

APPENDIX A

Partnerships and Local Working Programme – LSP Framework Project Brief

The approach to the LSP framework within the LGR Partnerships and Local Working workstrand will need a series of phased decisions. We aim to lay out a series of strategic options to enable informed decisions

It aims to build on the local framework already in place for as long as deemed appropriate by partner organisations and enhance mechanisms already in place to ensure that the value of current framework is embedded in the LGR transition process via the Partnerships and Local Working Programme Board.

Aims/Objectives of an LSP

- Have a leadership and governing role – identifying local needs and arbitrating competing interests
- Coordinate community engagement
- Produce a Sustainable Community Strategy (SCS)
- Produce a Local Area Agreement (LAA)
- Oversee planning and alignment of resources between partners
- Review and manage performance against LAA targets

Suggested Approach

- To ensure the existing partnerships are involved in the design of the new LSP framework and any future arrangements.
- Research and develop options for a new framework taking into account the best practice from across Cheshire and other beacon approaches from elsewhere to ensure that we have the best of all approaches.
- To ensure the options for a new framework reflects variations in local priorities to recognise the diversity of different communities and neighbourhoods.
- To optimise the potential of partnership involvement, particularly those with new statutory duties to involve and have regard to LAA targets.
- Improve performance across partner agencies' services and, where possible, draw down performance reward grant
- Ensure that any adopted LSP structures are linked to the framework of sub-regional, regional and national partnerships and groups.

Project Board

- Clare Babbs/Craig Nicholson (chairs) – link to P&LW Programme Board
- Andrea Mageean
- LSP chair representative
- 2 X Joint committee representatives (1 East, 1 West)
- Fire and rescue service rep

- Primary Care Trust Boards rep
- Police Authority rep
- Business sector representation
- GONW (Richard Perry to give policy advice)
- Voluntary and Community Sector representative

Partner Engagement (already established and underway)

Regular meetings with LSP chairs

Regular policy meetings with GONW

Regular liaison with thematic leads both local and County based

Regular liaison with SCS, LAA and Neighbourhood Working leads

Key Ingredients for Success

There are seven principles of accountability for LSPs.

They should:

- develop transparent lines of accountability between its partners.
- have structure driven by and reflective of local circumstances.
- Have the chair of the LSP board formally recognised by the council.
- Have the community and voluntary and business sectors represented
- take account through its membership of all parts of the community
- be clear how they can influence decisions
- draw on environmental, social and economic expertise to agree a robust Sustainable Community Strategy.
- consider the options for the role of scrutiny within the Framework

We will do this locally by:

- Engagement of thematic and local partner, partnerships and organisations
- Engage current chairs and partnership leads
- Facilitating training and development for LSP partners and members.
- Critical path to ensure pre-requisites Area Programme Boards/area working and approach to community and voluntary engagement are in place to inform
- Ensuring that the framework is robust enough to support commissioning of services towards the delivery of the Sustainable Community Strategy
- Member engagement from Shadow Authorities in process
- Ensure that the framework is reviewed at key stages in the partnership's development so that it remains fit for purpose

Partnerships and Local Working Programme - LAA Project Brief

The approach to the LAA project within the LGR Partnerships and Local Working workstrand is based on the premise that the revised approach to the 2008+ LAA is agreed. It aims to build on the mechanisms already in place to develop the LAA but ensures they are embedded in the LGR transition process via the Partnerships and Local Working Programme Board.

Aims/Objectives

- To ensure the existing County Council and two new unitary authorities meet their respective statutory requirements to have a Local Area Agreement in place for 2008 onwards
- To ensure the transitional LAA reflects variations in local priorities and can be severed for east and west unitaries to take forward independently in the future
- To optimise the potential to improve performance across partner agencies' services and, where possible, draw down performance reward grant

Project Board (existing LAA Block Leads Group)

Lisa Green (chair) – link to P&LW Programme Board

Alison Armstrong

LAA Block Co-ordinators

CCC Finance rep

Partner Engagement (already established and underway)

Regular joint meetings with relevant block leads from GONW

Via the Thematic Partnerships, all of which need to ensure they have adequate local representation to reflect geographical variations in issues/approach.

