



**Report of The Director of Environment and Neighbourhoods Directorate**

**Meeting: Inner West Leeds Area Committee**

**Date: 7<sup>th</sup> February 2008**

**Subject: Future plans for partnership working**

<p><b>Electoral Wards Affected:</b></p> <p>Armley Bramley and Stanningley</p> <p><input type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input checked="" type="checkbox"/></p> <p>Narrowing the Gap <input checked="" type="checkbox"/></p>	
<p>Council Function <input type="checkbox"/></p>	<p>Delegated Executive Function available for Call In <input type="checkbox"/></p>	<p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p>

**1.0 INTRODUCTION**

1.1 This report makes proposals for changing the structure of partnership working, reflecting changes that are taking place across organisational boundaries and concerns expressed by members about the governance arrangements that apply to previous interagency partnership arrangements.

**2.0 BACKGROUND**

2.1 Following the introduction of Area Management Teams and Area Committees early in 2004, District Partnerships were established to coordinate partnership working in the 5 areas, and to develop a regeneration plan for each area, localising the Vision for Leeds. The boundaries of these five partnerships reflected fairly accurately partner boundaries at the time with almost exact mapping of Council (Area Management), PCT, ALMO and Police boundaries.

2.2 Across the city much has been achieved by the district partnerships. In West Leeds the District Partnership was included in a bid nationally by the City as a Beacon for partnership working. However there have been concern citywide from some elected members that they have felt relatively marginalised by the District Partnership arrangements. Some felt that decisions were being made which could have important impacts on local interests without a sufficient input from members themselves. Whilst Area Committee Chairs were District Partnership members, the view of some ward members was that not enough of them were engaged. In

addition each area has had two planning frameworks – one through the District Partnership Action Plan and one through the Area Committee's Delivery Plan. Finally the boundaries of several organisations have changed, for example West North West Homes, Leeds PCT, West Yorkshire Police Force and Leeds City Council Environments and Neighbourhoods Directorate and these now need to be reflected in the new partnership structures.

### **3.0 FUTURE PROPOSALS FOR PARTNERSHIP WORKING**

- 3.1 The Council's new corporate planning framework aims to link the Vision for Leeds themes and the Local Area Agreement to strategic outcomes in a single Leeds Strategic Plan. As part of this framework the Area Committees' Area Delivery Plans will become the key focus for the achievement of strategic outcomes at a locality level. The Area Committee will be responsible for developing a local plan for its area which would contribute to city wide strategic outcomes. To be effective, this will need to involve autonomous partners such as the Police, ALMO and the PCT as well as ensuring that the views and priorities of local people and stakeholders are taken into account. This would enable the focus of the partners themselves to be the delivery of outcomes they agreed to support.
- 3.2 Consequently Area Committees will play a central role in partnership working. This can be achieved in various ways. The Councils preferred position would see Area Committees provide a local governance and accountability framework for agreed partnership collaboration through their new Area Delivery Plans. The expectation would be that the Council and local agencies would give accountability for their actions to local people through the Area Committees. Work is still ongoing to put these ideas into a realisable form. It is proposed that Area Delivery Plans will be three year planning documents with annual reviews.
- 3.3 To address the issue of governance and oversight of the partnership agenda, it is proposed that the Area Committee takes on a greater role in monitoring partnership activity. To achieve this, subject to the agreement of all four Area Committees within the new 'WestNorthWest area' and key partners, each Committee will be asked to nominate one member to attend each of the sub group meetings and act as a 'champion' of that issue. In addition on an annual basis it is proposed that the Area Committee hosts a seminar relating to the work of each of the partnerships and the contribution they are making to securing the relevant strategic outcomes. These ideas are in line with the key issues raised in a report to the Executive Board at the end of 2007. A proposal as to how this would work locally is presented in Appendix One.
- 3.4 It is intended that these new arrangement will reduce any duplication and tension between Area Delivery Plans and District Partnership Action Plans and acknowledge that in the new corporate planning and LAA environment the Council will have the lead responsibility for ensuring the delivery of agreed LAA outcomes.
- 3.5 Alongside this new role for the Area Committees, it is proposed that officers from different agencies e.g. Council, PCT, Police, ALMOs, Education Leeds would continue to co-operate and meet together based on the three areas with periodic meetings involving other local stakeholders such as business and voluntary sector representatives as appropriate and as required.
- 3.6 Leeds Initiative structures are also undergoing some changes, however it is intended that District based arrangement will still report to the Narrowing the Gap

Executive Group who will retain the responsibility for oversight of these arrangements, ensuring the close alignment of area based plans and the new strategic outcomes framework. It is intended that further work will be done by the Leeds Initiative so that clear proposals and operational arrangements can be reported to the Narrowing the Gap Executive in the next month or so.

