

PORTFOLIO AREA: STRATEGY & PERFORMANCE

Date of Meeting: 18th February 2002

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Requires approval by full Council

Title: DEVELOPING A JOINT LOCAL STRATEGIC PARTNERSHIP

Report of: Town Clerk & Chief Executive

Report reference: TC 41/02

Summary:

At its meeting on the 17th December 2001 the Executive (report ref. TC242/01 attached) asked for a further report on the how the joint Local Strategic Partnership (LSP) with Eden currently focussed on rural recovery post FMD could be developed into a fully accredited LSP (minute No. EX.112/01). Accreditation is currently only available to those areas in receipt of Neighbourhood Renewal Funding, but it is expected to be rolled out to other areas in due course. This report recommends a mechanism for achieving a fully accredited Carlisle & Eden LSP as well as outlining existing joint work with Eden and areas where this could be further explored to the mutual benefit of the communities of both districts. The Corporate Resources Overview and Scrutiny Committee considered report TC242/01 at its meeting on 24th January 2001 and asked that the executive consider a number of other issues in relation to the LSP. A copy of the minute can be found elsewhere on this agenda.

Recommendations:

1. The Community planning processes of Carlisle and Eden continue to develop separately in the short term within the context that wherever added value can be gained from a joint approach both authorities commit to working together (and with other partners).
2. The Executive nominates a small group of Members from with a remit to explore further areas of mutual co-operation, which could be progressed under the joint LSP banner.

3. The Executive authorise officers from the two authorities to work together to explore how both can work more co-operatively through the identification of projects and initiatives that could be pursued jointly to benefit residents across both districts.
4. The two authorities look at areas where joint and public/public partnership working could deliver services more efficiently where this is beneficial to both authorities.
5. To publish a statement of intent for the development of City Vision, Eden Futures and the Carlisle & Eden LSP together with a timetable for drawing together of the three processes.

Contact Officer: Jim White

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Background Information

1. This report looks principally at the possibility of developing a joint local strategic partnership with Eden, which was agreed as part of the original terms of reference of the Joint LSP. Other options such as developing an LSP with Allerdale have been discounted as Allerdale are committed to developing an LSP with Copeland Borough Council. However such a development would not preclude Carlisle working jointly with others such as Allerdale other Cumbrian Authorities, Northumbrian Authorities and indeed Scottish Authorities on issues where there may be mutual benefit.
2. Whilst clearly there are differences between Carlisle & Eden particularly in the urban areas there are also great similarities. Carlisle and Eden share a large rural hinterland with many shared issues and problems. Both the principal urban areas of Carlisle and Eden are linked by the M6 corridor, which is a focus for business development, and employment Both urban areas have a significant proportion of industries and services linked to the rural economy.
3. The urban area of Carlisle and its rural hinterland are interdependent on many levels. For example, the recent outbreak of FMD exposed the crucial interaction between agriculture and tourism. In addition many rural dwellers are educated or work in the City and urban areas, and rely on the commercial, retail and infrastructure facilities the City offers. The City itself, whilst existing as a regional centre, is successful in doing so because of the large rural hinterland from which shoppers and commuters are drawn.

Current Joint work

4. The two authorities already work in partnership on a number of projects, which benefit the residents of both districts. In particular:
 - The East Cumbria Countryside Project receives core funding from both authorities and delivers projects throughout Carlisle and Eden.
 - Over a year ago the two districts' Crime and Disorder strategic groups merged and from April 2002 this joint group (which also includes representatives from key partner agencies) will be implementing a joint Strategy to tackle crime and disorder reduction across North Cumbria.
 - The joint Greenbox Recycling Trail is currently being piloted across areas of the two districts. This will assist both authorities in reaching the national targets for recycling and if successful will be extended to all 'accessible' parts of Carlisle and Eden.
 - Officers from both districts have begun exploratory talks aimed at developing a joint 'M6 Corridor Initiative' to address how the economic development potential around this vital communication link may best be exploited together.

