



Title of paper:	One Nottingham - Governance	
Report to:	Nottingham Children's Partnership	
Date:	26 th January 2011	
Director(s)/Corporate Director(s):	Jane Todd	Wards affected: All
Contact Officer(s) and contact details:	Nigel Cooke Tel: 0115 8764997 Email: Nigel.cooke@onenottingham.org.uk	
Other officers who have provided input:		
Relevant Children and Young People's Plan (CYPP) objectives(s):		
Stronger safeguarding – With a key focus on ensuring that there are high standards of safeguarding across all agencies and that the Partnership takes a pro-active approach to the elimination of domestic violence.		√
Healthy living – With a key focus on increasing the proportion of children and young people who have a healthy weight.		√
Reducing substance misuse – Partnership work to lessen the impact on children of parental drug and alcohol misuse and to reduce drug and alcohol misuse amongst children and young people.		√
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		√
Improving attendance – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		√
Summary of issues (including benefits to customers/service users):		
This review of One Nottingham Governance is designed to update the ON structure and way of working in the context of Localism and the end of the CAA and LAA.		
Recommendations:		
1	The Children's Partnership is asked to comment on the One Nottingham governance arrangements and to consider the relationship of the Children's Partnership and ON.	
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One Nottingham – Governance

1. Purpose:

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| 1.1 | This paper raises the issue of the future of the partnership, the governance required, it raises the question of its future resourcing, it provides a context and encourages discussion. A proposal will be taken to the NCC Executive Board and ON Board in January with firm recommendations for the future of the partnership. |
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2. Recommendations:

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| 2.1 | The Board are asked to comment on this paper and agree the short proposed consultation. |
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3. Background:

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| 3.1 | <p>The partnership context has changed radically since the partnership governance arrangements were introduced. The relevance of <u>all</u> of our current partnership structures is in question. The Government has declared a loathing for bureaucracy and apparently over complex structures which reduce efficiency and reduce accountability to local communities. The Government has made clear its intention to remove a range of structures but has not yet made any announcements about or issued any guidance on its intentions for LSPs.</p> <ul style="list-style-type: none">• One Nottingham was launched in its current form in 2006. A new governance arrangement was introduced in 2009 after much consultation with partners. Refreshed Theme Partnerships were introduced as part of the new governance arrangements and to support the Nottingham Plan to 2020 which was adopted as the overarching vision for Nottingham.• CDP, Children & Families and the Health & Wellbeing Partnership were all given statutory partnership status under the previous Government. At the present (although this may change) the statutory partnership under this Government will be the Health and Wellbeing Partnership and the CDP.• The LAA ends in April 2011 and the duty to produce one is to be abolished, along with the national indicators set. There will instead be a list of data that Local authorities should collect. The announcement on these new indicators is imminently expected.• Local authorities are likely to be required to report on performance to their communities and identify their own priorities.• Government has removed a raft of regional structures related to partnerships, including GOEM and EMDA.• WNF has been a major funder of the ON priorities of Early Intervention, Community Safety and latterly, in by far the largest way, the Nottingham Jobs Plan.• WNF is the sole funder of the ON team and the main funder of the ON infrastructure.• WNF will end as an income stream from 2011. Other ABG income streams are also ending.• Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership proposal has now been approved.• The Regional Growth Fund is introduced at a national level of £1.4billion over 3 |
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years which is expected at least in part to be delivered by the LEPs.

- There is a Growing emphasis on the Big Society, involvement of business and the use of corporate social responsibility...
-increased engagement with community and voluntary organisations
- Publication of a series of bills including a Localism Bill, due any time now.

