



# REPORT TO EXECUTIVE

## PORTFOLIO AREA: PROMOTING CARLISLE

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Date of Meeting: 23 November 2009

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Public

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Key Decision: No

Recorded in Forward Plan:

No

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Inside Policy Framework

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**Title:** LEADING CUMBRIA TOGETHER IN PARTNERSHIP

**Report of:** Chief Executive

**Report reference:** CE 24 09

### Summary:

The Cumbria Strategic Partnership (CSP) Executive has endorsed proposals which include changes to the way the countywide partnerships operate. The proposals will result in an easier to understand and more effective way of getting things done at a sub-regional level. The existing framework around the Cumbrian Local Authorities Strategic Board (CLASB) and the CSP Executive will be replaced by a new CSP Forum and Cumbria Leadership Forum (CLF). These will be supported by a refreshed Cumbria Chief Executives' Group and a Cumbria Thematic Partnership and Local Strategic Partnership (LSP) Joint Chairs Group. The functions and membership of these new Groups are explained below.

### Recommendations:

It is recommended that the Executive support the proposed new arrangements for the CSP the supporting groups, and in particular the establishment of the Cumbria Leadership Forum..

**Contact Officer:** Jason Gooding

**Ext:** 7009

**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

## 1. BACKGROUND INFORMATION AND OPTIONS

Work undertaken by a sub-group of the CSP partners (with the City Council's Chief Executive representing Cumbrian district councils) has identified that partners want to ensure that the interests of Cumbria are "driven forward in a more focussed way". This can happen by bringing together democratically elected leaders in a Leadership Forum, and widening involvement of partners in a CSP Forum. The report of this sub-group was considered by the CSP Executive on 5 November 2009 and is attached at Appendix 1.

The CSP Executive and the Cumbrian Local Authorities' Strategic Board (CLASB) will be dissolved and the following groups established.

**The CSP Forum** will comprise all partner organisations within the current CSP. Its role will include

- contributing to the development of vision and priorities for Cumbria
- engaging a wide range of organisations (across all sectors) and people in shaping direction
- providing a forum for debate and act as a 'think tank' around issues of interest to Cumbria.

**The Cumbria Leadership Forum (CLF)** will include the leaders of the seven Cumbrian local authorities as well as the Chair of NHS Cumbria, the Chair of the Lake District National Park Authority, the Chair of Cumbria Police Authority and the Chair of the Cumbrian Association of Local Councils (CALC). Although this forum would make decisions about outcomes and priorities for the County as a whole (for example as reflected in the Local Area Agreement), the sovereignty of individual organisations and their decision making processes would be respected. The role will include

- providing leadership to promote the interests of Cumbria, securing effective engagement in 4NW, the Regional Leaders' Board
- endorsing a single Community Strategy for Cumbria and other key strategies and plans such as the Local Area Agreement
- driving cultural change across Cumbria to improve partnership working
- ensuring that opportunities for shared services, collaboration and sharing of practice are given sufficient focus and drive.

**The Cumbria Chief Executives' Group** will have a membership of the seven local authority chief executives along with the chief executives of NHS Cumbria, the Lake District National Park, the Cumbria Probation Service, CALC and the Chief Constable of Cumbria Constabulary. The role of this group will include:

- advising and supporting the CLF to ensure that Cumbria is well place to respond to future national and regional developments
- developing the Cumbria Community Strategy and the LAA
- leading improvement activity
- acting as the Cumbria Improvement and Efficiency Partnership (CIEP) Board
- aligning strategy to ensure delivery of shared outcomes.

**The Cumbria Thematic Partnerships and LSP Joint Chairs Group** will comprise the Chief Executive of the County Council, the five chairs of the CSP Thematic Partnerships and the LSP Chairs. This group will:

- receive quarterly reports on achievement of Community Strategy outcomes
- co-ordinate the delivery of Community Strategy outcomes ensuring effective collaboration on cross-cutting targets
- report to the CLF on performance
- liaise with the Audit Commission to help develop the Area Assessment

## **2. CONSULTATION**

The proposals have been considered by CSP partners as detailed in the attached report.

## **3. RECOMMENDATIONS**

It is recommended that the Executive support the proposed new arrangements for the CSP the supporting groups, and in particular the establishment of the Cumbria Leadership Forum..

