



To: NSP Board **From:** Policy and Partnerships Team

Date: 19 September 2011

Subject of Report: North Somerset Partnership Review

Recommendations:

The NSP Board is requested to:

1. Note the report and consider progress made in reviewing North Somerset Partnership
2. Agree the proposed new structure and working arrangements for the North Somerset Partnership
3. Consider and respond to the issues raised by North Somerset Council Scrutiny Panels

1. Summary of Report:

- 1.1** This paper sets out the background, purpose and proposed outcomes from a review of the North Somerset Partnership.
- 1.2** The review has included consideration of how new and existing statutory duties for health and wellbeing, safer stronger communities and children and families can be met through improving partnership working arrangements.
- 1.3** The review has also recognised that all contributing partners will have fewer resources in the future, reduced capacity for attending meetings, and therefore streamlining structures and further improving their effectiveness has been identified as an important outcome.

2. Background and Detail:

The North Somerset Partnership (NSP) operates as the overarching high level partnership for the North Somerset area. It has been in existence in various forms since 2001, and includes representation from key public, private and voluntary and community sector organisations.

- 2.1.** The NSP published the North Somerset Sustainable Community Strategy (SCS) in April 2008. This eighteen-year strategy provides the framework and focus for joint effort and partnership activity.
- 2.2** The Partnership has operated under its current structure (shown on page 3) since 2008. The four main Delivery Partnerships are tasked with delivering the objectives set out in the Sustainable Community Strategy, bringing together the efforts and resources of a range of partner organisations to deliver better outcomes for North Somerset.
- 2.3** The Partnership has proven to be extremely successful over the last three years. It has overseen the successful implementation of the Local Area Agreement (LAA) achieving the best results nationally. This resulted in the Partnership securing an

additional £2.56m of funding from Central Government which the partnership has invested in a range of projects, from assisting new business start ups to supporting the victims of domestic abuse. The Partnership has received positive feedback from a number of Peer reviews and external inspections, including the IDEA, Audit Commission and Health Improvement National Support Team. For example: the IDEA peer review report (March 2010) highlighted the following strengths:

- (The NSP)... has effective partnerships and high quality relationships at a senior level with strong governance support from the council
- (The NSP) ... is seen by its component groups as influential and delivering on tasks which would not be achieved without it
- The NSP has clear leadership, direction and vision
- Partnership performance management is recognised as a strength
- The NSP is driving and delivering change

Examples of the practical outcomes that the Partnership has achieved include:

- The total of young people not in education, training or employment has decreased from 4.8% to 3.1% meaning that 61 additional young people with challenging lives are now in education, training or employment as a result of the work of the Partnership.
- 107 extra 16-18 year olds achieved 5 A*-C GCSEs including English and Maths, an increase to 52% of pupils in 2010 from 47.3% of pupils at the start of the LAA.
- 68 schools achieved 'Healthy Schools' status, taking the total from 6% to 96%.
- More people are volunteering in North Somerset – 50,736 people formally volunteered at two hours a week, an increase of 20.16%
- 348 more adults and older people now have self directed care packages, an increase from 7% to over 31%
- More than 1500 people have stopped smoking with support via the Partnership between 2007 and 2010
- 7 fewer drug related deaths took place in North Somerset during 2007-10, a reduction of approximately 26%.
- 1,145 fewer criminal damage offences occurred in 2010, compared to 2007, a reduction of approximately 31%.
- 312 lone parents or people on inactive benefits were helped into employment over the course of this project

3. Reviewing partnership activity

3.1 Since May 2010, The North Somerset Partnership (NSP) has been operating within a complex environment of rapid change. Key issues that impact on partnership activity include:

- Central Government Policy Changes – including the development of the Localism Bill, the Education Bill, the Health and Social Care Bill and Big Society Concept, all of which place different demands and expectations on local government and local partnership working.

- Significant change to public sector operating arrangements locally – including the creation of the West of England Local Enterprise Partnership, the reshaping of health services, with NHS North Somerset (our Primary Care Trust) being integrated into a sub-regional PCT which also covers Bristol and South

Gloucestershire, and the creation of the new role of Police and Crime Commissioner, which will cover the Avon and Somerset area, and will have direct control over much of the safer and stronger communities budgets previously managed by the council or the police locally.

