



AUDIT COMMITTEE - 5TH MARCH 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES & S.151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To provide Members with a progress report on the partnership and collaborative working of the Council with the intention of:
- meeting the requirements of the Wales Audit Office
 - informing the Annual Governance Review Panel in its preparation of the draft Annual Governance Statement in June.

2. SUMMARY

- 2.1 Following reporting to the Audit Committee on 11th December 2013 on the first stage of work identifying the partners the Council works with, this is a progress report focusing on the Council's formal partnerships and collaborations.
- 2.2 The list of formal partnerships and collaborations will be reviewed every October commencing this October. At this time the Corporate Governance Review Panel will direct a risk appraisal to be carried out to identify high risk collaborations (as well as medium and low risk ones) as it is likely that they (the high risk) would form the basis of the number of partnerships and collaborations to be visited to check there are robust governance arrangements in place. This will also meet the 3 recommendations of the Commission on Public Service Delivery for Local Service Boards around ensuring streamlined and effective partnership arrangements, with good governance and scrutiny are in place. Local Service Boards are tasked with delivering this work within one year.

3. LINKS TO STRATEGY

- 3.1 Compliance with recommendations of the Wales Audit Office under the Council's Improvement Plan, and requirements of the Annual Governance Review Panel on partnerships and collaborative working of the Council.

4. THE REPORT

- 4.1 In a review of Caerphilly County Borough Council's (CCBC's) partnership working: 142 significant partner organisations, 35 formal partnerships and 19 collaborations have been identified, as having meaningful and important relationships for the Council's directorates, with CCBC playing a leading role in 6 of the collaborations (see Table 1).

4.2 Patterns are emerging in these partnership relationships with collaborations on a Gwent wide basis being particularly important accounting for 7 of the partnerships. These arrangements bring together the 5 Gwent Councils with the Aneurin Bevan Health Board with a mix of other partners. This is followed by 7 collaborations on a South East Wales/South Wales/Mid Wales basis. The Welsh Government provides regional collaboration funding for some of these initiatives. The Wales Audit Office plays an important role in the inspection of a number of the arrangements.

4.3 In the collaborative arrangements CCBC has a leading role in 6 of the collaborations (South East Wales Emergency Duty Team (host and provider) Gwent Frailty Programme (lead commissioner) South East Wales Safeguarding Children Board (hosts business unit) Prosiect Gwyrdd (scrutiny lead) South Wales Waste Management Group (lead procuring authority for the regional WEEE – waste electrical and electronic equipment)) and Mitigating Welfare Reform Across Gwent (hosting the project staff).

4.4 Table 1 below provides a breakdown on the Council's partnership working.

Table 1 Caerphilly County Borough Council Partnerships

Formal Partnership (35)	Collaboration (19)	CCBC Collaboration Lead (6)
Blaenau Gwent and Caerphilly Youth Offending Service (YOS)	South East Wales Emergency Duty Team (SEWEDT)	South East Wales Emergency Duty Team (SEWEDT) – hosted and provided by CCBC
Welsh Housing Quality Standard (WHQS)	Gwent Frailty Programme*	Gwent Frailty Programme – CCBC lead commissioner
Caerphilly Local Service Board	Gwent Wide Adult Safeguarding Board (GWASB)	Gwent Frailty Programme – CCBC lead commissioner
Caerphilly Community Strategy Standing Conference	South East Wales Safeguarding Children Board (SEWSCB)	South East Wales Safeguarding Children Board (SEWSCB) -CCBC hosts the Business Unit that supports the Board
Compact Partners (to the Compact Agreement with the Voluntary Sector in the borough)	Gwent Wide Integrated Community Equipment Services (GWICES)	
Voluntary Sector Liaison Committee (bringing together the Compact Partners in partnership)	In One Place housing initiative	Prosiect Gwyrdd - CCBC scrutiny lead
Gwent Association of Voluntary Organisations (GAVO)	South Wales Waste Management Group (SWWMG)	South Wales Waste Management Group (SWWMG) - CCBC is the lead procuring authority for the regional WEEE – waste electrical and electronic equipment
Groundwork Caerphilly	Shared Legal Services South East and Mid Wales	
Caerphilly and Blaenau Gwent Citizens Advice Bureau	Mitigating Welfare Reform Across Gwent	Mitigating Welfare Reform Across Gwent - host employer of staff
Joint Supplies Service (County Borough Supplies)	Gwent Trading Standards Project (potential collaboration Public Protection)	
Heads of the Valleys Organics (agreement to be finalised)	Gwent Collaboration on Recreation and Leisure	
Welsh Purchasing Consortium*	Caerphilly Passport Programme	
Job Centre Plus Flexible Service Delivery Points	Welsh Netball	
Youth Service (CCBC)	South East Wales Community Economic Development Programme	
Partnership with Voluntary Sector (with Gwent Association of Voluntary Organisations, Ystrad Mynach Boy's and Girl's Club,	South East Wales Biodiversity Records Centre	