4. Key Issues:

- 4.1 The key issue for Nottingham is not what the Government wants us to do with our partnership structures; instead it is for Nottingham to define how the partners want to work together in a context which encourages “Localism, localism, localism”.
- 4.2 Everyone appears to agree that ‘partnership’ is good . . . the question arising from all this ‘goodness’ is “do we mean a ‘partnership’ as a structure, however loosely constituted, or is it simply a way of working?”
- 4.3 The relationship of Nottingham City Council and the partners is key to the future. NCC has acted as the lead partner and accountable body for ON, there is little reason to believe that this will not continue. The new defining relationships will be the position that the councillors and the Council takes to provide the democratic legitimacy under reduced scrutiny and direction from London. This will be in a time when partnership and service delivery will have to be enabled from the partners’ own resources.
- 4.4 A major issue to address will be the delivery of the Nottingham Plan and the ON Partnership with a reduced designated fund (or no fund) except that which the partnership generates for itself.
- 4.5 The ON Partnership governance structure is linked closely to the Council’s own governance and areas of partnership activity have been dependent upon the Council to make it work (this is not to reduce the contribution made by other partners, it simply reflects the Council’s role). The area committee structure, for instance, has provided a focus for the local area partnerships and has enabled commissioning of particularly neighbourhood services. The City Council is now considering its relationship with the partnership and the Theme Partnerships. It is also looking to make its scrutiny, consultation and engagement activity more efficient and less demanding on administration and partners’ time.
- 4.6 As such discussions have been held between partners which have examined the desire for co-ordinating inter-agency activity and communications at an area level. A proposal has emerged which would divide Nottingham into three areas with a partnership forum in each area.
- 4.7 The Council will now also begin to consider the position of its Overview and Scrutiny activity and it is anticipated that a paper will go to a future Executive Board meeting. ON and Overview and Scrutiny have enjoyed a ‘special’ relationship, both through the scrutiny of the LAA and the SCS, through our protocol and the occasional informal liaison meetings we have engaged in.
- 4.8 **The One Nottingham Governance Arrangements**
- 4.8.1 ON is now at a challenging point. The Government introduced LEPs, at a multi local authority level, and has removed the requirement to produce a Local Area Agreement.

4.8.2	Nevertheless, partners have indicated a desire to continue to work with the 'Nottingham Plan to 2020' and to continue around the partnership table.
4.8.3	Much of the partnership's work has been defined by the willingness of partners to deliver across a broad range of activity. The WNF has provided substantial resources which have enabled some vital initiatives but ends in March 2010 (except for those projects which have agreed a carried forward). The infrastructure and Theme Partnerships have been largely financed through WNF.

5. Proposals/Discussions:

5.1	<u>Proposal for Consultation</u>
5.1.1	The Leader, Deputy Leader and Corporate Leadership team of the Council have considered options for the future from the Council's perspective. No decision has been made by the Council and this partnership process is an aspect of the consultation for ON and City Council governance.
5.1.2	<p>The attached structure diagrams are a proposal for discussion. They implicitly make suggestions:</p> <ul style="list-style-type: none"> i. To maintain a Board at the City wide level ii. Introduce three partnership forums plus a city centre/business forum iii. They identify that the new Theme Partnerships will communicate directly into the City Council governance structure and to the ON Board iv. They will facilitate a simplified partnership and City Council communication structure. v. They question the number of and the relationship with the Theme Partnerships. vi. It implicitly proposes that the role of the Neighbourhood Nottingham is shared across all of the partnerships and that the VCS engagement is not constrained by engagement only in the Neighbourhood partnership. vii. It anticipates that the role of the area committees and potentially local area forums will be reviewed.
5.1.3	<p><u>There are some key principles in this proposal:</u></p> <ul style="list-style-type: none"> i. The City Council will provide "community" leadership ii. It connects the Council's 'cabinet' to the partnership. iii. It makes the ward the building block of democratic engagement and embeds the ward councillor's role as a community champion. iv. It re-confirms the Nottingham Plan as the strategic plan for Nottingham. v. It places the ON Board as the primary city wide governance structure in a statutory partnership context. vi. It provides for ON to be responsible for a City Wide strategy, consultation and engagement which will dovetail with the council and the partners' communications.

- vii. It provides a framework for performance management.
- viii. It builds partnerships at a defined area level.
- ix. It extends Joint Commissioning.
- x. It embeds the role of the voluntary and community sector at every level.
- xi. It enables ongoing multi sector dialogue and engagement.
- xii. It anticipates that the Fairness Commission will be overarching but will complete its current work and then a decision will be required on its ongoing activity. Each partnership will be expected to embed fairness and equality within its activity.
- xiii. The Partnership will be based on trust, communication and flexibility.

5.2 **Some Key Questions for Partners to Address**

5.2.1 The questions posed below will be relevant to the ongoing delivery and success of our partnership. They acknowledge that ON has to move with the time, they all cannot be answered now but will form a part of this consultation, they are not exhaustive. However responses will be required soon.