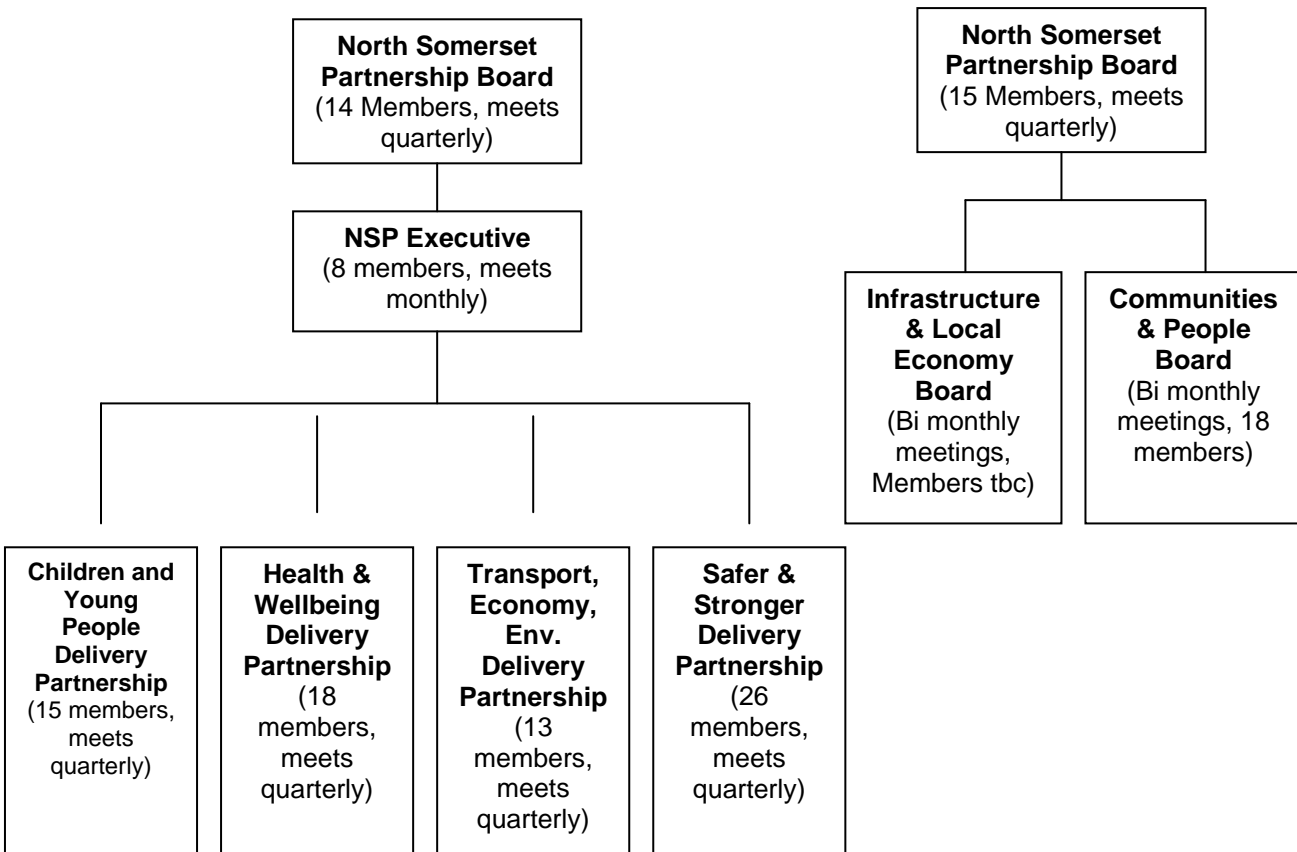
- 3.2. In response, the NSP Board commissioned a review of the partnership in January 2011 to ensure that North Somerset could:
 - ‘Retain what works but simplify, streamline and refocus on key outcomes determined locally and meet new and existing statutory obligations across partnership activity’.
- 3.3 A NSP Executive development session was held in April 2011. It was agreed at this meeting that the focus of partnership activity in the future will be to:
 - Assert influence locally, sub regionally and nationally to ensure that North Somerset has a strong voice and that its priorities are understood and resourced effectively
 - Focus partnership effort to ensure the best possible outcomes for communities
 - Meet existing and new statutory requirements
- 3.4 The model emerging from the review has been developed with input from representatives from across the partnership, and from new emerging local forums, such as the GP led Clinical Commissioning Group and the Health Development Steering Group, both of which have been created in response to the expectations of the Government’s recent Health White Paper.