5. The experience of joint working by both authorities as evidenced by the above work and the efforts on rural recovery through the LSP so far has proved to be successful and mutually beneficial. Clearly neither Authority would wish to enter into any arrangement that did not produce benefits for both communities.
6. The Executive may wish to authorise that officers from the two authorities working closer together to explore how both can work more co-operatively through the identification of projects and initiatives that could be pursued jointly to benefit residents across both districts.
7. In addition the two authorities may wish to look will look at areas where further partnership working could deliver services more efficiently where this is beneficial to both authorities.

Existing and Emerging Community Planning Processes

8. Members will be aware that Carlisle has developed City Vision as its community planning process and Eden is in the process of developing a parallel community planning process – Eden Futures. Clearly neither Council would wish to lose the energy and commitment that has gone into the processes so far. It is therefore vital that any development of a joint LSP a mechanism for capturing the existing energy and commitment is found.
9. The diagram on page 7 shows a timetable and process for both continuing the work of individual community planning processes whilst at the same time developing the joint LSP continuing its focus on rural recovery. All three processes would provide a “signpost” to organisations and partners to engage with City Vision, Eden Futures or the Carlisle & Eden LSP whichever process would be best suited to their individual needs. The Carlisle & Eden LSP would look to broadening the initiative to tackle issues where there is scope for joint working.
10. The Community planning processes of Carlisle and Eden if Members wish this, will continue to develop separately in the short term but could be within the context that wherever added value can be gained from a joint approach both authorities may wish to are commit to working together (and with other partners). Recent examples such as recycling, ECCP and rural recovery post FMD can be expanded and built upon.
11. If the joint LSP is to become a fully accredited LSP it will have to meet the criteria as set out in the DLTR guidance (see report TC. 242/01). The reality of developing partnerships is that they will inevitably be building upon existing structures and arrangements. Accreditation is currently only available to those areas in receipt of Neighbourhood Renewal Funding, but it is expected to be rolled out to other areas in due course.

The Way Forward

12. It is proposed that when Eden Futures has developed (approx. 12 Months) to the point where there are clearly agreed community objectives the Carlisle & Eden LSP would consider whether joint community objectives could be agreed using both City Vision and Eden Futures as the starting point. This would form the basis of a joint community strategy on which consultation could take place.
13. To ensure that there is clarity about this approach being adopted it is proposed that the two local authorities and the emerging Local Strategic Partnerships Publish:
 - A statement of intent
 - A timetable for merging community planning processes
14. It is further proposed that the two authorities nominate members from their respective leadership groups with a remit to explore further areas of mutual co-operation, which could be progressed under the joint LSP banner.

Other related actions

15. Carlisle and Eden LSP are currently looking to establish an informal networking arrangement with the other Cumbrian LSP's to exchange ideas and pursue matters of mutual interest.