1. How will the ON want to proceed? What will the defining relationship be between the ON Board, the ON Executive, Theme Partnerships and the Theme Partnership Chairs?
2. What will the partnership's relationship be with the new statutory arrangements, with the Health and Wellbeing Partnership and the new governance arrangements in other partners, the Police for instance?
3. How much will the partnerships future role concentrate on sharing, negotiating, accommodating and understanding amongst partners with partners bringing to the partnership table as much as taking resources from the partnership?
4. What is the likely relationship between ON and the LEP?
5. What will the relationship with business look like in the new framework?
6. A Performance Management Framework has been developed in Nottingham. Is ON able to oversee and manage this framework?. In aiming to deliver the Nottingham Plan, will ON be able to facilitate the framework and hold partners to account?
7. Is there a better configuration of commission and co-ordination that will support achieving better outcomes and be more efficient for partners to be engaged?
8. How much of the current governance structure is fit for the future, the Board, Executive and Theme Partnerships?
9. Will there be a new relationship between the ON Board and the area structure, involving councillors and partnership forums?

- 10. Is the balance of our Board membership correct?
- 11. To what extent are partners prepared to contribute financially to the running of the partnership family?

5.3 **Proposed Timetable for Discussion**

5.3.1 In order to move this discussion forward the Board requests the ON Executive Group to consider the partnership strategy and landscape going forward, particularly in the light of the recently published Localism Bill.

5.32 The discussions around the partnership’s future will need to consider the views of partners, these will require early resolution due to the resource implications to continue partnership activity the ending of the the Local Area Agreement and the introduction of a new performance management framework.

5.33 Discussion at the Executive will entail scenario planning around :

- Resources available for partnership work
- Partners’ ability to provide funding for partnership work
- Different partnership structures or ways of working
- Capacity for partners to lead specific Theme Partnerships and Task & Finish Groups

ON Lead Officer Group	23 rd November 2010
ON Board	26 th November 2010
ON Executive	8 th December 2010
ON Executive	14 th December 2010
Opportunity for Partners’ and Theme Partnerships’ comments	December 2010/January 2011
NCC Overview & Scrutiny discussion	December 2010
ON Board	January 2011
NCC Executive Board	February 2011

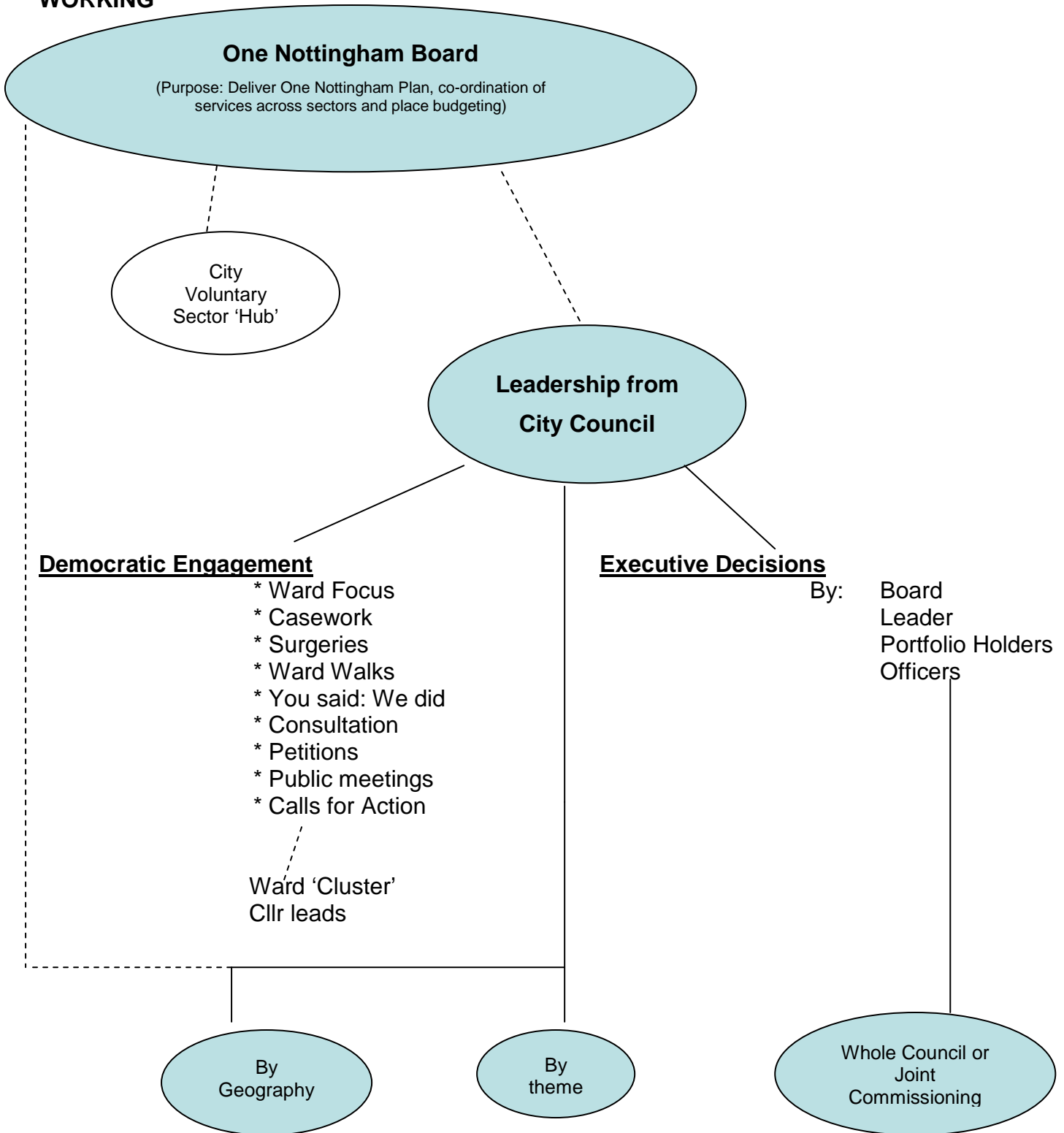
6. Contact Details:

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CITY GOVERNANCE Proposal

CONSULTATION/PARTNERSHIP WORKING

DECISION-MAKING



3 x Partnership Forums
(see Page 7)

(see Page 8)

PARTNERSHIP GOVERNANCE BY AREA Proposal

Functions

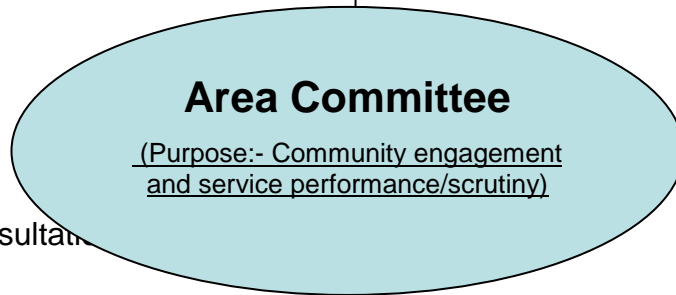
- * Deliver One Nottingham Plan
- * Inter-Agency Co-ordination
- * Partner Consultation
- * Performance
- * Area Regeneration
- * Promoting Volunteering (supported by Area Manager)



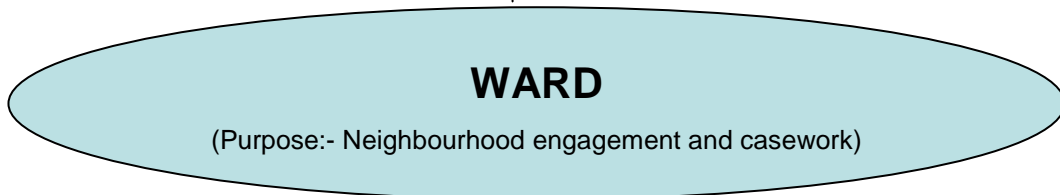
X 3 area based

Functions

- * Enabling community consultation
- * Monitoring performance
- * Holding to account
- * Ward Action Officers Lead



