

Cheshire East Council

Cabinet

Date of Meeting:	12 th July 2016
Report of:	Steph Cordon – Head of Communities
Subject/Title:	Ambition for All - Partnerships Structure and Strategy 2016-2020
Portfolio Holder:	Cllr Paul Bates, Communities and Health

1. Report Summary

- 1.1. Working effectively with our partners has never been more important, as money becomes tighter and our population grows and lives for longer. If we are to realise our ambitions we need to focus on total public service transformation to reduce demand on services and support economic prosperity.
- 1.2. The current Ambition for All - Sustainable Community Strategy 2010-2025 needs reviewing and refreshing to ensure it continues to be fit for purpose and drives change to address identified priorities. The aim is to build on the excellent work undertaken for the development of the original strategy which involved and engaged both partners and the local community.
- 1.3. The refreshed version will take us into 2020. The strategy will be expected to “go live” from April 2017 and will span 3 years.
- 1.4. To drive forward the revised strategy and monitor delivery, the overarching partnership governance framework has been reviewed and a new structure proposed.
- 1.5. We are proposing a strengthened joined up partnership structure, that promotes and supports open and honest conversations based on what we can do together to make an impact.
- 1.6. The overarching vision for the strategy will aspire to a better future for Cheshire East where all organisations work together as one system.

2. Recommendations

- 2.1. To agree to the refresh of Ambition for All – Partnership Strategy and its proposed consultation plan.

- 2.2. To agree to the implementation of a revised partnership structure for Cheshire East.
- 2.3. To agree to the outlined approach to the funding of town partnerships for 2016/17.

3. Reasons for Recommendations

- 3.1. To provide an update on the current position to enable Cabinet to make informed decisions on the way forward.

4. Other Options Considered

- 4.1. There is an option to continue working as currently and not review partnership structures and arrangements, however there is considerable agreement that current arrangements are not effective, certainly in ownership and delivery of Ambition for All.

5. Background

- 5.1. Increasingly, partners and communities look to us to be the local leaders of the Cheshire East footprint, but we can't do it on our own and successful leadership is about collaboration and relationships with others.
- 5.2. The success of a revised Ambition for All - Partnership Strategy depends on how well public services can work together and how successful we are at encouraging people living in Cheshire East to be involved.
- 5.3. Initial consideration for the structure and content of the strategy includes:

- Where are we now and where do we want to get to?
- Currently this is articulated as: ***All our people fulfil their potential; People live independent, active and healthy lives: People are involved in local decisions.***

It is suggested that this could be: All our people – regardless of age, gender or ethnicity realise and fulfil their potential; People are able and supported to live independent, active and healthy lives: People are involved in local decisions.

- What has the Sustainable Community Strategy delivered so far, how can we evidence our success?
- Who are our communities and who are our key partners?
- What do our communities need and want?
- Mapping of shared objectives and priorities

- How can we work together to deliver shared objectives (governance and accountability, pooled budgets)
 - How do we monitor progress and evidence what success looks like
 - Agreed priorities for year 1 of the refreshed strategy to be delivered by a partnership action plan.
- 5.4. A strengthened partnership structure is being proposed, that promotes and supports open and honest conversations based on what we can do together to make an impact. This is illustrated in Appendices 1 and 2.
- 5.5. There are some great examples of partnerships working well, but our challenges are joining up at both a neighbourhood level and total Cheshire East footprint.
- 5.6. The main changes being proposed are:
- 5.6.1. Reviewing and revamping the Leaders Board to ensure that the right people are connected and working together for the benefit of Cheshire East as a whole.
- 5.6.2. Ensuring that the refreshed partnership strategy has clear lines of accountability all the way through it for different elements of the strategy. The revised partnership strategy is envisaged to be high level, articulating the partnership strategic aims and ambitions. The strategy will be adopted and “owned” by the relevant board. For example; where elements of the partnership strategy relate to Health and Wellbeing, the Health and Wellbeing Board would develop a strategic plan to drive the priorities for delivery. The plan would include, clear and tangible actions, measures of success and an action owner who is ultimately responsible for the delivery. The Health and Wellbeing Board would be held accountable to and commissioned by the Leaders Board, ensuring that the strategic delivery plan dovetailed and aligned to those across the partnership. They would be expected to speak to the other partnerships and especially the Area Boards to get a local feel for what each community needs and enable co-production.
- 5.6.3. Developing an area based approach which reflects the needs of localities and can be the place where the needs of each area are reflected into the thematic partnerships and upwards into the Leaders Board. They would be responsible for participatory budgeting and the first phase of this is proposed to be £400,000 for the delivery of public health outcomes. An example of their engagement and influence would be how they influenced the strategy and policies of organisations to re-align service delivery according to need.
- 5.6.4. Refining our engagement structure with residents, businesses, hard to reach groups and thematic areas to ensure that we have representative and inclusive ways for the community, voluntary and faith sector to engage with us and to influence the commissioning of services.