Conclusions

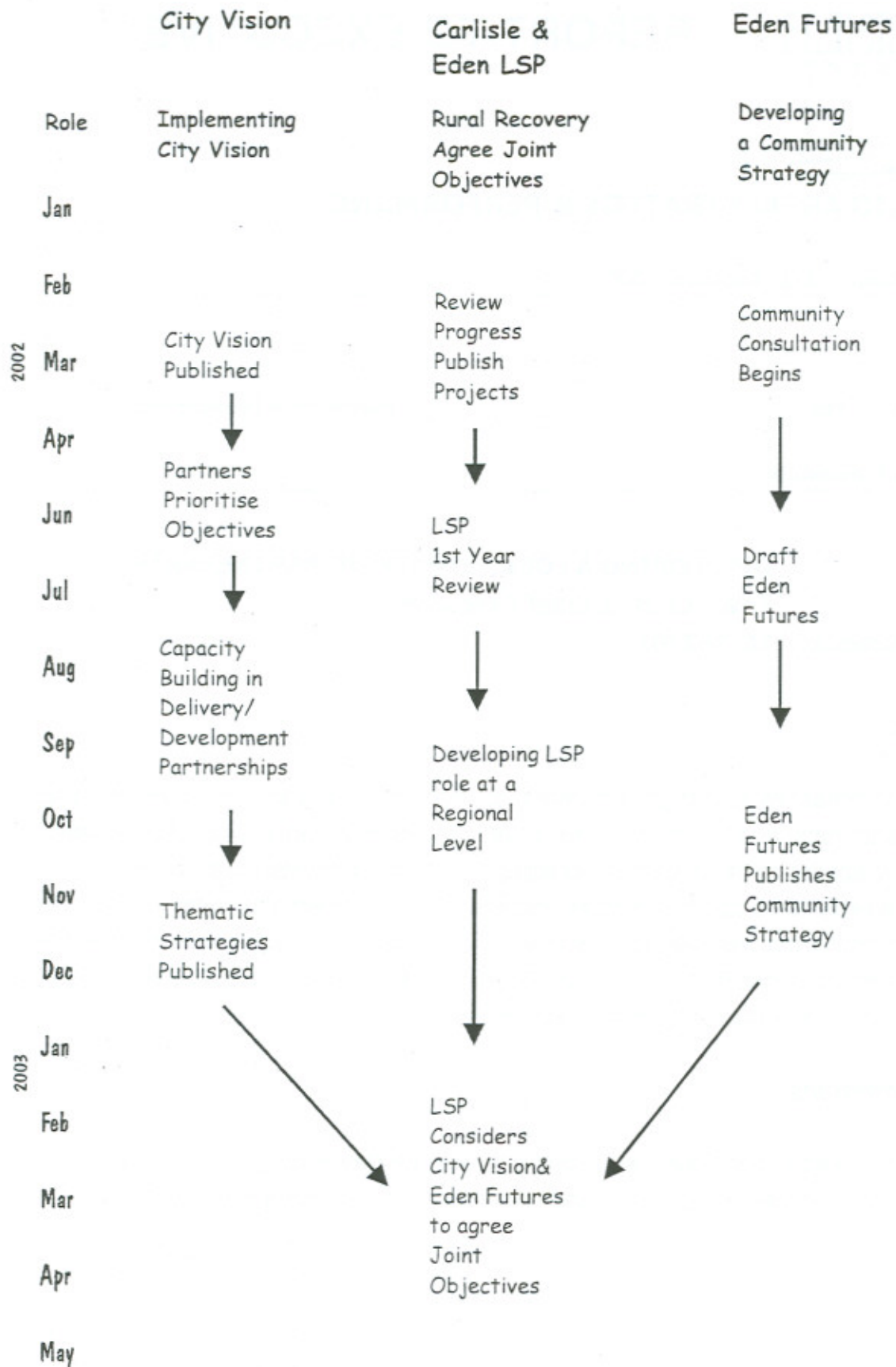
16. If Carlisle and Eden wish to pursue a joint Local Strategic Partnership capable of accreditation under the DLTR guidance there are a number of actions that require agreement.
17. Carlisle City Council has to agree that it wishes to pursue this action (Eden District Council agreed this way forward in November 2001).
18. If there is agreement to pursue a joint community strategy with Eden both existing community planning processes will need to be brought together without losing the momentum and commitment already developed. It is proposed that over approximately the next 12 months both process commit to achieving a joint single process. During this period it will be important to ensure that all involved are kept informed of developments and it is proposed that this be commenced with a joint statement of intent together with regular joint newsletters to keep both partners and the community informed.
19. There are a number of successful examples of joint working between the two authorities and it would be appropriate to explore further areas where this would bring added value to both authorities.

Recommendations

1. The Community planning processes of Carlisle and Eden continue to develop separately in the short term within the context that wherever added value can be gained from a joint approach both authorities commit to working together (and with other partners).
2. The Executive nominates a small group of Members from with a remit to explore further areas of mutual co-operation, which could be progressed under the joint LSP banner.
3. The Executive authorise officers from the two authorities to work together to explore how both can work more co-operatively through the identification of projects and initiatives that could be pursued jointly to benefit residents across both districts.
4. The two authorities look at areas where joint and public/public partnership working could deliver services more efficiently where this is beneficial to both authorities.
5. To publish a statement of intent for the development of City Vision, Eden Futures and the Carlisle & Eden LSP together with a timetable for drawing together of the three processes.

Reason for Recommendation

20. If the authority is to pursue a broadening the remit of the Carlisle & Eden Joint Local Strategic Partnership there need to be an agreed process and timetable.