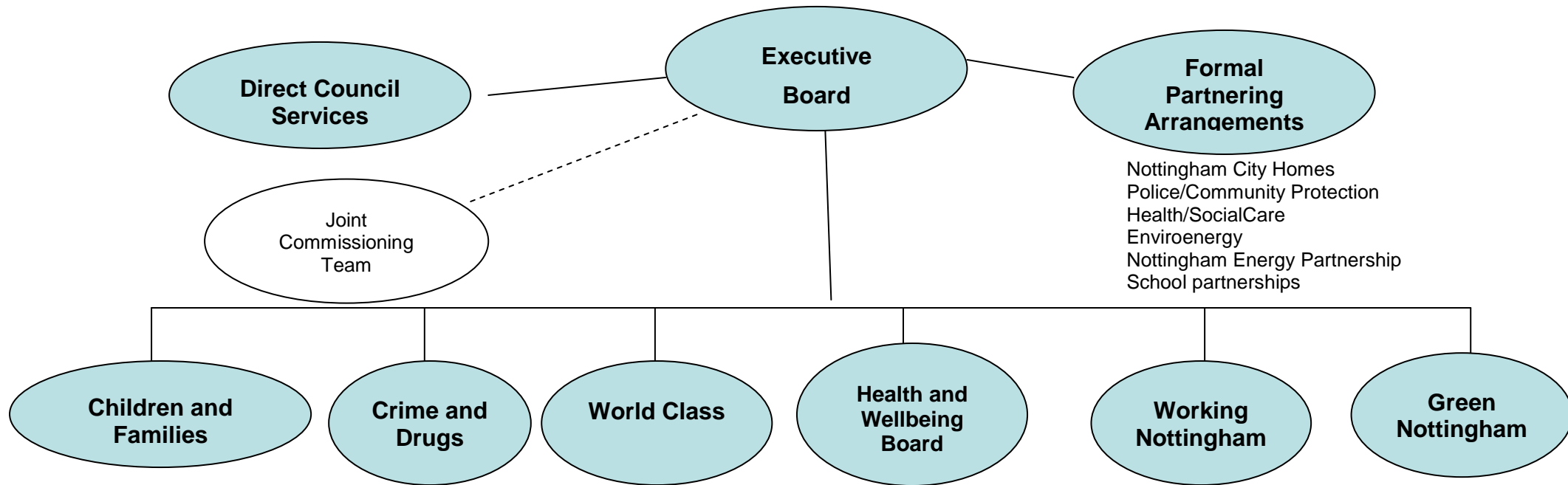
Review 9 Area Committee after Partnership Forums established



Democratic Engagement

- | | |
|--------------------|--------------------|
| * Ward Focus | * You said: We did |
| * Casework | * Consultation |
| * Surgeries | * Petitions |
| * Ward Walks | * Public Meetings |
| * Calls for Action | * Ward budgets |

PARTNERSHIP GOVERNANCE BY THEME



Purpose To bring together a partnership of statutory and voluntary agencies to improve outcomes for children, young people and families

To reduce crime, disorder and combat substance misuse

To promote Nottingham's retail, science, tourism, culture, and sport to world class standards

To promote integration and partnership working between NHS, social care, public Health, housing and other local services

To develop an enterprise culture in the City and skills growth for the future

To lead on meeting the 2020 objectives for Green Nottingham

Functions

- * Different agencies achieve agreed outcomes to deliver an effective service.
- * All partners are accountable for the delivery of The Children and Young People's Plan and its priorities, objectives and specified targets.
- * To direct integrated working, joint planning, commissioning and resource allocation to achieve the required outcomes.

- *Strategic assessment
- *Define priorities
- *Develop partnership plan
- *Facilitate information sharing
- *Community engagement
- *Commissioning drug/alcohol where delegated

- *Scan the horizon
- *Direct the capture of regional, national and international opportunity
- *Information, intelligence and planning for future
- *Commissioning feasibility Viability studies to inform development proposals

- *Lead the statutory joint needs assessment
- *Promote integration and partnership
- *Support joint commissioning and pooled budgets
- *Scrutiny of major service redesign
- *Oversees Housing Strategic Partnerships
- *Oversees supporting People

- *Strategic assessment
- *Promoting joint employment And skills training initiatives
- * Promoting business start ups and small business growth
- *Matching business needs to education/training courses and enterprise opportunities
- *Commissioning pilot schemes for job creation
- *Maximising jobs through Planning system

- *Setting strategy, planning, reviewing delivery against the appropriate SCS priority
- *Co-ordinating delivery of projects
- *Identifying environmental priorities for Nottingham
- *Develop detailed strategy and action plans
- *Commissioning
- *Nottingham Climate Change Strategy

Nottingham's Local Strategic Partnership

