

Health & Wellbeing Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 11th July 2019
Portfolio: Leader
Key Decision: Not Applicable:
Within Policy and
Budget Framework N/A
Public / Private Public

Title: CARLISLE PARTNERSHIP – UPDATE
Report of: The Deputy Chief Executive
Report Number: CS.21/19

Purpose / Summary:

The purpose of this report is to provide an update on Carlisle Partnership and associated activity.

Recommendations:

That members of the panel note the report and presentation and review the current direction of travel.

That members of the panel offer their suggestions on the most effective methods of partnership working and the future topics that the Carlisle Partnership should focus on.

Tracking

Executive:	
Scrutiny:	
Council:	

1. OVERVIEW

- 1.1** On the 29th March 2018 a report was provided to the Health and Wellbeing Scrutiny Panel on the Carlisle Partnership.
- 1.2** The Carlisle Partnership at its broadest is made up of over 90 organisations, all of which have an interest in improving the area and the quality of life of residents. The partnership works with public, private, voluntary and community sector organisations. The Executive group of key strategic partners guide, influence and shape the direction of travel and we have a number of subgroups which deliver projects and programmes of work.
- 1.3** Over the past 5 years we have seen significant changes to: the funding of a number of sectors (such as public health, community safety and education sectors), political shifts, Brexit, as well as considerable changes to local governance with Local Enterprise Partnerships (LEP's), new health governance arrangements and emerging, high profile partnerships such as the Borderlands Growth Initiative.
- 1.4** In addition, we have also witnessed a gradual shift towards to "Place" based working and an increased emphasis on partnership working nationally and locally across many agencies / partners.
- 1.5** Over the past 12 months we have been refocusing the work and direction of the Carlisle Partnership to ensure better communication, more joined up working and a greater understanding of our partners within our district.

2. BACKGROUND

- 2.1** Over the past 12 months we have taken a multidisciplinary approach to building a new partnership system infrastructure.
- 2.2** Partner engagement, workshops and discussions at the Executive resulted in a decision to reconsider the Partnerships future direction and focus. As outlined in the section above, the landscape changed and partners in the Executive felt it appropriate to take stock and analyse the future requirements for partnership working.
- 2.3** Partners took part in a multiagency partnership diagnostic exercise which explored strengths and weaknesses. Looking only at the headlines it highlighted:

2.3.1 We are good at....

- *Putting the interests of the place and the communities we serve ahead of the interests of our own individual organisations*
- *We all contribute to discussion. Nobody dominates and there are no cliques.*
- *Collectively we are willing to let go of the past and work in different ways to deliver better outcomes*

2.3.2 We need to improve...

- *We need to further understand what each of us as partners can offer and the resource's we can commit. We also need to better understand each other's limitations; what we can't do*
- *We need to further engage with stakeholders, colleagues and communities to better understand their views before taking decisions about things that will affect them*
- *We need to further foster an environment where we are able to have difficult, but important conversations and where we welcome constructive challenge and questioning for wider benefit*
- *We need to explore pooling resources and jointly commissioning services*

2.3.3 There is an opportunity to...

- *Share data and work from the same evidence base wherever possible. Ensuring that what we work on is aligned with clear evidence of the current and future needs and aspirations of the communities we serve*
- *Change the way we work by working flexibly using short-term, task and finish groups to deliver specific pieces of work rather than having fixed committees and co-creating the important ideas and decisions together as partners*
- *Improve communication, keeping each other in the loop with important information, whilst also listening and feeling listened to.*

2.4 Following strategic partner engagement a Proposition report was produced to agree a possible way forward by partners. It outlined that we are on a journey to achieve this; it is not an outcome and that partnership commitment to the place is required. The below points highlight progress since the last scrutiny update:

3 PROGRESS TO DATE

3.1 FOCUS: The Partnership collectively agreed a proposed:

"The Partnership will 'fight the corner for Carlisle', influencing existing partnerships (whilst carefully avoiding duplication), delivering shared priorities for the City that would not be addressed in other ways, and building relationships that will form the basis for highly effective future collaboration."