4. The proposed model

- 4.1 As set out below, and in more detail at Appendix 1, the emerging model suggests that the partnership changes its structure, deleting the Partnership Executive, and reducing the number of Delivery Partnerships from four to two.

Current partnership structure

Proposed partnership structure (October 2011 onwards)



- 4.2** Under the proposed new structure, the NSP Board will oversee the work of a People and Communities Board and an Infrastructure and Local Economy Board. Each Board will have clear roles and responsibilities and accommodate both existing and new statutory functions.
- 4.3.** Each Board will oversee the work of a key partnership strategy and will help to deliver a new locally agreed Local Area Agreement (LAA), developed to focus the partnership on delivering a small number of key outcomes for North Somerset.
- 4.4** Streamlining working arrangements and the strategies published will enable partners to create a clearer strategy picture and enable effort to be more focused and effective. The three partnership strategies will be:
- The Sustainable Community Strategy – detailing the long term aspirations for North Somerset and partnership shared priorities
 - A new People and Communities Strategy – bringing together the requirement for a new Health and Wellbeing strategy and the existing Safer Partnership plan, Reducing reoffending plan, Prevent and Adult treatment plan, Stronger communities action plan, Housing strategy, Homelessness strategy, Children and Families plan, Child poverty strategy and the Older people strategy
 - An Infrastructure and local economy strategy – bringing together the economic development strategy, regeneration plans, skills strategy, carbon reduction plan etc.
- 5. Sub structures and activity supporting the proposed partnership model**
- 5.1** Following ratification by the NSP Board it is proposed that the NSP Executive will be decommissioned.
- 5.2** The bringing together of 3 existing partnerships into a new People and Communities Board and the development of a new Infrastructure and Local Economy Board also provides the opportunity to examine existing sub structures. Currently there are a range of groups that consider, co-ordinate, plan or develop pieces of work that the new boards will be responsible for. This work includes key activity such as safeguarding, clinical and non clinical commissioning.
- 5.3** It is proposed that from October 2011, a review of work undertaken through the sub structures connected to the two new boards will be undertaken. The outcome of the review will be reported by April 2012 and will be required to demonstrate effective joint working where ever possible.
- 6. Key roles and responsibilities for North Somerset Partnership Boards**
- NSP Board**
- 6.1** The NSP Board will continue to oversee and support work that meets the partnership's shared priorities/ambitions detailed within the Sustainable Community Strategy. It will also:
- Oversee the new North Somerset LAA
 - Oversee implementation of Performance Reward Grant (PRG) projects

- Consider key needs assessments for the area and ensure partnership activity responds appropriately
- Provide strategic direction for addressing key cross cutting overarching issues that impact on local communities
- Promote the area's needs, influence strategic direction and the allocation of resources from national and sub regional bodies

People and Communities Board

6.2 The People and Communities Board will bring together children and families, community safety, health, housing, social care and stronger communities work areas. This new partnership will replace the existing Children and Families Partnership, the Health and Wellbeing Partnership and the Safer Stronger Partnership. The new Board will work together to achieve a range of outcomes some of which will be determined through the development of a partnership Local Area Agreement, these will include:

- Improve health outcomes
- Strengthen safeguarding for children and vulnerable adults
- Improve outcomes and reduce costs of children's services by enabling early intervention and prevention
- Improve outcomes for adults by promoting independence, choice and control over services
- Work with communities to better meet local housing need
- Enable/support communities to meet their own needs
- Make our streets and communities safer
- Enable schools to raise attainment levels

6.2.1 The key responsibilities for the Board will be:

- Development and implementation of a People and Community strategy which will bring together the safer partnership plan, the new health and wellbeing strategy and the children and families plan.
- Lead on public involvement in health provision
- Strategic coordination of safeguarding functions.
- Involvement in development of and sign off for commissioning plans as appropriate and promoting joint commissioning where possible.
- Production of Joint Strategic Needs assessment
- Delivery of Performance Reward Grant funded projects

Infrastructure and Local Economy Board

6.3 This new board brings together Infrastructure, regeneration, business, skills and environmental issues. Its responsibilities will be largely non statutory but it will be required to have a strong influencing function both locally and with colleagues working on a sub regional basis. Its work will be both complementary and influential in relation to the development of the new Local Enterprise Partnership (LEP).