Key Ingredients for Success

- Engagement of thematic and local partners(hips)
- Agreement of localised targets for east/west (and localities where appropriate)
- Balance between longer term planning horizons where possible/appropriate and flexibility to review/adapt for new unitaries
- Critical path to ensure pre-requisites of Partnerships Framework, Area Programme Boards and approach to community engagement are in place to inform review of priorities for new unitaries
- Member engagement from Shadow Authorities in process of review/refresh of priorities
- Pragmatic approach to the development of severance conditions that allows for different implementation timescales in east/west
- Consistent process for determining whether any issues may lend themselves to cross-boundary / multi-area agreement approach

Partnerships and Local Working Programme - Sustainable Community Strategies Project Brief

Aims

- To finalise the draft interim Cheshire Sustainable Community Strategy as the 'story of place' to underpin year one of the new 'transitional, severable' Local Area Agreement for Cheshire
- To provide evidence based priorities to inform the budget setting processes of the two new unitary authorities (short term)
- To design, agree and begin implementation of a robust approach for the development of two new Sustainable Community Strategies for the two new unitary authority areas to enable the local authorities to fulfil their statutory duty, inform future resource allocation and service delivery and support the LAA severance process (medium term)

Principles and Approach

- We are not starting with a 'blank sheet of paper' – the project will draw on the more recent work undertaken at thematic and geographic levels
- The speed at which the medium term aims of this project can be delivered will be dependent upon other projects within the Partnerships and Local Working workstrand, specifically community engagement, area working and partnership development
- Identified priorities will respect the five principles of sustainability
- New Sustainable Community Strategies will incorporate approach to neighbourhood renewal within Cheshire's disadvantaged communities
- Closer alignment between the Sustainable Community Strategies and underpinning/supporting plans and strategies will be a key driver (e.g. Local Development Framework Core Strategy, Children's Plan, Regional Economic Strategy, Parish Plans, etc.)
- Closer alignment between the Sustainable Community Strategies and the planning processes of the new unitary authorities and their partners will be a key driver
- Effective partner, partnership, community and Member engagement is the process is crucial

Key Tasks

1. Identify and agree immediate shared evidence base (i.e. available research, data and community aspirations) for the two new unitary authority areas
2. Use this information to localise the draft interim Cheshire Sustainable Community Strategy for the two new unitary authority areas

3. Map existing and planned underpinning plans and strategies at regional, sub regional, countywide, district and neighbourhood level including lifespans and review dates
4. Produce a detailed development plan for the two new Sustainable Community Strategies to include planned availability of new data / research (e.g. Community Survey, Place Survey, Joint Strategic Needs Assessment, etc), compact compliant consultation and local authority and partner agreement and endorsement
5. Draft 'community well-being' self assessments for the two new unitary authority areas based on agreed area working model
6. Develop and agree a Consultation Strategy and approach for the two new Sustainable Community Strategies
7. Develop and agree an approach for Equality Impact Assessment and Integrated Appraisal of the two new Sustainable Community Strategies
8. Develop and agree an approach for scrutiny of the two new Sustainable Community Strategies
9. Develop and agree an approach for the review of the two new Sustainable Community Strategies
10. Produce first draft Sustainable Community Strategies for the two new unitary authority areas

Interdependencies

- Links with all other Partnerships and Local Working Programme projects. Sustainable Community Strategy project will be informed by other developments on community engagement, area working, partnership development and research and intelligence and will, in turn, inform the Local Area Agreement
- Links with other LGR transition workstreams – e.g:
 - Local Development Framework Core Strategy development (Places)
 - Thematic plan / strategy development (Places / People)
 - Scrutiny (Governance)
 - Commissioning Framework (People?)

Project Board (to be established)

| | | |
|--------------------------------------|---|------------------------------------|
| Alison Armstrong (Chair) | - | link to P&LW Programme Board |
| Robbie Taylor | - | Cheshire County Council |
| Helen Ward | - | Macclesfield Borough Council / LSP |
| District LSP officer representatives | - | tbc |
| CILG representative | - | tbc |
| Parish Planning Group representative | - | tbc |

Sustainable Community Strategies – Background and Context

Key Points:

Sustainable Community Strategies (SCSs) must:

