

Advisory Panel - Performance and Capacity Agenda

Date: Wednesday, 17th September, 2008
Time: 5.00 pm
Venue: Council Chamber, Municipal Buildings, Earle Street, Crewe

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

6. Governance - Update (Pages 1 - 2)

To receive an update on a number of matters in respect of governance.

Report attached.

7. Cheshire and Warrington Improvement and Efficiency Partnership - Update (Pages 3 - 8)

To receive a report on progress to date in developing the Cheshire and Warrington Improvement and Efficiency Partnership.

Report attached.

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BRIEFING NOTE**PERFORMANCE AND CAPACITY ADVISORY PANEL
17 SEPTEMBER 2008****GOVERNANCE UPDATE****Development of the Constitution**

1 The Governance and Constitution Committee has agreed to deal with the development of the Constitution in stages through its work plan. A Working Group of Members has been appointed jointly with officers. The next stage will be consideration in detail of Schemes of Delegation for:

- The Nine Portfolio Holders in the Cabinet
- The Regulatory Committees
- Officers

Scrutiny

2 Scrutiny Committee has proposed the establishment of a second Scrutiny body, namely the Health and Adult Social Care Scrutiny Committee. Subject to approval by Council this Committee will need to be constituted and to begin to develop its working arrangements with a range of outside bodies.

The Scrutiny Committee has commissioned a series of 4 training events through CWIEP to be conducted during the Autumn, dealing with various aspects of scrutiny and the skills required.

The Committee has also agreed to consider and respond to the Government's consultation on Improving Local Accountability.

Code of Corporate Governance

3 Work has commenced on developing an appropriate Code of Corporate Governance for the Council, including the required range of associated policies and protocols. The first of these will be the whistle-blowing policy. The Code is important in the context of the Comprehensive Area Assessment and the Council's Annual Governance Statement.

Independent Remuneration Panel

4 Members of the County and District Councils Independent Panels have been approached to see whether they would wish to join the new Cheshire East Panel which will be required to make recommendations on an Allowances Scheme by the end of March 2009.

Appointments to Outside Bodies

5 A Members' Working Group has been set up to look in detail at the criteria for making appointments to outside bodies, and the processes required. It will be necessary for the Cabinet to be consulted on this process, and whether they wish to reserve any appointments to themselves.

In addition, a paper has been produced on the School Governor Appointments process which will be considered by Governance and Constitution Committee on 6 October.

The Committee has agreed the appointment of eight Members to the Cheshire Fire Authority (6:1:1:0 basis) and Members' names are awaited from Party Groups.

The invitation has been received for the Council to appoint three members to the Joint Committee which makes appointments to the Cheshire Police Authority. The Joint Committee will have the task of settling how the nine Local Authority places on the Police Authority are filled by the two Cheshire Unitary Councils, Warrington and Halton.

Civic and Ceremonial Matters

6 Work is well advanced on the proposals concerning Borough status; the retention of Mayors; support to the Cheshire Lieutenancy; Honorary Aldermen and other related civic and ceremonial business. This is to enable the DCLG to consider proposals and make Regulations and Orders in the Autumn as required to reflect local intentions.

Mike Flynn
Governance Lead (East)

CHESHIRE EAST COUNCIL

Performance and Capacity Advisory Panel

Date of meeting: 17th September 2008
Report of: Bernadette Hurst, Director, Cheshire & Warrington Improvement & Efficiency Partnership (CWIEP)
Title: Update on CWIEP

1.0 Purpose of Report

1.1 As part of the new performance framework, Central and Local Government have committed to building a new, joint approach to supporting excellent and efficient performance by local authorities and their partners through the development of a National Improvement and Efficiency Strategy (NIES). The delivery of support for improvement and efficiency in the North West will primarily be through 5 sub-regional partnerships. This report informs Members of progress made so far in developing the Cheshire and Warrington Improvement and Efficiency Partnership (CWIEP).