PORTFOLIO AREA: STRATEGY & PERFORMANCE

Date of Meeting: 17th December 2001

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside Policy Framework

Title: DEVELOPING A LOCAL STRATEGIC PARTNERSHIP

Report of: Town Clerk & Chief Executive

Report reference: TC 242/01

Summary:

This report summarises recent government guidance on gaining accreditation for a Local Strategic Partnership and the rationale for developing such a partnership. Accreditation only currently applies to those LSP's managing Neighbourhood Renewal monies. However it is likely to be applicable to all Local Strategic Partnerships in the future. The report identifies the options available for developing a Local Strategic Partnership – The Carlisle & Eden Strategic Partnership, The City Vision Partnership, the Cumbria Strategic Partnership or another grouping of local authorities.

Recommendations:

Members are asked to consider the options available for developing a Local Strategic Partnership, as identified in section 4, and recommend to Council a way forward.

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BACKGROUND INFORMATION AND OPTIONS

Introduction

- 1.1 Members will recall, following approval by Policy and Resources Committee (5/7/00), that a high level strategic partnership was developed to act as the 'umbrella' partnership for all partnership activity in the Carlisle area. The Carlisle City Vision Partnership first met in October 2000 to develop a Community Plan for Carlisle and was formed based upon guidance issued on developing Local Strategic Partnerships (LSP).
- 1.2 The Carlisle & Eden Strategic Partnership was established in April 2001 as the basis for a two district Local Strategic Partnership. The catalyst for its development was the devastating and unprecedented impact of Foot & Mouth Disease over the two districts, with over 29% of the national cases in this combined area. Its present focus is wholly Foot & Mouth Recovery but the terms of reference for the partnership identified the long term development of the LSP from its current role into the broader role defined for LSPs in the DTLR's guidance on developing *Local Strategic Partnerships, March 2001*. The terms of reference of the LSP are appended.
- 1.3 At a County level, the County Council have instigated a Cumbria Strategic Partnership which it is argued will enable the County to 'punch above its weight' at a regional and national level. There is a lack of clarity over the terms of reference of this partnership and whether this partnership is strategic or merely advisory. However, recent reports from the County Council do indicate that the partnership will be designed 'on the Local Strategic Partnership model promoted across the UK'.
- 1.4 Developing a joint LSP with other local authorities has yet to be fully investigated but potentially could be considered in the future.
- 1.5 In October 2001, Central Government published its long awaited *Accreditation Guidance for Local Strategic Partnerships*. Accreditation will be the 'quality badge' for LSP's and developing an LSP that is capable of accreditation has to be key objective of any authority. It is currently only applicable to those LSP's managing Neighbourhood Renewal Monies. However, it is likely that accreditation will eventually be applicable to all LSP's and it is therefore important that any emerging LSP aims to align itself to the accreditation criteria.

- 1.6 This report therefore highlights the current and future role of a Local Strategic Partnership, describes the criteria for assessing if a LSP merits accreditation, and then summarises the options for developing such a partnership.
- 1.7 Members are asked to give early consideration to the options available in order to recommend to full council their preferred means of developing a Local Strategic Partnership

2. Why do the people of Carlisle need an LSP?

- 2.1 As members will be aware, A Local Strategic Partnership is a single body that¹:
- ◆ Brings together at local level the different parts of the public sector as well as the private, business, community, and voluntary sectors so that different initiatives and services support each other and work together;
 - ◆ Is a non-statutory, non-executive organisation;
 - ◆ Operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level and
 - ◆ Should be aligned with local authority boundaries
- 2.2 A number of recent and forthcoming initiatives are aimed at encouraging the development of LSP's:
- ◆ The introduction of statutory community strategies;
 - ◆ Steps to rationalise and simplify existing partnerships
 - ◆ The piloting of local public service agreements between central and local government to tackle key national and local priorities on health, education, community safety and other quality of life issues; and
 - ◆ The launch of the National Neighbourhood Renewal Strategy
- 2.3 The case for an effective and representative LSP for Carlisle is overwhelming. Indeed, the indications are that in future many funding streams will only be accessible via the Local Strategic Partnership for an area. What members now need to decide is how they wish this to be achieved.
- 2.4 The publication of accreditation guidance for Local Strategic Partnership is timely as we now need to consider the most appropriate option for developing a

¹ DETR, Local Strategic Partnership Guidance, March 2001

sustainable LSP for Carlisle. A number of drivers are demanding that this decision is made swiftly as many organisations are anxious to engage with an LSP. With national guidance urging health, housing, and community bodies to engage with LSPs, organisations are rightly requesting membership of our eventual Local Strategic Partnership. In particular, an LSP has an important role to play in terms of scrutinising health provision.