Urdd Gobaith Cymru)	Local Investment Fund	
Youth Service (CCBC) Partnership with Statutory Sector (with Communities First and Families First)	Valleys Regional Park Personal Information Sharing Project	
Welfare Reform Programme / Universal Credit CCBC Led Pilot		
South East Wales Transport Alliance (Sewta)*		
Gwent Local Resilience Forum		
Health Challenge Caerphilly		
Football Association of Wales (FAW) Trust		
Sport Wales		
Street Games UK		
Hockey Wales		
Welsh Rugby Union		
Ystrad Mynach College		
Caerphilly Business Forum		
Cwm Y Mynydd Partnership		
South East Wales Specialist European Team		
Communities First Programme		
Families First		
Early Years Service Areas Partnerships initiatives – comprising of Flying Start, Early Years and Childcare, the Family Information Service and Family Support		
Gwent Archives*		
Glamorgan Archives*		
Greater Gwent Crematorium Joint Committee*		

NOTES:

*Indicates also a CCBC Joint Committee.

1. The following delivery groups are currently being established under **Caerphilly Delivers the Single Integrated Plan 2013-17** replacing former community planning thematic partnerships and have not been included in the total number of partnerships for this report: Prosperous Caerphilly, Safer Caerphilly, Learning Caerphilly, Healthier Caerphilly and Greener Caerphilly.

4.5 Despite the plethora of literature on effective partnership working there are limited definitions on what is meant by 'partnerships'. The literature, does however, tend to make a distinction between 'formal' partnerships, and 'informal' partnerships. An Audit Commission report (1998) **A Fruitful Partnership** in making this distinction also excludes networks of professional relationships and contractual relationships from its analysis of partnerships. This has been the approach used in defining partnerships in this report.

4.6 The Local Government 2009 and 2011 Measures provide local authorities with the tools to pursue collaboration for improving public services. For collaborations the following Wales Audit Office (2013) **Collaboration Caerphilly County Borough Council** definition has been adhered to:

Collaborative working can be defined as seeking to maximise efficiency gains through the scale in economies of more effective co-operation and co-ordination between agencies across the whole of the public sector, not excluding the independent, voluntary and private sectors. By using co-ordination rather than competition, users and producers of public services are enabled to be on the same side. As a consequence, the best outcomes are obtained when those who use and those who provide services work together in collaboration

4.7 Since work on the report commenced, an important Commission reported on 20th January 2014 on Public Service Governance and Delivery in Wales. The Commission, established in April 2013 by the First Minister and chaired by Sir Paul Williams, was tasked with examining all aspects of public services in Wales and making recommendations on their future direction. The Commission makes 62 recommendations, three of which are pertinent to this work as they relate to partnerships and collaborations.