2.0 Decision Required

2.1 N/A

3.0 Financial Implications for Transition Costs

3.1 None

4.0 Financial Implications 2009/10 and beyond

4.1 £22 million will be made available to the region over the next 3 years. It has been agreed that for 2008/09, the broad allocation of resources to the sub-regions should be 60%. This will be revised at the end of the first year of the programme, with a view to increasing it, subject to the sub-regions demonstrating achievement of their year 1 objectives. In 2008/09, £680k has been allocated to the Cheshire & Warrington sub-region. If the same formula is applied in Year 2, the funding would be about £781k. If the sub-regional allocation were to increase to say 80% of available funding, Cheshire and Warrington could receive up to £1,041m p.a. for 2009/10 and 2010/11.

4.2 However, the Government has made it clear that this is pump-priming funding and from 2011, the partnership will need to be self-sustaining. Proposals will be brought forward in due course as to how that might be achieved.

5.0 Legal Implications

5.1 Warrington BC are the accountable body. A draft constitution and terms of reference are currently being considered by Warrington and will shortly be forwarded to other partners for comment.

6.0 Risk Assessment

6.1 The desired outcome is for a Partnership which is owned and operated by the sector with responsibility for managing the development and delivery of a strategy and outputs that secure continuous improvement in and value for money of Cheshire and Warrington's public services.

6.2 There will be a significant risk to the success and reputation of Cheshire and Warrington's sub-regional improvement and efficiency partnership if partners do not remain engaged with and responsible for its direction, programme of work and take up of improvement and efficiency outputs and products. Considerable amounts of funding could be at risk and failure could also negatively impact on future Comprehensive Area Assessments.

6.3 This risk is being mitigated by firmly positioning the sub-regional strategy and delivery plans to respond to sub-regional priorities. The aim is now to significantly raise the level of sub-regional collaboration and support political and managerial leaders in implementing radically different solutions to address long-standing challenges.

7.0 Background

7.1 The North West Regional Improvement and Efficiency Strategy sets the vision for and outlines the context in which improvement and efficiency challenge and support will be developed and provided. It builds on the experience and expertise that has been developed in the region over the last three years through the work of the North West Improvement Network (NWIN) and the North West Centre of Excellence (NWCE). These two have been formally combined as of 1st April 2008, to bring together support for improvement and efficiency into one organisation, the new Regional Improvement and Efficiency partnership for the North West (NWRIEP). The strategy sets out a challenging and an ambitious programme for the Partnership to deliver against nine improvement themes:

- Transformational government and the citizen
- Efficiency
- Economic development and regeneration
- Health and social care
- Community safety
- Community empowerment and neighbourhood delivery
- Children's and young people's services
- Environmental quality and climate change

- Cohesion, and equalities and diversity.

7.2 Given the establishment of the NWIEP and the requirements of the regional strategy, the sub-regional landscape has been reviewed. The opportunity was taken to mirror the regional structures in terms of accessing funding streams and support but also the philosophy driving the combining of the improvement and efficiency agendas. Cheshire and Warrington Improvement and Efficiency partnership (CWIEP) brings together the work of the former Cheshire Warrington and Halton Information Consortium (CWHIC), Cheshire Improvement Partnership (CWIP), Cheshire Shared Services Programme, Cheshire Collaborative Services Group and Cheshire Procurement Group, to deliver the Improvement and Efficiency Strategy for Cheshire and Warrington.

8.0 Governance Arrangements

8.1 4NW – the Regional Leaders Forum for North West England, was launched on 15th July 2008 and the North West Regional Assembly ceased to exist. The Forum has assumed responsibilities within its new structure for the Regional Improvement and Efficiency Partnership.

8.2 The North West Improvement and Efficiency Partnership Group has one Member representative from each sub-region, a Member representative from North West Employers Association (NWEA) and a Member representing the Fire and Rescue Service. The Cheshire and Warrington representative is Cllr Keith Bland from Warrington BC.

