- Meet periodically to examine the research and engagement outcomes and formulate interim findings;
- Produce a final report to the Council and Partnership Leadership Board outlining their findings and containing recommendations for the Council to consider.

The content of the final report to the Council would be the decision of the Commission, which would make provision in its main meetings and through regular dedicated keep-in-touch sessions, to secure input from, and test its thinking and emergent recommendations with the senior officers and political leaders of the Council.

There is a real desire to ensure that the Commission is transparent and for the evidence gathered to be publicly available. To maintain the integrity of the process the Commission's deliberations will take place in a closed environment but a summary will be made publicly available.

Arrangements will ensure that all DCC councillors can feed in to its work, alongside other extensive stakeholder engagement.

Commission members will mainly be drawn from outside Derby, but have strong associations with the city and/or the region to provide wider perspectives, knowledge and external challenge. These may, for example, be sons and daughters of Derby, who have perhaps forged careers outside of the city, but maintain a stake in its success.

Local views, knowledge and experience will be secured throughout the period of the Commission's existence. This will be secured by having one or two locally-based individuals on the Commission, encouraging the four political Group Leaders (or their nominees) to attend Commission meetings and a comprehensive engagement programme that enables a full range of Derby residents, businesses, councillors and communities to engage, especially young people.

The Commission should also engage with regional stakeholders (including councils and other regional and sub regional constructs) and take into account the national and international perspective. They are likely to seek and use insight from comparator places and commission research, information and presentations from specialists to inform their deliberations.

The Commission will aim to deliver the following outcomes by March 2021:

- A comprehensive engagement programme, drawing in a wide variety of feedback and perspectives to inform their deliberations;
- A report setting out the findings of their work, observations and recommendations to the Council on the potential longer term vision for Derby that is contextual and flexible, given the uncertainties that lie ahead, to inform the longer-term policy framework of the Council and, potentially, other stakeholders. This report should enable the Council to:
  - Better understand the prevailing and likely future challenges and opportunities facing the city;
  - Position the work of the Council and its partners to optimise the city's success;
  - Develop a framework to deal successfully with government, business and other relevant stakeholders to fulfil a future positive vision for the city.

- Research materials and engagement feedback from the Vision Project that forms an archive of data that will support the findings and explain the rationale.

To enable this, the Commission may:

- appoint expert sub-committees and/or designate individual lead Commissioners to gather and consider evidence on specific topic areas between the formal meetings;
- Invite calls for evidence, comments and other contributions through a variety of means (see below);
- Hold facilitated workshops, targeted or general events, exhibitions and/or make presentations at relevant local events;
- Assemble a broad data and information base;
- Model techniques to explore different potential future scenarios for Derby;
- Assess strengths, weaknesses, opportunities, and threats.

This list is intended to be indicative rather than prescriptive and fully comprehensive.

## COMMISSION FOCUS

The potential topics and focus could be incredibly extensive, for example considering issues such as:

- |                                     |   |
|-------------------------------------|---|
| • Business                          | • Health, wellbeing and health care         |
| • City Centre                       | • Housing                                   |
| • Connectivity                      | • Investment                                |
| • Culture, creativity and leisure   | • Low carbon                                |
| • Digital and smart cities          | • Mobility                                  |
| • Economic prospects and resilience | • Population and demographics               |
| • Education, learning and skills    | • Public and voluntary services             |
| • Employment                        | • Social care                               |
| • Energy and utilities              | • Transport                                 |
| • Environment and climate change    | • Water sustainability and flood mitigation |
| • Growth                            |   |

This list is indicative and not intended to be definitive or exhaustive. Therefore the Commission is advised to view the various aspects through the lens of three key questions:

1. **A CITY WITH BIG AMBITIONS:** What might be the role of Derby both as a successful place and a strong economy within the region, the UK and more widely?
2. **A CITY OF HEALTH AND HAPPINESS:** how best do we ensure that our health, wellbeing and culture are optimised to enable our citizens and communities to thrive?
3. **A CITY FOCUSED ON THE THINGS THAT MATTER:** what are the key issues that need to be addressed to ensure that the other two questions and any other key aspect are addressed to enable Derby to be fit for the future?

