

**CARLISLE
CITY COUNCIL**



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RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 29 March 2012

Title: ANNUAL REVIEW OF SIGNIFICANT PARTNERSHIPS 2011/12

Report of: Director of Resources

Report reference: RD96/11

Summary:

This report provides information relating to the Council's Significant Partnership arrangements, the categorisation of partnerships and the monitoring of the main aims and objectives over the first six months of 2011/12.

Recommendations:

Members are asked to consider the content of this report, the method of evaluation and further note the progress of the council's significant partnership arrangements.

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CITY OF CARLISLE

To: Resources Overview and Scrutiny Panel
29 March 2012

RD96/11

ANNUAL REVIEW OF PARTNERSHIPS

1. INTRODUCTION

This report is intended to provide Members with an overview of the 2011/12 partnership monitoring arrangements, the type and number of arrangements in place and an evaluation of the main aims and objectives. The report does not provide in-depth analysis of each partnership but rather focuses on the major or significant partnership arrangements and evaluates progress made during 2011/12.

2. BACKGROUND INFORMATION

2.1 Working in partnership has become central to the work of modern local authorities in achieving wider strategic objectives. The number and range of partnerships has grown in recent years in response to central Government requirements and as a result of local responses to particularly challenging issues.

2.2 Partnership working in the public sector has become commonplace as more and more agencies work together to tackle complex problems which cannot be resolved by one agency working in isolation. The Council recognises that effective partnership working enhances the Council's capacity to deliver services to the community more efficiently and effectively. It can also be an important tool in support of the Council's community leadership role.

2.3 Underpinning partnership working is the view that:

- Users are not really concerned with who provides services only that they can access services in their locality that meet their often multiple needs in a seamless way
- Certain client groups require services from a number of organisations in order to meet their needs
- Desired policy outcomes can only be achieved by co-ordinated actions from public bodies and others working together

2.4 Partnership Definition

2.4.1 Partnership means working with other public bodies, voluntary and community organisations and businesses on a range of issues. This offers the Council the opportunity of increasing the level of participation in decision-making and widens the opportunities for inclusion and local community governance.

2.4.2 The Council needs to ensure that partnerships have clear terms of reference and roles, clear goals with robust measures and all have exit strategies particularly those where an existing partnership exists.

2.4.3 Partnerships fall into a range of types and partnerships evolve over time. What might start out as parties coming together to agree joint outcomes and working arrangements then develops into a new stand-alone entity, legally separate from the parent partners. The Council has classified four types of partnership i.e.

- Significant Partnerships – these have defined goals to achieve, have funding attached, aims and objectives are shared, outcomes are delivered and benefits can be measured. Significant' partnerships have funding over £70,000. (In 2010/11 the Audit Committee agreed to include all Shared Service arrangements within the Significant Partnership category). Subsequently the two outsourced functions, Tullie House Trust and Carlisle Leisure have also been added to this category.
- Minor Partnerships - have defined goals to achieve, where funding is attached and aims and objectives are shared, outcomes are delivered and benefits can be measured. Minor partnerships have funding under £70,000.
- Member Partnerships - are classified as purely advisory where no funding is attached. They may be aimed at a strategic level and have been set up to govern smaller partnerships, which deliver actual outcomes.
- Participatory Partnerships - are not true partnerships but are included for clarity. These are where grant funding is provided by the Council, usually with other external bodies, to local associations, groups and initiatives (e.g. Community Centres).

2.4.4 There is a common misconception that arrangements where grant funding is provided by the Council, often alongside other external bodies, to local associations, groups and initiatives (e.g. Community Centres) are partnerships. Similarly, situations where the Council has effectively contracted out a service to an external provider, but this continues to support the achievement of the Council's aims and objectives (e.g. Carlisle Leisure Ltd) have been considered partnerships. Whilst these are entities which the Council has an interest in, and may include voting/nomination rights, they are not considered as true partnerships because the Council cannot demonstrate that its involvement is wholly intentional in order to directly meet specific corporate aims and objectives, or the arrangement is in fact of a contractual nature. For identification purposes these are locally referred to as participatory partnerships.