3.2 PARTNERSHIP DIRECTORY MAPPING: We have looked to further know who our local partners are, the personal skills, experience and expertise they have that can add value to our collective work. We have explored the reach of members of the partnership to enable us to "fight the corner for Carlisle" and are preparing

ourselves as a partnership to respond collectively to funding opportunities, consultations or emergency situations.

3.1.1 *How have we done this?* We have asked Strategic Partners to complete our Partnership Mapping form and developed a Strategic Partner database which includes details such as: Organisation; Name; Role; Email; Contact numbers; website; Twitter; Experience, Skills and Expertise; External groups individual sits on.

3.1.2 Several other pieces of information have also been captured, such as an image, signatures, structure charts and key organisation documents.

3.1.3 We have also taken steps to better understand who our partners are.

3.2 SITUATIONAL ANALYSIS

3.2.1 We have developed a holistic partnership situational analysis, which will allow us to gain greater understanding of the place. It was important we consider this from a variety of perspectives and thematic areas (e.g. Health, Education, Economy).

3.2.2 *What have we done and how have we done this?* During 2018 Carlisle Partnership Executive partners guided and shaped the development of a situational analysis for Carlisle as a Place. Over a number of sessions; thematic areas were identified, several datasets were explored, and a number of local organisations added rich data to create a quantitative picture of place.

3.2.3 *To robustly develop the situational analysis several questions were asked via scheduled quarterly partnership executive meetings and the outcomes used to further shape the development of the situational analysis further. The questions included:*

- a) Are the themes appropriate?
- b) Is the format appropriate (statement, question, data/indicator?)
- c) What relevant and appropriate information can you add to this from your organisation?
- d) What data is missing?
- e) Are the statements appropriate?

3.2.4 The results of the initial exercise identified the following thematic areas and these were used to set parameters for the situational analysis and prioritisation exercise:

- **Health and wellbeing**
- **Housing and homes**
- **Economy, Entrepreneurship and Employment**
- **Education**
- **Crime and Community Safety**
- **Environment and sustainability**

- 3.2.5** The theme of Communities had featured in the original analysis, however limited specific data was available, and any relevant data was identified as being cross-cutting across all the thematic areas and therefore an underlying theme.
- 3.2.6** When looking at the situational analysis data it was felt that the themes of Environment and Sustainability should be merged to ensure a combined and comprehensive approach, recognising their connectivity.
- 3.2.7** These themes have additionally been aligned to Co-chairs responsibilities and areas of expertise.
- 3.2.8** As a result, a Prioritisation task took place, which is feeding into the development of a report.

3.3 CO-CHAIR APPROACH

- 3.3.1** Previous feedback from Health and Wellbeing Scrutiny highlighted the need for true collaboration, system leadership and a partnership approach.
- 3.3.2** ***What have we done?** As a result, we have introduced a co-chairs approach. The co-chairs allow for distributed leadership, provide expert advisors in key areas and build more capacity within the Partnership.*

3.4 PROJECT WORK

- 3.4.1 PLACE STANDARD.** Several members expressed an interest in the Place Standard following the presentation at Scrutiny. The Place Standard is a tool developed jointly by the Scottish Government, NHS Health Scotland and Architecture & Design Scotland to support inclusive decision making and community engagement in a Place. The focus of the tool is seeking the views of local people on the quality of their living environment and how this could be affected by a range of policies that are relevant to spatial planning, physical and social regeneration. The findings from the tool can be used to inform decision making at policy as well as operational level, and the tool can also be used to increase mutual understanding between policymakers and local communities.

***What have we done?** A Place Standard Workshop was arranged in December 2019. Key stakeholders and members of Health and Wellbeing Scrutiny were invited to explore the use of the tool within the district.*

- 3.4.2 CUMBRIA JOINT PUBLIC HEALTH STRATEGY.** The Cumbria Public Health Strategy has been developed with partners from across local government, the health service, the third sector, etc, as examples. It describes the shared ambition of these partners to help bring about the environmental, social and economic conditions that can best support Cumbrian residents to enjoy a healthy and happy life.