## COMMISSION APPROACH

The Commission will have a series of formal meetings. It will ensure there is broad public engagement, with a mix of general and targeted activities. Provision will be made to engage the wider public and will explicitly work with DCC councillors.

The Commission's report will summarise the main points of evidence and the key choices or options facing the city, with recommendations linked to the evidence and analysis it has considered. These recommendations will take account of potential future prospects for Derby, and are likely to include some where the Commission has a clear and preferred view and others where alternative



courses of action are suggested for consideration. It might also identify issues that require further development or thought beyond the life and scope of the Commission.

## **PUBLIC ENGAGEMENT**

The Council is keen to ensure that there is wide and inclusive public engagement. It's important that this isn't just with those with whom the council and other organisations normally consult. The youth voice is essential. A variety of approaches are required which, together, optimise involvement and are tailored to different groups. Some examples include:

- Workshops
- Exhibitions
- Open Days
- Resident/ward meetings
- Partner collaborations
- School activities
- A wide-scale public campaign – e.g.: asking three broad questions about Derby
- Social media:
  - Website
  - Facebook
  - Twitter
  - Instagram

Again, these are intended to be indicative and not fully comprehensive, although a social media presence is required. The Commission may consider engagement with a local media partner.

## **THE ROLE OF INDIVIDUAL COMMISSIONERS**

The Commission will have considerable collective expertise but is not intended to be a fully representative body covering all the perspectives and possessing all the knowledge necessary to draw its conclusions. A core part of its role is to oversee an approach that secures the necessary information, evidence and engagement, especially from local sources, to allow it to draw conclusions.

Commissioners are expected to:

- Work in the best interests of Derby in the context of the Commission's work by acting as critical friends to Derby in reviewing evidence, engagement feedback and other contributions, seeking to tease out through questions and debate the most important points in answering the three key questions;
- Provide a range of perspectives by ensuring that others have opportunities to contribute, in particular: Derby citizens, businesses, organisations and councillors and especially young people;
- Work as a team to produce and agree the Commission's recommendations;
- Maintain an open mind about the ultimate outcomes during the process of gathering evidence;
- Attend meetings of the Commission – currently estimated at six full days and one half day. In addition, individual commissioners might choose to lead defined pieces of work outside the main meetings. This is not expected or defined and would need to be by prior agreement.
- Read documentation supplied by the Commission secretariat, and feedback from engagement events and research activity.
- Act as lead Commissioner on specific topics, by agreement.

## **ROLE OF DERBY CITY COUNCIL GROUP LEADERS**

The Leaders of the four political groups on Derby City Council (or their nominees) will be able to attend the formal meetings of the Commission but are not full Commission members. Their attendance is to allow them to understand the emerging story of the Commission's proceedings and provide input and comment as requested by the Chair at key points in the proceedings. The Leaders will attend the formal evidence gathering meetings of the Commission and any dedicated meetings that are established for the purpose of securing their input and sounding out findings and recommendations with them. They're also able to make contributions at formal meetings at appropriate points, as indicated by the Chair. They will also be able to review and comment on draft documents produced by the Commission, as requested and provide advice on engaging with the wider body of Derby City councillors.

## **ROLE OF EXPERT ADVISORS**

Expert advisers will work with the Commission through three main routes:

Working with the Executive Team to design the process;

- Undertake research and/or assemble data to develop evidence, data and analyses to inform the Commission's deliberations.
- Attend specific meetings of the Commission or of sub-groups where specific expertise is required.

## **ADMINISTRATIVE AND EXECUTIVE SUPPORT**

The Executive Team will: be led by a dedicated senior officer. This individual will provide (and facilitate) project management, secretariat, research and administrative support for the Commission and individual Commissioners. The Council will also facilitate some part time communications, administrative and engagement resources. This will include:

- organising meetings and venues
- organising and undertaking (where appropriate) the gathering of evidence
- attending the Commission meetings, to record the key issues and provide general secretariat advice and support
- organising and delivering communications and public engagement activity, and acting as the conduit between the Commission and the Council
- Working with the Chair and other designated contributors to draft the final report
- Managing the Commission's budget.