Recommendation 21 - Local partnership structures must be radically streamlined and made more effective. To do so:

- All local service boards (LSBs) must ensure that they themselves fulfil and manifest the criteria we set out for effective partnership working;
- LSBs should maintain a single register of local partnerships;
- LSBs must overhaul local partnership structures to bring them into line with those criteria and with the clearer national and local priority outcomes which we also propose. This should begin immediately and conclude within one year of those priorities being articulated.
- Partnerships which compound complexity or do not add value should be disbanded; and
- Single Integrated Plans must also reflect these outcomes and identify the main cross-sectoral pressures and pinch points which need to be addressed; they must set out clearly the actions which need to be undertaken, by whom and by when (pp337-338)

Recommendation 36 – The Welsh Government, in consultation with LSB members, must reform LSBs so that:

- They have clear, ambitious and realistic purpose and vision;
- By 2015, there is a national single, robust, governance model in place which is equitable and transparent and which ensures that decisions are based on identifiable responsibilities and actions and joint rights and obligations, creating clear accountability for delivery;
- They are empowered to take significant and meaningful decisions which will contribute to attaining their purpose and vision;
- They comprise senior representatives from each organisation who have relevant authority and influence (p341)

Recommendation 37 - Considering the importance of the role that the LSB has in analysing need and determining a plan of multi-agency delivery, it is imperative that the thinking behind single integrated plans is open to constructive challenge. LSBs must therefore be subject to effective scrutiny by a specific scrutiny programme which must consider whether the analysis of needs has been robust; whether the plan will effectively tackle those needs, is adequately resourced; and whether it is being effectively implemented (p341)

- 4.8 This work has been discussed by both the Improving Governance Programme Board and the Corporate Governance Review Panel, and it has been recommended that the list of formal partnerships and collaborations will be reviewed every October commencing this October. At this time the Corporate Governance Review Panel will direct a risk appraisal to be carried out to identify high risk collaborations (as well as medium and low risk ones) as it is likely that they (the high risk) would form the basis of the number of partnerships and collaborations to be visited to check there are robust governance arrangements in place. This will also meet the 3 recommendations of the Commission on Public Service Delivery for Local Service Boards around ensuring streamlined and effective partnership arrangements, with good governance and scrutiny are in place. Local Service Boards are tasked with delivering this work within one year.
- 4.9 This work in progress is also subject to further considerations by the Annual Governance Review Panel in preparing the draft Annual Governance Statement in June, and by the Improving Governance Programme Board. A final report of work undertaken will be reported to the 9th June meeting of the Audit Committee.
- 4.10 The report details information for the following five areas of enquiry on partnership working:
1. Brief synopsis of the partnership work for the directorate
 2. Partnership working reporting and governance mechanisms at the Council
 3. Details for the partnership working of any monitoring and evaluation arrangements to assess the effectiveness of partnerships to ensure they are contributing to the delivery of corporate priorities
 4. Details of any Service Level Agreement in place for progressing partnership work/or any grants awarded.
 5. Approximate cash annual value of working in partnership.
- 4.11 As part of this exercise the Council's Constitution will be reviewed to incorporate any necessary changes as a result of the collaborative arrangements in place. The outcome of this review will be reported to Council at the AGM.
- 4.12 A report on the information collated from the Council's Directorates is given in Appendix 1.

5. EQUALITIES IMPLICATIONS

- 5.1 The Council's partnerships and collaborative working take into consideration the Equalities Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Welsh Language (Wales) Measure 2011.

6. FINANCIAL IMPLICATIONS

- 6.1 The report contains details of funding arrangements in place for partnership and collaborative working by the Council.

7. PERSONNEL IMPLICATIONS

- 7.1 Significant staff time is invested in partnership and collaborative working by the Council.

8. CONSULTATIONS

- 8.1 As noted under consultees.

9. RECOMMENDATIONS

9.1 For the Audit Committee to note progress undertaken in:

- meeting the requirements of the Wales Audit Office, and of the Annual Governance Review Panel
- informing the Annual Governance Review Panel in its preparation of the draft Annual Governance Statement in June.

10. REASONS FOR THE RECOMMENDATIONS

10.1 For the Audit Committee to be satisfied that the work in progress is on track for meeting the requirements of the Wales Audit Office, and of the Annual Governance Review Panel on the Council and its partnership working.

11. STATUTORY POWER

11.1 Local Government Act 2000, and the Local Government (Wales) Measure 2009 (Part 2) Community Strategies

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Appendices:
Appendix 1 Information Collated from Council's Directorates