5.6.5. Reviewing how we fund and work with our Town Partnerships to strengthen our joint working and ensure that we have not only aligned priorities but evidence of success. We currently provide £8,000 per town partnership. A total grant fund of £72,000 will be required in 2016/17. This has been identified and accounted for as expenditure from budgets within Partnerships and Communities. It is proposed therefore that for 2016/17 we continue to fund Town Partnerships as previously agreed per a direct grant award with £8,000 per Town Partnership. However for 2017/18 through to 2019/2020 we will look to “commission” for outcomes that are aligned to the strategic aims and ambitions as set out in the refreshed partnership strategy.

5.6.6. An outline project plan has been developed for delivery of this work and can be seen in Appendix 3.

6. Wards Affected and Local Ward Members

6.1. All wards and all members.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. The recommendations proposed will support and are aligned to the Council’s corporate ambitions and its values to deliver its promise of Putting Resident First.

7.2. Legal Implications

7.2.1. In undertaking the review and refresh of the strategy the Service has said it will be undertaking consultation. In doing so the Service needs to consider both who to consult (general public and stakeholders) and when to consult (including any need to re-consult as plans develop and options are narrowed/refined). The general principles that must be followed when consulting are well established:

- The consultation must be at a time when proposals are still at a formative stage.
- The proposer must give sufficient reasons for any proposal to enable intelligent consideration and response. Those consulted should be aware of the criteria that will be applied when considering proposals and which factors will be considered decisive or of substantial importance at the end of the Consultation process
- Adequate time must be given for consideration and response.

- The product of consultation must be conscientiously taken into account in finalising any statutory proposals

7.2.2. In developing the strategy the Council must have due regard to the Public Sector Equality Duty as set out at S149 of the Equality Act 2010, which states:

“(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it... “

Carrying out an Equality Impact Assessment would assist in demonstrating that the Council has due regard to the Equality Act 2010.

7.2.3. As the strategy develops due consideration will need to be given to the means by which funding will be sourced and distributed in order to meet specific service delivery plans. Any formal arrangements (such as partnership working and the procurement of services) need to be compliant with the Council’s own Finance and Contract Procedure Rules and National and European procurement legislation. Any State Aid implications will need to be identified and addressed. When granting funding to partners the Council needs to be mindful of state aid and ideally mitigate the risks by following a competitive process.

7.2.4. Legal advice should be sought on the overarching partnership/joint working arrangements (governance and funding) once the options for delivery have been finally established.

7.3. Financial Implications

7.3.1. Undertaking the the review and refresh of the revised strategy and its ongoing implementation will incur staff time but no other additional costs. The staffing costs are already covered by base budgets within the relevant service.

7.4. Human Resources Implications

7.4.1. There are no human resource implications, all required work will be delivered within existing resources.

7.5. Equality Implications

7.5.1. There are no specific equality implications.

7.6. Rural Community Implications

7.6.1. There are no specific implications for the rural community.

7.7. Public Health Implications

7.7.1. There are no specific implications for the public health of Cheshire East residents. A revised strategy will embed the principles of improving outcomes for residents as highlighted in the public health outcome framework.

8. Risk Management

8.1. This programme of work will be underpinned by a project management approach and as such will have a risk log which will be regularly reviewed and monitored. High level risks have already been identified and can be seen in Appendix 3.

9. Background Papers

9.1. A copy of Ambition for All – Sustainable Community Strategy 2010-2025 can be accessed via the following hyperlink:

http://www.cheshireeast.gov.uk/council_and_democracy/community/pace_strategic_partnerships/sustainable_community_strategy.aspx

9.2. Further information in relation to the report and its contents can be accessed by contacting the report author.

10. Contact Information

Contact details for this report are as follows:

Name: Steph Cordon
Designation: Head of Communities
Tel. No.: 01270 686 401
Email: Steph.Cordon@cheshireeast.gov.uk