3. Accreditation of Local Strategic Partnerships

3.1 The criteria for LSP accreditation covers six key areas²:

♦ **Strategic**

They are effective, representative, and capable of playing a key strategic role.

♦ **Inclusive**

They actively involve all the key players, including the public, private, community and voluntary sectors.

♦ **Action-Focused**

They have established genuine common priorities and targets, and agreed actions and milestones leading to demonstrable improvements against measurable baselines.

♦ **Performance Managed**

Members (organisations) have aligned their performance management systems, aims and objectives, criteria and process to the aims and objectives of the LSP.

♦ **Efficient**

They reduce, not add to, the bureaucratic burden.

♦ **Learning and Development**

They build upon best practice from successful partnerships by drawing on experiences of local and regional structures and national agencies.

3.2 The accreditation guidance also indicates that, by definition, an LSP should provide a single strategic point of contact for outside bodies. This means, in essence, that any strategic issue within an LSP area, whether defined locally, regionally or nationally, will be the concern of an accredited LSP. It will not be possible for the partnership to adopt a narrowly thematic or exclusive focus.

4. Options for developing a Local Strategic Partnership

Carlisle & Eden Strategic Partnership

- 4.1 This partnership would require a major revision of its membership, structure, work programme and timetable in order to develop as a full Local Strategic Partnership. However, this was identified in the partnership's terms of reference from the outset and is recognised by partners, and in particular Government Office and North West Development Agency who have worked closely with the partnership.
- 4.2 The partnership, with its focus on FMD, is making excellent progress and it is important that this work is not jeopardised by the wider LSP agenda.
- 4.3 There is a history of partnership working and co-operation across the two districts and this is developing all the time. Crime & Disorder, Recycling, M6 Economic Development, East Cumbria Countryside Project, and Tourism have all benefited from closer working across the two districts.
- 4.4 If the current focus and membership of the partnership is broadened to include the elements of a full LSP then an essential component will be the development and implementation of a joint community strategy. This would have major implications for the City Vision process in Carlisle and would necessitate progressing an overall vision for the two areas rather than a City based community planning process. It would not be possible to have two community plans covering the same area (Carlisle district) without unnecessary duplication and wasted resources.

Carlisle City Vision Partnership

- 4.5 Carlisle City Vision is the community planning mechanism for the Carlisle district. The Vision document, which has been endorsed by all partners, is the culmination of a successful year long consultation process with partners and the wider community. The Government Office for the North West and North West Development Agency have both endorsed the process and are key members of the Vision partnership.
- 4.6 The Carlisle City Vision partnership was established in accordance with the guidance on Local Strategic Partnership. Now the Vision is in place, its next task is to develop with other key partnerships, joint strategies which deliver the City Vision.
- 4.7 Indeed, the City Vision will provide the major focus for the Council's corporate plan for the forthcoming financial year and will concentrate on how this Council will address the priorities identified in the City Vision document.

² Accreditation Guidance for Local Strategic Partnerships, Neighbourhood Renewal Unit, October 2001

Cumbria Strategic Partnership

- 4.8 The Cumbria Strategic Partnership (CSP) is in the process of being developed and aims to provide a strengthened voice for Cumbria at a regional and national level.
- 4.9 The intention of the County Council is that the CSP will take over the role of the Cumbria Sub-Regional Assembly (CSRA) and that this latter body will be disbanded. This will however require the agreement of the CSRA. A strengthened Cumbria Local Government Association with a wider remit would provide the 'member forum' for councils at the sub-regional level.
- 4.10 A CSP development seminar in January 2001 aims to clarify the role and core business of the partnership. However, in such a diverse county, where other Local Strategic Partnerships are already developed at a district level, there will still be the need to develop an accredited Local Strategic Partnership which is closer to our communities and able to deliver on their priorities whilst retaining a strategic focus.
- 4.11 Clear Terms of Reference would help to avoid the implicit conflict of a countywide *strategic* partnership covering areas where Local Strategic Partnerships are already established.
- 4.12 A countywide forum promoting Cumbria's best interests would be a valuable tool and members are therefore asked to consider how they wish to be represented on the Cumbria Partnership.