2.5 Partnership Monitoring and Annual Reviews

- 2.5.1 The responsibility for each partnership lies with the directorate concerned. Whilst the ultimate responsibility sits at Director level, the responsibility for setting up and managing a partnership and monitoring and reporting on performance is usually undertaken by a nominated operational lead officer. Financial Services and Legal Services provide advice and guidance on partnership matters.
- 2.5.2 A central Partnerships register incorporating details of all partnerships is maintained by Financial Services; the 2011/12 register currently contains 27 entries. The 8 significant partnerships are listed below in **Appendix A**.
- 2.5.3 As with any other activity a partnership needs to be reviewed periodically. The Council undertakes two partnership reviews per year; an annual report is issued in August which considers the performance of all partnerships and a six-monthly review on significant partnerships is issued to ensure the Council's involvement in individual partnerships is still relevant and that they are delivering the required outputs, and that outcomes and successes can be clearly demonstrated and are geared to meeting the Council's aims and objectives.
- 2.5.4 The Council currently has 8 significant partnerships including 3 shared service arrangements and 2 other contracted services; the annual review procedure requires the lead officer of each partnership to provide information on key monitoring questions, which relate to performance monitoring and risk assessment. The review aims to ensure the partnership is delivering its aims, continues to meet Council priorities, and considers risk, financial performance and funding. If an external review has been undertaken the review records if this is available for scrutiny by the Council. It also ensures an exit strategy exists. These reviews have been completed for the first six month period of 2011/12 and a summary of the outcomes of each is attached for information at **Appendix B**.
- 2.5.5 Information provided in Appendix B identifies progress against the following elements:
- The type of agreement in place
 - The main functions of the partnership
 - Purpose and Outcomes for users and citizens
 - Funding and the Council's contribution
 - Promoting Values and Customer Satisfaction
 - Financial Control, Performance and Accountability.

2.5.6 The overall conclusion to be drawn from the information provided is that each partnership has different roles and priorities but each has a system of monitoring in place which allows for the early notification of issues which may become problematical and will enable actions to be taken to address these issues before they develop further.

2.5.7 A summary of significant partnership responses are attached and identify that each has a responsible officer who has provided information to enable an opinion to be formed on the progress of that partnership. The content provided illustrates varying degrees of detail but identifies that each has a formal system of control, is providing benefits towards the council's objectives, supports the wider community and provides direct or indirect benefits. Further details can be found at **Appendix C**.

3. PERFORMANCE

3.1 In general terms the performance of each partnership is measured by the attainment of objectives and targets however, in a number of these arrangements the base targets and output requirements have yet to be determined or the partnership is too young to have sufficient evidence with which to accurately monitor performance.

3.2 In these instances each Partnership Manager was asked:

- to confirm if the partners clearly understood and identified their roles and responsibilities and,
- if the partnerships work impacts positively on the services it provides to its customers.

3.3 The Table attached in **Appendix D** provides each Partnership Managers response.

4. CONSULTATION

4.1 Consultation to Date.

Directorates and lead Partnership officers have provided evidence and information to substantiate the evaluation and findings of this report; copies of each response are available if requested. In addition internal audit have recently completed a report on the council's partnership procedures which will be issued to the Audit Committee on 16th April 2012.

4.2 Consultation proposed.

This report is provided for information purposes.

5. RECOMMENDATIONS

- 5.1 Members are asked to consider the content of this report, the method of evaluation and further note the progress of the council's significant partnership arrangements.

6. REASONS FOR RECOMMENDATIONS

A partnership policy was agreed by council which specifically states the need to draw up a business case and identify risks before entering into a partnership and to complete an annual review to monitor it on an ongoing basis

7. IMPLICATIONS

- Staffing/Resources – Not applicable.
- Financial – Included in the report.
- Legal – Included in report.
- Corporate – Included in report.
- Risk Management – Risk management arrangements are a central question in the evaluation procedure.
- Equality Issues – Included in report.
- Environmental – Included in report.
- Crime and Disorder – Included in report.
- Impact on Customers – Included in report.
- Equality and Diversity – Included in report

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	Yes	Positive
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	Yes	Positive
Sexual Orientation	Yes	Positive
Religion or belief	Yes	Positive
Human Rights	Yes	Positive
Health inequalities	Yes	Positive
Rurality	Yes	Positive

If you consider there is either no impact or no negative impact, please give reasons:

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.....
.....