- be produced by the local authority (statutory duty) in conjunction with its LSP partners, drawing on the environmental, social and economic expertise of its membership and thematic partnerships
- set the overall strategic direction and long-term vision for the economic, social and environmental well-being of the local area – typically 10-20 years
- provide the story of the local area and should therefore articulate the longer term ambition, evidence and rationale beyond the focus of a three-year LAA
- provide a vehicle for considering and deciding how to address difficult and cross cutting issues, e.g. economic direction, cohesion, social exclusion and climate change
- contribute to sustainable development in the UK with the ‘sustainability’ of the local area at it’s heart
- be the overarching plan for promoting and improving the well-being of the area
- contain a long-term vision for the area based firmly on local needs and underpinned by a shared evidence base informed by community aspirations
- articulate the key priorities for the local area
- inform the negotiation of the LAA - the strategy's “delivery agreement”
- be based on clear data, evidence and analysis from the local area and its population
- be aligned with the core strategy of the Local Development Framework
- be aligned with or incorporate other key regional, sub regional or local strategies or plans, e.g. Children’s Plan, Local Transport Plan, Homelessness Strategy, Housing Strategy, etc.
- be informed by parish plans or neighbourhood action plans which could act as local delivery plans for the LAA
- reflect the Joint Strategic Needs Assessment (JSNA) of the health and social care needs of the local area
- be consulted upon - responsible authorities must "consult and seek the participation of each partner authority and such other persons (i.e. organisations and people) as they consider appropriate" when preparing or modifying their sustainable community
- follow the principles enshrined in the new duty to involve
- be agreed at full Council
- be reviewed on a regular (annual) basis so as to ensure that the priorities still accurately reflect the needs of the locality

Current Position:

- There are currently seven Community Strategies / Plans covering Cheshire – one for each district council area and one covering Cheshire as a whole
- The six district-based strategies / plans are at different stages of delivery / review / refresh with some more ‘up to date’ than others
- Compact compliant consultation on an ‘interim’ Cheshire Sustainable Community Strategy is currently underway (due to close on 21 April)

- Content of this interim Strategy has been heavily informed by the existing Cheshire-wide thematic partnerships and most recently available data and evidence
- Other key strategies and plans are either currently under review (e.g. Children's Plan) or will be in the near future (e.g. Community Safety strategies)
- Other key supporting pieces of work are currently underway (e.g. Joint Strategic Needs Assessment) or will be reporting over the next twelve months (e.g. Place Survey)

Partnerships and Local Working Programme - Community Engagement Project Brief

Aims

- To strengthen the role of community engagement, ensuring everyone has a shared understanding of what is involved, to create more responsive services and empowered communities.
- To develop arrangements for engaging with voluntary, community and faith sector organisations and agree process for developing Compacts.
- To develop arrangements for engaging with Town and Parish Councils.

Principles

- To build on existing community engagement work across Cheshire, ensuring best practice is built on and informs the authorities' community development activities.
- There are a number of key tasks which need to be completed in 2008, to inform discussions and decisions. The medium term aims of the project can be delivered dependent on other projects within the Partnerships and Local Working workstrand, other workstrands, and officer capacity to deliver work effectively.
- To develop arrangements in line with the requirements of the LGPIH Act and the Government's Community Empowerment Action Plan.
- Effective partner, partnership, community and Member engagement in the process is crucial to gain shared commitment and to develop joint arrangements to add value to work and avoid duplication.
- We recognise that communities will wish to engage at different levels, so the work will look at different methods of engagement, allowing people to choose how they want to be involved. Additionally, it will look at how we involve people at the earliest stages in the planning of services and projects wherever possible.
- The workstrand will develop arrangements to ensure future work proactively seek everyone's views, with particular emphasis on those groups who are currently under-represented.

Key Tasks

1. To ensure Members and officers have shared understanding of what Community Engagement is.

2. To audit existing community engagement activities and strategies.
3. To agree approach and consultation process for the development of two Community Engagement Strategies.
4. To produce first draft of Community Engagement Strategies.
5. To agree principles and arrangements for the transfer of management and ownership of assets to the community.
6. To agree approach to develop a Community Capacity Building Programme.
7. To agree arrangements for effective engagement with the Voluntary, Community and Faith Sectors and develop mechanisms such as VCF Forums/Hubs.
8. To agree the future approach for Compacts in Cheshire.
9. To agree the principles for the future funding of the VCF sectors.
10. To agree arrangements for engaging with Town and Parish Councils.
11. To provide practical support for councillors in their representative role to act more effectively as community advocates and leaders.