Other grouping of Local Authorities

- 4.11 It would also be possible for the council to open discussions with other Local Authorities in North Cumbria to establish the possibility for a wider partnership. The current situation in Cumbria is understood to be that Copeland and Allerdale are progressing an LSP, Barrow and South Lakeland intend to have single authority LSP's and Barrow, Copeland and Allerdale are promoting a New Vision for West Cumbria.

RECOMMENDATION

Members are asked to consider the options available for developing a Local Strategic Partnership, as identified in section 4, and recommend to Council a way forward.

In addition members are recommended to consider:

- ♦ Members are therefore asked to consider how they wish to be represented on the Cumbria Partnership

Carlisle & Eden Valley Local Strategic Partnership

Interim Terms of Reference

1. Description of partnership

- 1.1 These Terms of Reference relate to the establishment of a joint local strategic partnership covering the Carlisle and Eden local authority areas. This area is defined as Carlisle and Eden Valley.
- 1.2 The initial driver for the establishment of this partnership has been the need to co-ordinate a joint Foot & Mouth regeneration plan for the area.
- 1.3 Other long-term key drivers include agreeing a joint approach to common issues such as crime & disorder, health & well-being and supporting communities
- 1.4 Although the membership and remit of the partnership will be focused on Foot & Mouth recovery and regeneration in the short term, the partnership has been established as a Local Strategic Partnership (LSP).
- 1.5 The partnership will be guided by the DETR definition of an LSP¹ which is that it should be a body that *'brings together at a local level different parts of the public, private, community and voluntary sectors so that different initiatives and services support each other and work together.'*
- 1.5 The membership of the partnership reflects this guidance and is attached as Annex A.
- 1.6 Membership will need to be reviewed in the long term to take into consideration the eventual broadening of the remit of the LSP detailed below.

2. Remit of partnership

- 2.1 The Carlisle & Eden Valley Local Strategic Partnership is a non-statutory, non-executive body. Its remit is:
 - 2.1.1 to agree a vision for the economic, environmental and social advancement of of Carlisle & Eden Valley areas
 - 2.1.2 to implement this vision via a Carlisle & Eden Valley Strategy
 - 2.1.3 to ensure that the partnership focuses on a delivery plan for those strategic issues where joint action is the most efficient and effective means of tackling the matter
 - 2.1.4 to bring together local plans, partnerships and initiatives and ensure that key bodies work effectively together to deliver them
 - 2.1.5 Ensure that the delivery and commissioning of services in the Carlisle & Eden Valley area corresponds with the agreed vision and objectives for this partnership.
 - 2.1.6 to seek the views and involvement of our communities in the development of an Carlisle & Eden Valley Strategy and ensure this 'voice' is heard at a sub-regional, regional and national level
 - 2.1.7 to lobby European, national, regional, and sub-regional partners and seek access to funding and assistance to effect the eventual Carlisle & Eden Valley Community Strategy.

¹ *Local Strategic Partnerships*, government guidance, DETR: London, March 2001

**EXCERPT FROM THE MINUTES OF THE
CORPORATE RESOURCES
OVERVIEW AND SCRUTINY COMMITTEE
HELD ON 24 JANUARY 2002**

**CROS.12/02 REFERENCE FROM THE EXECUTIVE – DEVELOPING A LOCAL
STRATEGIC PARTNERSHIP**

Further to Minute EX.112/01, the Town Clerk and Chief Executive submitted Report TC.242/01 on the options available for developing a Local Strategic Partnership.