If an equality Impact is necessary, please contact the P&P team.

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APPENDIX A

Number and Type of Significant Partnerships in 2011/12

Type	Name	Main functions/objectives
Significant	Carlisle & Eden Crime Reduction Partnership	To Fulfil the requirements as set out in the crime and Disorder Act 1998 and police and Justice Act 2006. To produce an annual strategic assessment and Partnership plan that directs the partnership in reducing crime, disorder and substance misuse throughout Carlisle and Eden.
	Carlisle Partnership	The principal objective of the Carlisle Partnership is to develop and deliver the Community Strategy for Carlisle. Inline with government guidance, the Partnership brings together a range of key stakeholders to discharge this statutory duty on behalf of the city council. An extensive description of the objectives of the Partnership is detailed in the constitution.
	Cumbria Strategic Waste Partnership	To promote more focused and coordinated cross council working with regard to waste minimisation and recycling and to realise significant savings by working together. To also give the Council tax payers of Cumbria the best value for money.
Shared Service	ICT Connect - Allerdale and Carlisle City Councils	The provision of hardware infrastructure, software development and implementation and technical support services
	Revenues & Benefits – Allerdale District, Copeland Borough & Carlisle City Councils.	Provision of Revenues and Benefits services on behalf of the 3 Council's within the Partnership
	Internal Audit	To fulfil regulation 6 of the Accounts & Audit Regulations 2011 – to undertake an adequate and effective internal audit function. To discharge the functions relating to audit services as set out in schedule 4 of the agreement. As a result of the transformation process at Carlisle, the main objective was to increase management capacity within the team

		given the revised management structure (HOS leaving and funding for the principal auditor reduced) as opposed to the achievement of financial savings (savings of £2,500 increasing to £5,000 per annum).
Other Contract Services	Tullie House Trust	Leading cultural, arts & heritage centre for Carlisle and Cumbria. For the Trust to become a sustainable independent organisation.
	Carlisle Leisure	Managing agent for City Council sports & leisure facilities – The Sands Centre, Carlisle Pools, Stony Holme Golf, Swifts Golf, St James Park, Sheepmount athletics & football, Bitts Park tennis.

	What type of Agreement is in place?	Is the function of the Partnership Statutory?	Who is the Accountable Body?	How is the Partnership Funded?	What is the current financial position after the first 6 months of 2011/12?	What evidence is available to confirm Value for money?
Carlisle and Eden Crime and Disorder Reduction Partnership	The CDRP is bound by a constitution agreed by all partners at its AGM.	YES	Eden District Council Cumbria County Council	Contributions from partners with £30,000 of the total £76,985 being provided by Carlisle City Council	2011/12 Partnership Budget including £61,276 carry forward = £138,261 Costs at Period 6 - £86,249 Budget Variance - £(52,012) Projected end of year costs = £ 138,261	Ongoing crime reduction through evaluated projects.
Carlisle Partnership	The Carlisle Partnership is the Local Strategic Partnership for Carlisle. It is bound by a constitution agreed by all partners at its AGM.	NO	Carlisle City Council	Annual Contribution from Carlisle City Council of £44,700	2011/12 Partnership budget including £7,700 carry forward = £52,400 Costs at Period 6 = £23,600 Budget Variance = £(28,800) Projected end of Year costs = £44,700	Value for money profiles exist for partner organisations to assess value for money of services. These form the basis of value for money assessment of the Partnership; no separate or specific profiles exist for the Partnership, although the Executive are asked to continually challenge all partners to ensure that activities are being delivered in the most efficient way.