8.3 The Partnership Management Board comprises two Chief Executives from each sub-region (currently Diana Terris and Anne Bingham-Holmes for Cheshire and Warrington) and a representative from the Fire and Rescue Authorities. This Partnership Management Board reports to the North West Improvement and Efficiency Partnership Group and is chaired by a local authority representative. The Audit Commission, GONW, the IDeA, NWEA and selected representatives from partner organisations act as advisors to the Partnership Management Board and also attend Board meetings.

8.4 The five sub-regional Chief Executives Groups are accountable for delivery of the programmes in their sub-region. They have a dual accountability – to the council leaders in their sub-region; and through a Director for each sub-regional programme, to the partnership for the delivery of programmes and achievement of outcomes.

8.5 The Cheshire and Warrington IEP Programme Board will therefore account to the Cheshire and Warrington Leaders group and through the Director of the Cheshire and Warrington Improvement and Efficiency Partnership, to the North West Partnership Management Board for the delivery of the Strategy. The Governance structure is designed to be flexible and able to respond to changing circumstances and future needs.

8.6 A Member panel is being developed, made up of a “champion” for each of the projects (Appendix A). In addition to regular liaison with the relevant project lead, this panel will then be able to support and advise the leaders group on matters relating to the Improvement and Efficiency agenda. It is anticipated that this panel will meet every six weeks. The first briefing of panel members will take place on 26th and 29th September; unfortunately diary commitments have meant that we will be briefing the Warrington Members separately on this occasion.

9.0 Next Steps

9.1 The CWIEP Year 1 Delivery Plan was submitted to the NWRIEP Management Board in May 2008. It was considered to be a good submission and 6 projects have since been commissioned in line with that plan. In fact, the commissioning process for the first year of Cheshire and Warrington’s Improvement and Efficiency Partnership is being held up by NWIEP as best practice.

9.2 However, CWIEP has to also submit a detailed 3 year strategy demonstrating how the improvement and efficiency programmes commissioned will contribute to achieving improved outcomes across priority areas, and how the pump-priming funding from the partnership will be invested to build sustainable collaboration beyond 2011.

9.3 The need to develop, seek approval and implement the strategy is now urgent. It certainly needs to be in place to inform the commissioning process for Year 2. The NWIEP Board have indicated that they wish to consider sub-regional proposals for future years at their Board meeting scheduled for January 2009 and therefore there is a very tight timetable to meet.

9.4 All Leaders and their authorities are asked to support the vision, aims and of implementation of the Partnership.

For further information:

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Background Documents:

The National Improvement & Efficiency Strategy
The North West Improvement & Efficiency Strategy

Documents are available for inspection at:

www.nwiep.org.uk

or

*Delamere House
Delamere Street
Crewe, CW1 2JZ*

Appendix A

CWIEP Delivery Plan Year 1

Community Empowerment & Citizen Focused Services

- Cllr John Grimshaw CW & C Area, Neighbourhood & Community Portfolio Holder (ex VR)

Member Development Programme

- Cllr Frank Keegan CE Finance, HR, Legal & Democratic, IT Portfolio Holder

Equality Standards Programme

- Cllr Myles Hogg CW & C Customer Services Portfolio Holder

Sub-regional Procurement Hub & Smarter Procurement

- Cllr Peter Mason CE Procurement, Assets & Shared Services Portfolio Holder

BPR/Project Management/Development Control

- Cllr Fiona Bruce Warrington BC Finance & Value for Money Portfolio Holder

Health & Social Care Redesign

- Cllr Roy Smith Warrington BC Community Services Portfolio Holder

CWIEP Delivery Plan Year 2

Hub for Community & Business Intelligence

- *Cllr TBA* Cheshire Fire Authority & Cheshire East Member

Independent Chair

- Cllr Herbert Manley CW & C Prosperity Portfolio Holder