The Town Clerk and Chief Executive commented on the need for a Local Strategic Partnership and the options for developing such a Partnership. He advised that a further report was being compiled which would give more detailed examination and analysis of the options of:

- (a) The Carlisle and Eden Strategic Partnership;
- (b) The Carlisle City Vision Partnership;
- (c) The Cumbria Strategic Partnership.

This report would come back to this Committee for consultation.

Members commented that the report should examine the advantages and disadvantages of the options outlined above, but should also analyse potential Local Strategic Partnerships with other groupings of Local Authorities, as different partnerships may be appropriate to tackle different strategic issues.

RESOLVED – That the Executive be advised that any further report on developing Local Strategic Partnerships should:

- (1) include the terms of reference of the current Carlisle and Eden Strategic Partnership;
- (2) widen the examination of options to include other partnerships with other Local Authorities, including Allerdale, Dumfries and Galloway and Northumbria.
- (3) An evaluation of the advantages and disadvantages of each of the options in report TC.242/01 and the ones proposed at (2) above.

Decision Ref No

EX.039/02

Subject Matter

DEVELOPING A LOCAL STRATEGIC PARTNERSHIP STRATEGY

To consider a report from the Town Clerk and Chief Executive (TC.41/02) detailing actions which would be required should the City Council wish to develop a joint local strategic partnership with Eden District Council.

The community planning processes of Carlisle (City Vision) and Eden (Eden Futures) continued to be developed separately. If there is agreement to pursue a joint community strategy with Eden then both existing community planning processes would need to be brought together without losing the momentum and commitment already developed. The report addressed how this could be achieved.

Councillor G Prest referred to two cross border conferences he had attended in the past 18 months and asked whether any co-operative working had resulted from these conferences. The Head of Economic Development indicated that the City Council and Dumfries and Galloway Council were currently looking at local issues in relation to Longtown and Gretna where joint initiatives may be possible. A further cross border conference was being planned for 2002.

Minute CROS.12/02 of the Corporate Resources Overview and Scrutiny Committee of 24 January 2002 was submitted. That Committee had requested that the further report to the Executive include the widening of the examination of options to include other partnerships with other Local Authorities, including Allerdale, Dumfries and Galloway and Northumbria with an evaluation of the advantages and disadvantages of these options, along with those detailed in the previous report to the Executive (TC.242/01).

With regard to the Overview and Scrutiny Committee Minute, Councillor L Fisher, portfolio holder for Strategy and Performance, reported that he had attended the Committee meeting but he was unsure of the clarity in the resolved item. He indicated that the City Council had worked with other Local Authorities in the past and would do so in future should any approach be made by other Local Authorities for joint working which would be beneficial to the City Council.

Decision

That the City Council be recommended to agree the following recommendations:-

1. The community planning processes of Carlisle and Eden continue to develop separately in the short term within the context that wherever added value can be gained from a joint approach both Authorities commit to working together (and with other partners).
2. That a small group of Members (to be nominated) be authorised to explore further areas of mutual co-operation which could be progressed under the joint local strategic partnership banner.
3. Officers from the two Authorities be authorised to work together to explore how both can work more co-operatively

through the identification of projects and initiatives that could be pursued jointly to benefit residents across both Districts.

4. The two Authorities look at areas where joint partnership working could deliver services more efficiently where this is beneficial to both Authorities.

5. That a statement of intent be published for the development of City Vision, Eden Futures and the Carlisle and Eden Local Strategic Partnership, together with a timetable for drawing together the three processes.

Key or Non-Key Decision	Key	Key Decision Ref	KD.35/02
Portfolio	Strategy and Performance		
Who made decision	Executive		
Date	18-Feb-02		
Reports and Background Papers considered	Report TC.41/02.		
Reasons for Decision	To consider a report containing recommendations for developing a Joint Local Strategic Partnership with Eden District Council prior to its submission to the City Council.		
Summary of Options rejected	None		
Interests declared	None		
Date published	20-Feb-02		
Urgent decision not subject to call in	No		
Consent of Chairman/ Deputy Chairman of Council to Urgency	Not applicable		
Deadline for call-in	1700 on 27 Feb 02		
Implementation date if not called-in	28 Feb 02		
Relevant Overview and Scrutiny Committee	Corporate Resources		
Call-in notified to and date notified			
Approved for implementation on			