6.3.1 Key responsibilities will include:

- Sign off of the Local Economic Assessment
- Developing an Infrastructure and Local Economy Strategy which reflects place, business and skills
- Support/Input into the Local Development Framework
- Overview of Transport infrastructure plans
- Delivery of PRG funded projects

- Driving up performance through meeting LAA targets

6.3.2 It will aim to achieve the following outcomes:

- Increase business confidence in North Somerset
- Significantly increase the number of local jobs
- Develop a workforce with skills that business needs
- Improve transport infrastructure
- Reduce North Somerset's carbon footprint
- Major Town Centre scheme delivered for Weston
- Increase employment opportunities for the long term unemployed
- Address environmental concerns
- Reduce the amount of waste that goes to landfill

7. Membership of North Somerset Partnership Boards

7.1 NSP Board

Membership of the NSP Board will remain largely as before with up to 14 places allocated across the public, private and voluntary sectors. Each sector will continue to have senior level representation. It is proposed that the council continues to be represented by the Leader of Council and the Chief Executive Officer (Please see appendix 1).

7.2 People and Communities Board

The People and Communities Board membership will meet the statutory requirements laid down in the Health and Social Care Bill which will come into law in 2013, the duties placed on Responsible Authorities under Community Safety legislation and statutory duties for Children and Young People. Additionally, this new board will also invite representation from other key organisations across sectors to ensure that membership reflects the breadth of the work programme. The council will be represented by the Executive members for Adult Social Care, Children and Young People and Community Safety and senior officers as prescribed by Government.

7.3 Infrastructure and Local Economy Board

The membership for the Infrastructure and Local Economy Board is not required to meet statutory requirements, but it will also aim to ensure that representation is balanced across the breadth of interests required to meet local needs and drive up performance. This Board will determine its membership in accordance with the outcomes it aims to achieve. It will seek representation from council Executive members and senior officers alongside colleagues from the Local Enterprise Partnership, Major Employers operating in the area, Job Centre plus, Housing Associations and key Environmental Groups.

8 Relationship with Council and Scrutiny Panels

The review has also considered how the work of the North Somerset Partnership can better connect with the council's scrutiny activity. Scrutiny Panels will have a significant role in helping the NSP Boards to shape its key strategies, and have a key role in holding the NSP to account.

- 8.1 It is proposed that at the start of each year the chairman of each Partnership Board will meet with the relevant Scrutiny panel chairman to agree which areas of the

Partnership's work programme the panel would like to include within their forward plan. Regular updates on the work of the NSP will also be provided to Council.

- 8.2** To further assist communication it has been suggested that the minutes of partnership meetings and relevant scrutiny panels are mutually shared.
- 8.3** These proposals are currently being presented to each Scrutiny Panel and feedback on the review and future working arrangements being sought. Initial comments and issues raised through this process can be found in Appendix 2. Scrutiny panels have requested a formal response from the partnership to the issues raised to date.

9 Review Timeline

The review has been undertaken with partner and stakeholder involvement. The key dates for the overall process are as follows:

- April 2011 – NSP Executive development session
- May – August 2011 – Discussions with NSP Executive, delivery partnership representatives, key partners, stakeholders
- 6 September 2011 – NSP Executive consider proposals and agree recommendations to put to NSP Board
- 19 September – NSP Board consider and agree recommendations
- October/November 2011 – Implementation of new structure – review of sub structures and NSP Board governance arrangements to commence
- January 2012 – NSP Board governance arrangements agreed/progress report on implementation of new arrangements and sub structure review
- From April 2012 – Implement recommendations from sub structure's review and commence North Somerset Local Area Agreement.
- October 2012 – Evaluation and review of new working arrangements

10. Mitigating Risks to implementing the review

Risks associated with implementing this new structure have been identified and considered. The new People and Communities Board will come into being during a time of significant change in the work areas that will be its responsibility. For example the statutory functions of the Health and Wellbeing Board will not come into law until April 2013, and the implications of changes to the Policing structure are yet to be fully implemented and their consequences understood. The People and Communities Board will therefore review and revise its terms of reference as different statutory requirements come into law, or are abolished.

11. Conclusion

A thorough review of partnership arrangements has been conducted by the NSP in reviewing its structures. The review balances the statutory requirements placed on the council, its partners and the partnership in terms of priority setting and delivering services for the area, whilst recognising the specific needs of partners represented across the partnership. Following consideration by NSP Board members, it is proposed that the new structural arrangements will be put in place from October 2011 onwards.