

Public Document Pack

Penallta House,
Tredomen Park,
Ystrad Mynach,
Hengoed CF82 7PG

Ty Penallta,
Parc Tredomen,
Ystrad Mynach,
Hengoed CF82 7PG



www.caerphilly.gov.uk
www.caerffili.gov.uk

For all enquiries relating to this agenda please contact Sharon Kauczok
(Tel: 01443 864243 Email: kaucz@caerphilly.gov.uk)

Date: 8th October 2014

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 15th October, 2014** at **2.00 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

Chris Burns
INTERIM CHIEF EXECUTIVE

A G E N D A

- 1 To receive apologies for absence.
- 2 Declarations of Interest.
Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on the agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

- 3 Cabinet held on 1st October 2014.

To receive and consider the following reports on which executive decisions are required: -

- 4 Caerphilly County Borough Council Partnerships and Collaborations.
- 5 Cabinet Forward Work Programme.

A greener place Man gwyrddach



Circulation:

Councillors Mrs C. Forehead, D.T. Hardacre, K. James, Mrs B. A. Jones, G. Jones, Mrs R. Passmore, D.V. Poole, K.V. Reynolds, T. J. Williams and R. Woodyatt,

All other Members not listed above.

And Appropriate Officers



CABINET

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY 1ST OCTOBER 2014 AT 2.00 PM

PRESENT:

Councillor K.V. Reynolds - Leader

Councillors:

Mrs C. Forehead (HR and Governance/Business Manager), D.T. Hardacre (Performance and Asset Management), K. James (Regeneration, Planning and Sustainable Development), G. Jones (Deputy Leader and Cabinet Member for Housing), Mrs B. Jones (Deputy Leader and Cabinet Member for Corporate Services), Mrs R. Passmore (Education and Lifelong Learning), D.V. Poole (Community and Leisure Services), T.J. Williams (Highways, Transportation and Engineering), R. Woodyatt (Social Services).

Together with:

C. Burns (Interim Chief Executive), Mrs S. Aspinall (Acting Deputy Chief Executive), Mrs N. Scammell (Acting Director Corporate Services and S.151 Officer), Mr D. Street (Corporate Director Social Services).

Also in Attendance:

S. Harris (Interim Head of Corporate Finance), K. Williams (Private Sector Housing Manager), S. Cousins (Principal Housing Officer - Housing Portfolio), M. Donovan (Project Lead 21st Century Schools), M. Williams (Building Consultancy Manager), R. Mclean (AECOM), G. Hardacre (Head of Workforce and Organisational Development), R. Kyte (Team Leader, Strategic and Development Plans), S.M. Kauczok (Committee Services Officer).

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

Councillor D.V. Poole declared an interest in agenda items 4 and 6. He is a Council representative on Islwyn Bowls Club Management Board and a private landlord.

3. CABINET

RESOLVED that the minutes of the meeting held on 17th September 2014 (minute nos. 1-6; page nos. 1-3) be approved and signed as a correct record.

MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED

4. INVEST TO SAVE BIDS

Councillor D.V. Poole declared an interest in this item. He is a Council representative on Islwyn Bowls Club Management Board.

The Interim Head of Corporate Finance presented the report, which sought Members' views on a range of bids for one-off funding that will either result in on-going revenue savings or address identified unavoidable cost pressures.

The 2014/15 Budget Report agreed by Council on 26th February 2014 identified the potential to use General Fund balances of up to £2.499m for one-off capital expenditure as cost avoidance or Invest to Save schemes. Council approved a recommendation that bids to utilise this funding should be considered on a case-by-case basis by Cabinet.

A number of bids were invited through the Capital Strategy Group but due to a range of new emerging cost pressures and the worsening financial outlook it was not prudent to progress the bids due to the need to maintain adequate General Fund balances.