<p>Cumbria Strategic Waste Partnership</p>	<p>Memorandum of Understanding signed by members in 2006</p>	<p>No</p>	<p>Cumbria County Council</p>	<p>No Direct Funding. Officer and portfolio holder time only.</p>	<p>N/A</p>	<p>Reduction in waste to Landfill, increased recycling</p>
<p>ICT Connect</p>	<p>Legal contract supplemented by a separate staff transfer agreement</p>	<p>No</p>	<p>Allerdale Borough Council</p>	<p>Carlisle City Councils budget = £1,631,910 Allerdale Councils budget = £1,344,190</p>	<p>Total 2011/12 Budget = £2,976,100 Costs to date at P6 = £1,428,528 Budget Variance = £(1,547,572) Projected end of year costs = £2,935,000</p>	<p>The two partner representatives are responsible for informing their organisations of the activities and achievements of ictCONNECT. In addition, the Shared ICT Services Manager will brief directly the SMT of both Councils.</p>
<p>Revenues & Benefits</p>	<p>Administrative, Service Level and Staff Transfer Agreements</p>	<p>Yes</p>	<p>Carlisle City Council</p>	<p>DWP Benefit Administration Subsidy/ Recession Funding 2011/12 = £2,080,473</p>	<p>Carlisle 2011/12 Budget = £1,265,600 Costs at Period 6 = £557,115 Budget Variance = £(708,485) Projected end of year costs = £1,177,229</p>	<p>Benchmarking comparison with Cipfa nearest neighbour groups</p>

				<p>Direct contributions from Partner Council's = £3,421,300</p> <p>35% Allerdale</p> <p>28% Copeland</p> <p>37% Carlisle</p>		
Audit	Legal contract supplemented by a separate staff transfer agreement	Yes	Cumbria County Council	<p>Contributions from partners:</p> <p>CCC £641,470</p> <p>Carlisle £107,000</p> <p>Copeland £126,479</p>	<p>Carlisle Budget plus carry forward of £10,500 = £117,500</p> <p>Costs at Period 6 = £ 79,115</p> <p>Budget Variance = £(38,385)</p> <p>Projected end of year costs = £115,365</p>	Completion of all outcomes on time and within budget in terms of time allocated and actual time taken
Tullie House	Legal contract supplemented by a separate staff transfer agreement	No	Trust has its own Financial arrangements.	<p>City Council contribution is £1,414,000 per annum</p> <p>Admissions & commercial activities</p>	<p>Commenced in May 2011.</p> <p>The Trust has advised that they will break even in 2011/12</p>	3 year business plan was agreed by Full Council on 10/01/2012.

				£192,000 Grants & Donations = £66,000		
Carlisle Leisure	Legal contract supplemented by a separate staff transfer agreement	No	CLL is a Limited Company	City Council Contribution = £765,000 per annum. Self Generated £1,750,000	Information not provided as CLL consider this to be commercially sensitive	City Council (CCC) meet Chief Exec & Area Manager of CLL quarterly to discuss performance. Performance Report is discussed at CLL Board. Targets agreed at quarterly meeting.

	Is the Partnership delivering Council Priorities?	Are Targets aimed at Improving Performance?	How is the partnership held accountable for performance and to whom does it report?	How is Customer Satisfaction Measured?
Carlisle and Eden Crime and Disorder Reduction Partnership	<p>The work of the CDRP is directly linked to the corporate plans of both Carlisle and Eden Council's.</p> <p>It is reducing crime and having a positive effect on the economy. It is also reducing anti-social behaviour and enviro-crime improving the local environment.</p>	<p>The only targets the Partnership works towards is reducing crime, disorder and substance misuse, therefore they are aimed at improving performance in this area.</p>	<p>The partnership reports to both Carlisle and Eden scrutiny panels and also to the joint scrutiny panel.</p> <p>In addition the partnership also reports performance exceptions to the County wide thematic partnership.</p>	<p>Through Crime figures monthly and 6 weekly, however the partnership uses results from public consultation surveys in the Strategic Assessment.</p>
Carlisle Partnership	<p>The Community Plan is directly linked to the Council's Corporate Plan and has specific elements aimed at supporting economic growth and improving the environment for local residents.</p>	<p>Yes – agreed by the Executive and the Full Partnership Forum, expressed in the Community Strategy, monitored by Partnership Executive and reviewed annually at the AGM.</p>	<p>The partnership is a collective coalition of agencies across the district, it holds itself to account for its performance</p>	<p>The Partnership is wholly funded through Carlisle City Council. Its finances are monitored in line with Council practices.</p>
Cumbria Strategic Waste Partnership	<p>The partnership has provided significant revenue and capital funding to the Council for waste minimisation initiatives. The aims of the partnership accord with the Councils aims.</p>	<p>Yes – All partners set and agree targets</p>	<p>The partnership meets regularly and minutes are circulated to the Council executive.</p>	<p>All Cumbrian Councils are members and provide regular feedback</p>