## **4. REASONS FOR RECOMMENDATIONS**

To signal support for the new proposals and ensure the City Council's continuing engagement with sub-regional initiatives.

## **5. IMPLICATIONS**

- Staffing/Resources – the members of staff currently engaged in the work of the CSP and CLASB will be able to readily adapt to the new structures with no significant impact.
- Financial – There are no financial implications.

- Legal – The sovereignty and decision-making processes of the City Council are unaffected by these proposals.
- Corporate – The Chief Executive will be directly involved in these new arrangements and will be the principal corporate link between the sub-region and the City Council.
- Risk Management – no risks to the Council's business have been identified in relation to these proposals.
- Equality and Disability – no direct impact.
- Environmental – no direct impact.
- Crime and Disorder – no direct impact.
- Impact on Customers –the overall purpose of these proposals is to better link up public service delivery with the needs of customers across the County.



**CUMBRIA STRATEGIC PARTNERSHIP**  
THE PARTNERSHIP VOICE FOR CUMBRIA

## **Leading Cumbria Together in Partnership**

### **1 Executive Summary**

- 1.1 This paper includes the proposals of the working group of the CSP Executive Board established to review partnership development in Cumbria. The paper has been revised to take account of views expressed at the CSP Exec Board meeting on 20<sup>th</sup> October 09.
- 1, 2 The timeframe to support implementation is included as appendix A.

### **2 Background**

- 2.1 At the CSP Executive Board meeting on 6th July, it was recognised that Cumbria was at a crucial point in partnership development and needed to build on the positive improvements that have taken place in recent months. Jill Stannard, Acting CE of Cumbria County Council proposed that a small group of partners come together to review this situation and make proposals for further development.
- 2.2 Time has moved on since our “networks were disturbed” by the Leadership Centre for Local Government during the Calling Cumbria experience. Then in the winter, Counting Cumbria provided us with a further tool, posing questions about the relative levels and priorities of national and local public service spending, about how and where this is controlled and offering opportunities for more in depth investigations.
- 2.3 Whilst Calling and Counting Cumbria were not about efficiency or partnership structures there were some expectations that they would provide solutions to both of these challenges, which at times got in the way of what should be the main focus – outcomes. Since then, there is evidence of much improved partnership working and many new relationships. We now have a responsibility to make best use of our collective willingness to do things differently, reflect on the lessons learned over the last year, and strive to collectively make a difference to people’s lives.
- 2.4 The focus from national government is clear too in its expectations for transformed local governance. There is an absolute requirement to identify, and then resolutely focus on delivery of clear priorities for Cumbria, influencing

and shaping the county's prosperity, delivering improved outcomes for people and places.

- 2.5 The working group has taken on board the contributions to this thinking from partners through a series of meetings with the CSP support team, and the ideas and thoughts aired by CSP partners who attended the CSP Thematic Partnership Review event on 22nd September 2009.
- 2.6 The draft proposals have been discussed on a one to one basis with members of the CSP Executive Board and also at the CSP Executive Board meeting on 20<sup>th</sup> October 09. Some alterations to the paper and the model have been made as a result of these conversations.

### 3.0 Why do we want to change Existing Structures?

- 3.1 We want to ensure that the interests of Cumbria are driven forward in a more focused way. This means harnessing the financial strength and decision-making power of the democratically elected leaders.
- 3.2 A recurrent theme from partners has also been that the membership of the CSP Executive Board should be reviewed. Whilst a multi-tier approach to governance is a reality for the foreseeable future, our duty to ensure the effective delivery of public services and to enhance the social, economic and environmental well being requires us to ensure that our focus is on getting the right relationships in place to deliver outcomes for people in Cumbria as effectively as possible.
- 3.3 Among the key ideas from CSP partners which emerged at the 22 September CSP Thematic Partnership Review were:
  - A desire for change across the partnership.
  - Change presenting an opportunity to add value, improve engagement and ownership (including more political commitment and involvement) and thus develop and deliver fresh priorities.
  - Support for clarity between strategic planning roles and delivery roles. One delegate described this as "separating deciding what is delivered from delivering what is decided".
  - Greater engagement with and involvement of the 3<sup>rd</sup> Sector in the CSP's Thematic Partnerships.

