

RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 13 October 2011

Title: ANNUAL REVIEW OF SIGNIFICANT PARTNERSHIPS 2010/11

Report of: Assistant Director (Resources)

Report reference: RD52/11

Summary:

This report provides information relating to the Council's Partnership arrangements, the categorisation of partnerships and the monitoring of the main aims and objectives.

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.

Members are requested to consider the frequency of reporting partnership information to R.O.S.P.

Contact Officer: Malcolm Mark

Ext: 7353

To: Resources Overview and Scrutiny Panel
13 October 2011

RD52/11

ANNUAL REVIEW OF PARTNERSHIPS

1. INTRODUCTION

This report is intended to provide Councillors with an overview of the 2010/11 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 during 2010/11.

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).
- 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). Or where the Council has effectively contracted out a service to an external provider (e.g. CLL, Riverside), but which continue to support the achievement of the Council's aims and objectives.

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 Assistant 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 2010/11 register contains 24 entries, which have been categorised in Appendix A.
- 2.5.3 As with any other activity a partnership need to be reviewed periodically. The Council undertakes two partnership reviews per year and issues an annual report on its significant partnerships 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; 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 all been completed for 2010/11 and are attached for information at Appendix B.
- 2.5.5 Information provided in Appendix B identifies progress against the key elements of:
- The type of agreement in place
 - The main functions of the partnership
 - Purpose and Outcomes for users and citizens
 - Good Governance – functions and roles
 - Promoting Values
 - Managing Risk
 - Capacity and Capability
 - Financial control and Accountability.
- 2.5.6 The overall conclusion to be drawn from this information 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 The council's 8 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.

3. CONSULTATION

3.1 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 published a report on the council's partnership procedures see report RD06/11 submitted to the Audit Committee on 6th April 2011.

3.2 Consultation proposed.

This report is provided for information purposes.

4. RECOMMENDATIONS

4.1 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.

4.2 Members are requested to consider the frequency of reporting partnership information to R.O.S.P.

5. 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

6. 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?
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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
Social exclusion	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.

P MASON
Assistant Director (Resources)

Contact; Malcolm Mark

Tel: 7353

APPENDIX A

Number and Type of Partnership in 2010/11

Type	Name	Objectives and Aims
Significant	Carlisle & Eden Crime Reduction Partnership	Reducing Crime, Disorder, Substance misuse and ASB) including environmental ASB) in Carlisle & Eden

	Carlisle Partnership	To develop & deliver the Community Strategy in line with Government guidance (statute - LG Act 2000). The Partnership brings together a range of key stakeholders to discharge this statutory duty on behalf of the City Council.
	Cumbria Strategic Waste Partnership	To sustainably manage Cumbria's waste. Linked to Environment corporate priority The partnership has provided significant revenue and capital funding to the Council for waste minimisation initiatives. The aims of the partnership accord with the Council's aims.
	Tourism Partnership	Support the growth and development of tourism in the areas of urban and rural Carlisle. Increase Investment in tourism accommodation and attractions, Increase in Conference facilities, Events.
	Extra Care Housing Partnership	Improve local housing, health & well being. Linked to Corporate Objectives
Shared Service	ICT Connect - Allerdale and Carlisle City Councils	Delivering ICT Service to Carlisle and Allerdale Councils and saving 2.3 million over 6 years
	Revenues & Benefits - Allerdale, Copeland & Carlisle City Councils	Delivery of Rev's and Bens services Allerdale, Copeland and Carlisle CC
	Internal Audit	Fulfil Reg 6 of Accounts and Audit regulations 2011. Result of transformation, increase management capacity
Minor	Making Space for Water	A cross Government programme charged with developing the strategy for flood and coastal erosion risk management in England. To manage the risks from flooding and coastal erosion by employing an integrated portfolio of approaches which reflect both national and local priorities. To reduce the threat to people and their properties. To deliver the greatest environmental, social and economic benefit, consistent with the Government's sustainable development principles.