Interdependencies

- Links with all other Partnerships and Local Working programme projects.
- Links with other LGR transitional workstreams, including:
 - Governance (Community Leadership & unparished areas)
 - People (Commissioning Framework)
 - Finance (Funding VCF sectors).

Project Board (to be established)

| | | |
|----------------------------------|---|-----------------------------|
| Kirstie Hercules (Chair) | | |
| District Council / LSP rep | - | Fiona Dunning |
| Cheshire County Council | - | Nuala Keegan / Joanne Jones |
| | - | Lynn Raynor |
| | - | Robbie Taylor |
| Cheshire Community Council | - | |
| Ch Association of Local Councils | - | |
| Voluntary Action (Districts) | - | |
| VCF Sector Forums | - | |

Key ingredients for Success

- Agreed definition of Community Engagement, which influences the authority's decisions and activities.
- Strong democratic engagement with and accountability to residents.
- Increased community confidence and a sense of community belonging.
- User focused councils who consult, communicate and makes changes as a result of the views of communities and service users.
- Improved local services that meet the needs of our diverse communities and tackle inequality and exclusion.
- Effective working relationships with voluntary, community and faith sector partners, Town and Parish Councils, to deliver local priorities and improve quality of life.
- Empowered and active communities who take up the opportunities for voice and choice in relation to public services and decision making.
- Local Community ownership and involvement with devolved power where appropriate to neighbourhoods and communities.

Partnerships and Local Working Programme - Research and Intelligence Project Brief

Aims

- To scope and identify options for the future delivery of Research and Intelligence services to underpin Partnership and Local Working for the two Unitary Councils in Cheshire.
- To identify the key tasks in meeting this aim
- To prepare a project plan for completing these tasks
- To secure agreement to preferred delivery model(s) by the Shadow Authorities for East and West Cheshire

Principles and Approach

- The Cheshire Information Liaison Group (CILG) will be the Project Board tasked with delivering the aims
- Inclusion of partners will be critical to successful outcomes. Increasingly R&I services are supporting partners/partnerships as well as local authorities. This context will only get stronger with the introduction of CAA.
- Success will require the support of all agencies represented on CILG and some others, e.g economic partners, volunteer sector. [Past attendance at CILG has been patchy, particularly from colleagues in PCTs and some districts (notably Ellesmere Port and Neston and Congleton)]
- There will be a need to engage with the Cheshire and Warrington Economic Information Partnership to consider the economic dimensions to this work
- The work will also have reference to other workstreams, e.g. IT and Knowledge Management and the Performance and Capacity Blocks for East & West, as well as the frontline People and Places blocks

Key Tasks

- Identify and map research and intelligence needs of Community Strategy/ LAA/CAA processes
- Develop and propose plan of principal research activities to meet those needs
- Develop options for the future delivery and/or commissioning of research and intelligence activities for the new unitary Councils and their partners including proposals for sharing research resources across the partnership
- Identify need for future co-ordination of research and develop terms of reference for any CILG successors within new LSP frameworks
- Contribute, via the P&LW Programme Board, to the work of other project boards as needed.

- Represent users in the development or disaggregation of shared data systems, e.g. LiLAC
- Co-ordinate publication of facts and figures and research reports relating to new unitary areas, e.g. via websites
- Take stock of existing sources and tools for research and intelligence
- Contribute to the ICT and Knowledge Management JIP workstrand in facilitating data sharing and development of business intelligence activities among partners

Membership of CILG

Current membership of CILG is:-

| | |
|-----------------|---|
| Gordon Hamilton | Cheshire County Council (Chair) |
| Stuart Holroyd | Cheshire County Council |
| Karen Davies | Cheshire County Council |
| Beverley Wilson | Chester City Council |
| Rob Barnett | Congleton Borough Council |
| James Rounce | Crewe and Nantwich Borough Council |
| Lisa Carr | Crewe and Nantwich Borough Council |
| David Tighe | Ellesmere Port and Neston Borough Council |
| Cedric Knipe | Macclesfield Borough Council |
| David Owen | Vale Royal Borough Council |
| Jenny Ford | Cheshire Police |
| Jane Shaw | Cheshire Fire and Rescue Service |
| Tony Sharples | West Cheshire PCT |
| Mandy Stenhouse | West Cheshire PCT |