## 4 The Cumbria Leadership Framework

- 4.1 The working group's proposal is to bring all partners expertise and energy together into a single countywide framework, through a revitalised full CSP, as the **Cumbria Strategic Partnership Forum**, with combined leadership provided by a new **Cumbria Leadership Forum (CLF)**. This would build on, and effectively replace, the leadership currently provided by CLASB and the CSP Executive Board.

- 4.2 It has been agreed that the full adoption of this model would be supported by both CLASB and the current CSP Exec Board being dissolved.
- 4.3 The CLF would be supported by a refreshed **Cumbria Chief Executives Group** broadened out beyond LA CEs, with thematic leadership being provided by the Thematic Partnerships of the CSP; supported by the Chairs of the LSPs in a **Cumbria Thematic Partnership and LSP Joint Chairs Group**. Strengthened and coordinated locality leadership could be agreed through improved collaboration between the District Council, County Council Local Committee and the LSPs within each locality.
- 4.4 Performance management of the Community Strategy outcomes would be carried out thematically through the Thematic Partnerships of the CSP and collectively by the **Cumbria Thematic Partnership and LSP Joint Chairs Group** meeting regularly together. This will enable the thematic groups to ensure they deliver the priorities agreed in each locality, with a focus on specific geographies when appropriate.
- 4.5 This whole system approach would ensure focused leadership to the full partnership, enhancing Cumbria's ability to speak with a single voice at regional and national levels, and would be dependant on drawing all partners together to ensure greater alignment to our shared agenda.
- 4.6 Of particular importance are the expertise, capacity and influence of all private and third sector partners and clear mechanisms to ensure effective engagement with senior representatives of these sectors will need to be evolved. Their role in both influencing strategic planning as well as a crucial role in delivery should not be underestimated and both the Leadership Forum and the Chief Executive Group should ensure that contributions from both sectors are welcomed and valued. It was proposed that the private and voluntarily sector representatives should speak with their constituent bodies and consider how best they can be engaged as models develop and provide any proposals to the Chief Executives Group.
- 4.7 The full CSP meetings, and in particular the bi-annual business/conference meetings, will provide an opportunity for all partners to come together to inform decision making, bringing information, innovative ideas and evidence of best practice from a broad range of organisations together. More information is provided in the CSP Exec Board paper provided as Appendix B.
- 4.8 Clearly, it will be important to ensure that all partners understand and support the improvement that these proposed changes would achieve. The Thematic Partnership review provided a further opportunity for partner organisations to evaluate how they are connected to this whole system. Implementation of the findings of the Review will result in a smaller number of more effective Thematic Partnerships with improved mechanisms to ensure broad engagement, effective performance management supported by revised Terms of Reference. The Thematic Partnership Review Report is included as Appendix C.

- 4.9 The implementation of the model proposed above will require revision of the countywide Governance Framework and the CSP Constitution.

## **5. Conclusion**

- 5.1 This paper includes a timetable to facilitate consideration and possible adoption of these proposals. It includes proposed Membership and Roles for the Cumbria Strategic Partnership Forum, Cumbria Leadership Forum, the enhanced Cumbria Chief Executive Group, and the Cumbria Thematic Partnerships and LSP Joint Chairs Group together with a two dimensional plan, included as Appendix D, showing how the proposed groups would operate together.
- 5.2 The CSP Executive Board welcomed the move to achieve stronger collaborative leadership for the county and in principle supported the proposals in this paper with the request that further consideration be given to the roles of the private and third sector.
- 5.3 Effective communication flows between all parts of the model and careful consideration to the timings of meetings will help to ensure full participation, engagement and influence by all partners in everything from agreeing priorities to delivery of outcomes.
- 5.4 Further development of this model, including a review of the existing Governance Framework (which supports the delivery of our Community Strategy outcomes) and a review of the constitution of the CSP will now begin with the circulation of this paper to all partners and a presentation to and adoption by the full partnership at the meeting on 5<sup>th</sup> November 09.
- 5.5 The successful implementation of the framework will be complemented by integration of the findings from the TP review – especially the refreshed Terms of Reference for a Thematic Partnership