<p>ICT Connect</p>	<p>Continued attainment of budgetary savings and agreed service developments</p>	<p>The service is currently implementing the SOCITM Key Performance Indicators which will be in place by April 2012. The KPI's have been agreed by the Strategic and Operational Board.</p>	<p>Both the Strategic and Operational Boards receive regular reports on the performance of the service.</p>	<p>Customer Satisfaction Surveys</p>
<p>Revenues & Benefits</p>	<p>Statutory service delivery meets service performance targets</p>	<p>Performance is considered by the Joint Operational Board who are responsible for agreeing and setting targets.</p>	<p>Service Performance is reported to the Joint Operational Board and Strategic Board of the Partnership. In turn the performance measures are reported to the relevant committees at each Partner through the respective Corporate reporting mechanisms. As required attendance by the Partnership Manager is available to all Partner's at Management or Committee meetings to account for performance.</p>	<p>Through updates and reports provided to the Joint Operational Board and strategic Board as required.</p>
<p>Audit</p>	<p>Core work of the Council in fulfilling its statutory requirements.</p>	<p>Targets are yet to be developed by the Strategic Board.</p> <p>When provided these will be monitored by the Operational Board.</p>	<p>The shared service operational board oversees performance and provides client feedback.</p>	<p>Quarterly monitoring of the annual Audit Plan is contained within the progress reports received by senior management and the Audit Committee. These measure progress against the Carlisle</p>

				audit plan.
Tullie House	The Council has board membership	Some targets were included in the Business Plan. They were suggested at the Tullie House Trust Board and agreed by the City Council. A full performance framework is being developed in conjunction with Council Policy & Communications Team and Tullie House management.	THT must obtain City Council’s approval prior to incurring any costs relating to the Museum which has not already been included in the Business Plan. Quarterly financial reports will be included in the performance meetings.	Customer feedback cards available in Tullie House reception area. Annual survey will be conducted in conjunction with City Council
Carlisle Leisure	The Council has board membership	Under performance is discussed at quarterly meeting but usually CLL are aware and have things in place to resolve. CE Director & CLL Chief Exec discuss regularly.	See above – quarterly performance meeting. Community Engagement Director, Policy & Performance Officer, Communities, Housing & Health Manager, CLL Chief Exec, CLL Area Manager (North) attend	Customer feedback cards, mystery shopper visits, annual sports facility survey, Quest assessment

Partnership	Have the Partners within the Partnership clearly Identified and understood their roles and responsibilities?	Strongly Agree	Agree	Disagree	Strongly Disagree
Carlisle and Eden CDRP		YES			
Carlisle Partnership			YES		
Cumbria Strategic Waste Partnership			YES		
ICT Connect			YES		
Revenues & Benefits Service		YES			
Audit		YES			
Tullie House Trust		YES			
Carlisle Leisure Limited		YES			

Partnership	Does the Partnerships work impact positively on the service it provides to its customers?	Strongly Agree	Agree	Disagree	Strongly Disagree
Carlisle and Eden CDRP		YES			
Carlisle Partnership			YES		
Cumbria Strategic Waste Partnership		YES			
ICT Connect		YES			
Revenues & Benefits Service		YES			
Audit		YES			
Tullie House Trust		YES			
Carlisle Leisure Limited		YES			