- 3.7 The Leeds Initiative have proposed that District Partnership arrangements are conducted on the basis of the three new wedge boundaries. Unfortunately due to the differing organisational boundaries that now exist it will not be possible to achieve complete co-terminosity between all agencies (maps indicating these boundaries will be handed out at the meeting). In view of the linkage between the area committees and the partnership agenda, it is proposed that the new partnership boundaries should so far as practicable reflect the new area management boundaries.
- 3.8 It is proposed that existing partnership groups continue to meet, but consider the possibility of mirroring the proposed area management boundaries. Pragmatic decisions will need to be found which promote the most effective partnership working. There will also be a need to consider this issue in conjunction with agencies representatives responsible for other areas. The partnership groups will, where they have not already done so already, need to consider including an elected member from each of the area committees within the area.
- 3.10 The West Leeds District Partnership board ceased to meet following its meeting of 14<sup>th</sup> December. However it is proposed that there is still a need for senior officers from all key agencies to meet on a regular basis, the key purpose of which would be to:
- (a) Promote effective co-ordinated working at a neighbourhood level within their district;
  - (b) Co-ordinate programmes and activities at a district level which contribute to 'narrowing the gap';
  - (c) Contribute to the development of local targets and delivery of improvement priorities within the Leeds Strategic Plan (incorporating the Local Area Agreement);
  - (d) Develop, with the relevant area committees, appropriate working arrangements which facilitate the construction and implementation of area plans

#### **4.0 RECOMMENDATIONS**

- 4.1 The Area Committee is asked to consider this report and make suggestions to promote effective partnership working
- 4.2 The Area Committee is asked to endorse the principle of utilising Area committee meetings to improve partnership working so far as it relates to the Strategic Plan (subject to further negotiation with key partners).
- 4.3 The Area committee is asked to identify members with an interest and the availability to act as champions for the specific themes dealt with by the sub groups (see 3.3 above)



## Appendix One

### Current West/North West partnerships

Partnership	Area	Leeds Strategic Plan priority
Culture	West	
Social and Economic Strategy	Joint West/North West	Enterprise and Economy
Children and Young People	One for West, One for North West	Learning
Environmental Network	West	Environment
NONE		Health and Wellbeing
Divisional Community Safety Partnership	Joint West/North West	Thriving Neighbourhoods
District Housing Partnership	Joint West/North West	
<b>Neighbourhood partnerships:</b>		Stronger Communities
West Leeds Gateway	West (Armley and Farnley/Wortley wards)	
Leeds Bradford Co ordination group	West with Bradford	
Fairfield Partnership	West (neighbourhood)	
Little London	North West (neighbourhood)	
Other neighbourhood LAMPs/NIPs		

### Proposals for the future

1. Culture Partnership- expand to become a West North West group (to be run by Leeds Voice)
2. Social and Economic Strategy group - to become the Economy and Business group (to be run by Leeds Ahead)
3. Health and Older People - set up a new partnership called Health and Older People's partnership (led by the PCT)
4. Children and Young people are considering having one partnership for each area committee
5. The others - leave to operate as they are

Possible timetable for these partnerships to report back to four WNW area committees could be

June 2008:	Community Safety partners
September 2008	Housing and Environment partners
November 2008	Children and Young People partners
December 2008	Economy and Business partners
February 2009	Health and Adult Services partners
March 2009	Environment and Regeneration partners

A suggested new format would be a one hour presentation and discussion followed by the relevant Area Committee business agenda

Members may wish to nominate a lead member to sit on the relevant partnership group