**Name:** Jill Stannard  
**Job Title:** Acting Chief Executive, Cumbria CC  
**Date:** 20<sup>TH</sup> October 2009

**Maggie Mooney**  
**Chief Executive, Carlisle CC**



### **Cumbria Strategic Partnership Forum Membership**

All Partner organisations of the current CSP

### **Cumbria Strategic Partnership Forum Role**

- Contribute to development of the vision and priorities for Cumbria
- Engage a wide range of organisations from public, private and voluntary sectors at county level, and at a more local level through LSPs in shaping Cumbria's future direction
- Forum for debate on key issues for Cumbria through Focus on events, Deep Dives, and Business meetings
- Inform thinking of and receive updates from the Cumbria Leadership Forum on the key issues for Cumbria

### **Cumbria Leadership Forum Membership**

Leaders of all 7 Local Authorities in Cumbria

Chair of NHS Cumbria

Chair of Lake Districts National Park

Chair of the Police Authority

Chair of Cumbria Association of Local Councils (CALC)

### **Cumbria Leadership Forum Role**

This Forum would have a decision making role with respect to outcomes and priorities for the county but would recognise the autonomy of partner organisations to make their own decisions in relation to the management of their own business.

- Provide leadership to promote the interests of Cumbria regionally, nationally and internationally, specifically securing Cumbria's effective engagement in 4NW, the Regional Leaders Board.
- Provide leadership to ensure high level agreement and ownership of shared vision, outcomes and priorities for Cumbria
- Endorsement of a single Community Strategy for Cumbria, and key strategies and plans which support delivery of priority outcomes as appropriate, including the LAA
- Provide leadership to achieve cultural change across Cumbria, facilitating improved partnership working
- Ensure that opportunities for collaboration on service delivery and efficiency are given sufficient focus and drive

- Provide leadership to drive innovation and mitigate against risk, specifically in relation to addressing “wicked” issues
- Agree process and mechanisms to support the allocation of PRG or other additional funding available to Cumbria
- Identify opportunities and increase our collective capacity for shared learning and development across all partner organisations
- Formally approve and secure delivery of the Community strategy outcomes with a focus on the LAA, as appropriate
- Overall responsibility for high level outcomes in the Community Strategy
- Updates to full Cumbria Partnership Forum at regular business meetings

#### **Cumbria Chief Executives Group Membership**

CEs all 7 Cumbria Local Authorities  
CE NHS Cumbria  
CE Lake District National Park  
Chief Constable  
CE Probation  
CE of Cumbria Association of Local Councils (CALC)

#### **Cumbria Chief Executives Group Role**

- Advice and support to Cumbria Leadership Forum
- Advice and support to ensure Cumbria is well placed to respond to future national and regional developments
- Development of Cumbria Community Strategy and LAA
- Lead strategy alignment to support delivery of shared outcomes
- Ensure decision making is evidence based, including promotion of the role of the Cumbria Intelligence Observatory
- Commission research to inform decision making and to address underperformance as appropriate
- Lead improvement activity through appropriate improvement mechanisms
- Commission corrective action through improved joint working

- Take decisions on allocation of pooled resources
- Target resources on acute problems
- Stimulate creative thinking to solve more intractable issues, maximising synergies
- Make recommendations to Councils and partner organisation for the allocation of funding
- Hold Thematic Partnerships to account
- Build and maintain links with the Thematic Partnerships of the CSP
- Act as the CIEP Board

### **Cumbria Thematic Partnerships and LSP Joint Chairs Group**

CE of Cumbria County Council

Chairs of all (5) Thematic Partnerships of the CSP

LSP Chairs (or nominated representative of each Local Authority)

### **Cumbria Thematic Partnership and LSP Chairs Joint Group Role**

- Receive the quarterly performance reports on achievement of Community Strategy outcomes
- Coordinate the effective delivery of the Community Strategy outcomes, in each locality, ensuring effective collaboration to address cross cutting targets
- Report to Cumbria Leadership Forum on performance with a focus on exceptions
- Liaise with the Audit Commission to develop the Area Assessment ensuring an accurate and good result in CAA

Cumbria Strategic Partnership Framework