What have we done? Carlisle Partnership acted as a critical friend in the development of the Strategy and a number of partners contributed to its development. This also gave a profile to the document across strategic partners, allowed consideration of their role and how they could support and shape the document moving forwards. The finalised Strategy was then guided through full council processes and adopted on 30th April 2019.

4 QUARTERLY MEETINGS

4.1 We have restructured our partnership meetings, which now include a partner guest slot spotlight, a themed topic item, partnership business and possible future agenda items.

4.2 We are keen that the partnership act as a critical friend when considering thematic items, adding value or suggestions where appropriate.

4.3 The table below provides a brief overview of the meetings since the last scrutiny report.

Date	Partner Guest Slot	Agenda focuses
June 2018	Guest Slot not introduced	<ul style="list-style-type: none"> - Proposition Paper - Scrutiny feedback - Partnerships Pot - Place Standard introduction - Suggested guest slot introduction - Roundtable update / information exchange
October 2018	Cumbria Police	<ul style="list-style-type: none"> - Theme: Big Lottery and funding - Chair governance proposals - Place Standard scoping - Partner updates - Roundtable update / information exchange
December 2018	Carlisle City Council	<ul style="list-style-type: none"> - Theme: Health and wellbeing - Situational Analysis development - Place Standard Workshop - Roundtable update / information exchange
March 2019	Carlisle College	<ul style="list-style-type: none"> - Theme: Environment, climate change and sustainability - System infrastructure / business - Prioritisation exercise: situational analysis task - Partner information exchange
June 2019	University of Cumbria	<ul style="list-style-type: none"> - Theme: Arts and culture - One Public Estate - System infrastructure business - Roundtable update / information exchange

5 NEW PARTNERS

- 5.1** This year we have worked hard to build stronger relationships with our key strategic partners and as a result have welcomed partners such as the Principal of Carlisle College and the Regional Director for Riverside, as examples.
- 5.2** We have also received requests for support and interest from other partners. Examples include the CEO of the Jo Cox Foundation, The CEO of Cumbria Action for Sustainability, the new partnership lead at BBC Radio Cumbria, etc.

6 FUNDING

- 6.1** We are keen to consider new innovative ways of finding solutions to local issues such as working through community or place-based foundations in partnership with funders, the voluntary and community sector, and the public and private sector. There is also an opportunity to further explore pooled budgets. To succeed we need to ensure that we are 'funding ready'. It will become essential to identify key organisations that are prepared to lead significant bids and this is where our mapping will play a key role.
- 6.2** We have had positive conversations with the Big Lottery about the direction of travel and keen to work with them to explore this across the district.

7 NEXT STEPS

- 7.1** Next steps will look to use the information gathered to develop a Place based Strategy. We will develop our strategy based on the outcomes of our learning to date. This will include: our mapping, the feedback from people and communities and the situational analysis. This will not be started until we have a better understanding of the place; our place, which will inform our direction of travel and the development of evidence based and needed projects.
- 7.2** Funding will be explored to further develop the Place Standard work.
- 7.3** We will continue to explore cross-cutting agendas locally, in order to collectively support and shape agendas.

8. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 8.1** Carlisle Partnership has moved to a new phase of working and will embark on the development of a new Place Strategy. A greater emphasis will continue to be put on

understanding our partners, the opportunities, challenges, evidence and intelligence to assist in the shaping of the Place collaboratively.

8.2 Recommendations for the Health and Wellbeing Scrutiny Panel:

- That members of the panel note the report and presentation and review the current direction of travel.
- That members of the panel are happy with the progress to date
- That members of the panel offer their suggestions on the most effective methods of partnership working and the future topics that the Carlisle Partnership should focus on.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

9.1 The Partnership contributes to all elements of the Carlisle Plan and has a role to ensure partners are also aware and link to it.

- The overall Vision: “To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.”
- “Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.”
- “Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents.”
- “Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle.”
- “Address current and future housing needs to protect and improve residents quality of life.”
- “Promote Carlisle regionally, nationally and internationally as a place with much to offer – full of opportunities and potential.”

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**Appendices
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS/RISKS:

Community Services -

Corporate Support and Resources –

Economic Development –

Governance and Regulatory Services –