

Cheshire East Partnerships Project Team:

LSP Framework Review

Content:

Overview of feedback from the LSP/CCP interviews:

- ✓ Looking back 2005-2008
- ✓ Looking forward
- ✓ Learning activities to help inform approach to agreeing future arrangement

Looking back 2005 - 2008

- What has been the added value of the LSP over the last 3 years?
- What barriers have limited the potential to achieve more?
- How effective has the connection between the thematic groups and the LSP been?
- How effective has the connection between the district LSP/thematic groups and the CCP/county wide thematic groups been?

Added value of the LSP/CCP over the last 3 years

- **Improved / extended networking & relationship building**
- **Focus & 'buy in'**
- **Greater awareness & understanding of:**
 - ✓ Working together in partnership
 - ✓ People in the area
 - ✓ Work of partners in delivering LSP objectives & the issues they face
 - ✓ Third sector
 - ✓ Overall picture, impact on broader agendas & links between strategies
- **Opportunity for joint working:**
 - ✓ Pooling & aligning resources
 - ✓ Initiatives & events
- **Information sharing:**
 - ✓ Best practice
 - ✓ Innovation
 - ✓ Cheshire wide information
- **Challenge**

Barriers limiting the potential to achieve more

- **LAA:** taken over by it - too much time spent talking about it & speed of the process
- **Two tier local government:** complex structures resulting from two tier local government
- **Lack of resources:** employee support, time, funding, lack of practical, achievable projects
- **Lack of clarity:** aims, purpose, vision, role & responsibility, membership & representation, direction, targets & performance, role of thematic groups
- **Unclear accountability:** too much local government driven
- **Lack of 'buy in':** commitment from individuals but not necessarily from organisations, working in silos, those with a vested interest generally supportive
- **Limited guidance, advice & information:** no LSP guidebook/handbook or quarterly newsletter
- **Performance:** Not business like enough initially, slow working environment, lack of teeth in issues, not enough strategic thought, driven by different targets - national vs. local
- **Relationships:** role of thematic groups, role of business & local economy, not all relevant partners at the table & not at the right level
- **Communication:** more coming up from the local to LSP than vice versa, some groups not engaging at a meaningful level, lack of understanding on how to feed issues to the LSP, lack of information & intelligence
- **Instability:** changes in drivers, within partner organisations, socio-economic

Effectiveness of the connection between thematic groups & the LSP/CCP

✓ **Very effective / effective:**

- Attendance & participation on LSP
- Communication - opportunity to discuss what thematic groups are doing
- Getting the ball rolling
- Raised the profile & increased awareness of thematic groups
- Improved quality & mechanisms of reporting
- Provided voluntary groups with a good arena for interaction with statutory bodies
- Scrutiny / performance board capacity

× **Not very effective / very ineffective:**

- More active engagement required
- Work not robustly linked
- Difficult to ensure that everybody has the opportunity to put forward information given fast changing & weighty agendas
- Some thematic groups have not been proactive enough
- Failure to follow through on actions
- Thematic groups work in silos – connections made more by accident than design
- Difficulty in picking up cross cutting issues

Effectiveness of the connection between district LSP / thematic groups & CCP / Countywide thematic groups

✓ **Very effective / effective:**

- District representation
- Link with County resources
- Initiatives & attempts at joint working
- Regular updates on the LAA
- Strong links

× **Not very effective / very ineffective**

- Connectivity with CCP - no structured input
- Commissioning & developing - confusing & messy
- Integration & overlap by chance
- Communication channels – difficult to track where input on information & awareness has come from
- Little or no connection with the voluntary sector
- Tiered structure
- Set up of LAA blocks - different
- Lack of Countywide leadership / guidance on issues (other than LAA)

Looking Forward

- **What do you see as being the key issues for Cheshire East LSP's Partnership Framework in terms of:**
 1. Exercising a leadership and governing role?
 2. Having oversight of and aiming to co-ordinate community consultation and engagement activities?
 3. Producing a Sustainable Community Strategy?
 4. Agreeing a Local Area Agreement?
 5. Having oversight of the planning and alignment of resources in the locality?
 6. Reviewing and performance managing progress?
 7. The commissioning & delivery of services to meet local needs?
 8. Enabling innovation & new ways of working?