Member	Development of Sub Regional choice based lettings	To deliver on a sub regional basis a choice based lettings scheme for accessing social rented housing by clients seeking housing in Cumbria. The partnership has been awarded Government funding to do this.
	Chances Park	Renovation of Chances Park. Linked to Cleaner Greener Safer corporate priority.
	Play Partnership	Working in partnership and reflecting the diversity of communities, both urban and rural, the partnership aims to ensure that all children and young people have access to quality play opportunities, activities and environments.
	Carlisle Equality & Diversity Partnership	Prevention of discrimination
	Hadrian's Wall Tourism Partnership	Partnership subsumed into Carlisle Tourism Partnership - Hadrian's Wall Heritage Ltd continue to exists in own right
	Carlisle Environmental Action Group	To help access external funding support for Community based environmental projects in Carlisle
	Carlisle & Eden Joint Waste Management Group	To maximise waste minimisation opportunities through joint working
	Settle-Carlisle Railway Development Co. Ltd	Promotion of Tourist Facility
	North Pennines Area of outstanding Natural Beauty	Promotion of Tourism
	Solway Firth Partnership Board	Promotion and Welfare of the Local Environment
Participatory	Community Centres	To provide support to the Community.
	Carlisle Leisure Limited	To run certain Leisure Facilities over a 15 Yr contract
	Riverside Housing Association	Provision of affordable rented accommodation
	Carlisle Law Centre	Providing free legal advice to the community

	Citizens Advice Bureau	Provide advice and assistance with legal problems, debt and consumer issues, benefits, housing, legal matters, employment and immigration.
	Carlisle & Eden Handyperson Service	Provision of a property repair and maintenance service for elderly and vulnerable householders resident in Eden and Carlisle districts
	Epic – Effective Procurement in Cumbria	A collaboration of Cumbrian District Councils, County Council, Cumbria Police and the NHS to provide value for money in procurement.

	What type of Agreement is in place?	Have the Main functions of the partnership changed from what was originally intended?	Accountable Body?	Evidence of Value for money?	Membership	Is Partnership delivering Council Priorities
Carlisle and Eden Crime and Disorder Reduction Partnership	The CDRP is bound by a constitution agreed by all partners at its AGM.	No	Eden District Council Cumbria County Council	Ongoing crime reduction through evaluated projects.	A list of members can be found at: http://www.eden.gov.uk/your-community/crime-and-disorder/crime-and-disorder-reduction-partnership/ Good governance is set out in the constitution. This was refreshed for 2010.	The work of the CDRP is directly linked to the corporate plans of both Carlisle and Eden Council's. 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.
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. The main duty of the LSP remains to draw up and implement a Sustainable Community Strategy on behalf of Carlisle City Council.	Carlisle City Council	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	The membership of the Partnership is extensive, reflecting the public, private and third sectors. A full list of partners can be found here: http://www.carlisle.gov.uk/council_and_democracy/partnerships/carlisle_partnership/who_are_we/partners.aspx	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.

Appendix B

				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.	Membership is reviewed and refreshed annually at the Partnership's AGM.	
Extra Care Housing	An agreement between Carlisle City Council, Cumbria County Council and Eden Housing Association (dated/signed December 8 th 2008) to help meet the identified need for extra care housing units in Carlisle as an alternative to traditional residential care at Low Meadow.	No	Carlisle City Council	All parties in the partnership agreed (except as otherwise stated) that each party shall pay its own costs and expenses in relation to the negotiation, preparation, execution and implementation of the agreement.	Carlisle City Council, Cumbria County Council and Eden Housing Association. There is no annual review of leadership arrangements	Corporate Plan 2010 – 12 Places: “Working with our partners to ensure a mix of quality housing is provided to support communities with clear housing choices.”

Appendix B

Carlisle Tourism	Non legally binding collaboration agreement	No	Carlisle City Council	Continued commitment and support of industry to jointly funded events and visitor numbers and turn out figures	Carlisle City Council, Cumbria Tourism, Hadrians Wall Heritage Ltd. Each is referred to as a founding member or collectively as the Founding Members	Central to economic priority in terms of both supporting existing tourism economy and promoting growth
Cumbria Strategic Waste Partnership	Memorandum of Understanding signed by members in 2006	No	Cumbria County Council	Reduction in waste to Landfill, increased recycling	All Cumbria District Councils and Cumbria County Council	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.
ICT Connect	Legal contract supplemented by a separate staff transfer agreement	No	Allerdale Borough Council	Customer Satisfaction Survey	Allerdale Borough Council and Carlisle City Council. Service head Board and strategic board hold regular meetings	Continued attainment of budgetary savings and agreed service developments
Revenues & Benefits	Administrative, Service Level and Staff Transfer Agreements	No	Carlisle City Council	Benchmarking comparison with Cipfa nearest neighbour groups	Carlisle City Council, Copeland Borough Council and Allerdale Borough Council	Statutory service delivery meets service performance targets
Audit	Legal contract supplemented by a separate staff transfer agreement	No	Cumbria County Council	Completion of all outcomes on time and within budget in terms of time allocated and actual time taken	Carlisle City Council, Copeland Borough Council and Cumbria County Council. Representation of the strategic and operational boards are set out in the agreement and have been agreed by all partners.	Core work of the Council in fulfilling its statutory requirements.