Key issues: Exercising a leadership & governing role:

- **Collective ownership & vision:** agreed priorities & objectives, clear strategic plan
- **Good independent leadership**
- **Local needs:** voicing local concerns of the people who live & work in East Cheshire
- **Improved accountability** - clarity of role & responsibility
- **Delivering on targets**
- **Clear communication:** appropriate channels, website maintained, keeping in touch with partners & the community
- **Coordination:** creating a stronger, more embedded group
- **Resources:** funding, support, time
- **Structure / representation:** right partners need to be involved at the right level

Key issues: Having oversight of & aiming to co-ordinate community consultation & engagement:

- **“Buy in” & coordination**
- **Having the right mechanisms in place to establish meaningful consultation & engagement** - has to be meaningful engagement with communities
- **Awareness / understanding** - residents need to know what the LSP is & does & the importance of consultation
- **Delivery** - who is going to deliver on the ground? How are we going to reach very basic grass roots level so that policies & strategies are not just 'handed down'?
- **Outcomes** - consultation on its own is not enough - outcomes have to be fed back & provided in easily obtainable & understandable formats,

Key issues: Producing a Sustainable Community Strategy

- **“Buy in”** - from partners & communities working together to deliver
- **Balance** - between government directives, specific needs of specific communities, private sector priorities
- **Resources** - can to be in proportion to envisaged outcomes
- **Role of thematic groups** - instrumental in setting the agenda for the strategy & giving it a strategic fit
- **Developing outcomes** - need short, medium & long term outcomes, making it effective, efficient & realistic
- **Accountability**

Key issues: Agreeing a LAA

- **“Buy in”** - from all partners
- **Relationship to local area needs**
- **Innovation** - opportunity to be quite innovative in setting the parameters
- **Representing best value** - bring about savings as well as improved local service delivery
- **Strong leadership** - to develop collaboration
- **Fast changing government expectations**
- **Flexibility** - introducing sufficient flexibility - not one size fits all

Key issues: Having oversight of the planning & alignment of resources in the community

- **Coordination** - sharing opportunities & planning together, alignment according to purpose
- **Alignment to the Community Strategy** - communities can easily reference how partners are contributing
- **Identification of drivers** - people driven not finance driven
- **Identification of needs** - difficult due to the differing needs across Cheshire East, enabling most disadvantaged to have their voices heard will be key
- **Resources** - additional devolved budget is needed to respond to the aspirations & needs of people living in different localities to allocate resources and to not raise false expectations
- **Remit** - too big an aspiration, need to recognise the appropriate boundaries

Key issues: Reviewing & performance managing progress

- **Outcomes** - ways to maximise the use of resources & outcomes for communities
- **Monitoring & reviewing** - how will we measure performance?
Frequency of milestone checks built into all partner working arrangements
- **Clear accountability structures**
- **Appropriate resources need to be in place** - staff, funding, training
- **Reporting mechanisms** - disparate reporting, need regular updates
- **“Buy in”** - persuading partners to invest in the process

Key issues: The commissioning & delivery of services to meet local needs

- **Developing & responding to community needs** - needs detailed consideration, e.g. decommissioning some services to develop services based on community needs
- **Accountability & delivery** - not doing the same old thing, partnership working with all agencies on a level playing field
- **Careful planning** - needs to be built on a mature partnership, early successes essential
- **Appropriate resources need to be in place** - can only be done if there are resources to met the costs so this must be settled first
- **Effectiveness of current practices** - examine effectiveness of current practice & build in flexibility & contingency. Undertake a fit for purpose review
- **“Buy in”** - only viable if all agencies are in agreement & committed to the LSP

Key issues: Enabling innovation & new ways of working

- **Defining roles & responsibilities**
- **Broader knowledge of partners plans & incentives is needed**
- **Improving mapping exercises to establish benchmark of existing activities, issues, concerns & opportunities**
- **Need a full picture of what is planned for the local community**
- **Balance between planning & design**
- **Bottom up approaches not just 'tokenistic'**
- **Inclusive communication**
- **Imaginative initiatives - thinking outside the box**
- **Identifying barriers to innovation & promoting a culture which encourages**
- **Looking for opportunities to work differently**

What learning activities would help inform our approach to agreeing future arrangements?

- **Skills to develop the effectiveness of the partnership:**
 - How local government works
 - Reporting & monitoring processes
 - Empowerment
 - Volunteers & the contribution they make
 - Developing clear aims & objectives
 - Community based capacity building
 - Alignment of the Regional Improvement & Efficiency Partnership (RIEP) programme
- **Training & development of LSP members:**
 - Role & responsibilities of LSP & partner organisations
 - Team work
 - Communication
- **In the form of:**
 - Away days
 - Planning sessions
 - Forum
 - Case studies / best practice
 - Partnership workshops
 - Getting to know you events
 - Newsletters/updates

Next steps...