As an alternative, Heads of Service were invited to submit bids for consideration for funding under the "New Initiatives Fund". This is a separate reserve held by the Authority that has been previously used to provide one-off funding to support investments that generate cashable savings (i.e. an Invest to Save basis). Any funding awarded is subject to Cabinet approval and is repayable over a typical period of five years (in effect it is an internal loan). A total of 13 bids were received, the details of which are summarised in the appendix to the report.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons set out in the officer's report, Cabinet: -

1. Approved a revenue contribution to Capital Outlay (RCCO) from anticipated 2014/15 underspends in the Social Services revenue budget to fund the proposed investments of £237k outlined in paragraph 4.5 of the report.
2. Endorsed the recommendation not to support the bid of £275k in relation to street lighting due to options currently being considered as part of the Medium Term Financial Plan.
3. Agreed that the bids for Coed Top closed landfill site (£150k) and Park Lane demolition works (£122k) should be funded from 2014/15 projected underspends within Miscellaneous Finance.
4. Agreed that £50k funding in the Capital Programme for 2016/17 is brought forward to 2014/15 to fund the refurbishment of the toilets and conference facilities in Llancaiach Fawr, with the balance of £10k being met from revenue budgets.
5. Agreed that the remaining bids totalling £680,905 should be approved for funding on a repayable Invest to Save basis.
6. Agreed that with the exception of the Islwyn Bowls Club at 7 years, the other approved Invest to Save bids should be repaid over a period of 5 years.

7. Agreed that the difference between Invest to Save repayments and savings generated should be set aside to support the MTFP.

5. IMPROVING GOVERNANCE PROGRAMME UPDATE

The report provided an end of tranche review on the progress of the Improving Governance Programme (IGP) together with a proposal to close the named programme as such in favour of the monitoring of the small number of outstanding recommendations/actions by other established groups or committees, subject to the retention of the IGP Board for a further period to ensure that the follow up CGI is effectively coordinated.

Following consideration and discussion during which Members commented on the excellent progress that had been made against the recommendations/workstreams contained in the action plans, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons set out in the officer's report, Cabinet: -

1. Noted progress against the action plan resulting from the WAO Public Interest report on the Chief Officers Pay published in March 2013, along with the wider Improving Governance Programme including the action plans resulting from the WAO Public Interest Report on Chief Officers Essential Car Users and Annual Leave Allowance published in December 2013 and the Special Inspection Report published in January 2014 as presented to and approved by Council on 28th January 2014 and Cabinet on 19th February 2014.
2. Approved the handing over of the monitoring of outstanding recommendations and actions to other suitable monitoring bodies as detailed in Appendix 1 but maintain the IGPB to ensure that the follow up CGI is effectively coordinated.

6. HOUSING SOLUTIONS: SOCIAL LETTINGS POLICY

Councillor D.V. Poole declared an interest in this item as a private landlord.

The report was considered by the Policy and Resources Scrutiny Committee on 30th September 2014. Following a full discussion on the proposals contained therein the Scrutiny Committee recommended to Cabinet that Option 3 i.e. the development of an in-house Lettings Agency be implemented.

The Private Sector Housing Manager highlighted the key issues within the report, which considered the Housing (Wales) Bill and its implications for the Authority in respect of its responsibilities for homelessness prevention, registration and licensing of private sector landlords and the options available for some of the Authority's public and private sector empty properties.

In relation to the activities already in place to address the forthcoming legislation the report put into context the pressures on the Authority to provide a safe, affordable home and proposed the widening of housing options to include a Social Lettings Agency.

Access to affordable housing has become hampered by the reduction in housing supply and the implementation of the Welfare Reform Act for many of the residents in Caerphilly where home ownership is not an affordable option. The report also considered the impact of welfare reform and the limitations it presents for access to the private rented sector.

Members were advised that in going some way to address the problem of an undersupply of affordable housing within the private rented sector, there were potentially 3 options to consider i.e. Making incentive payments to letting agents and private landlords; utilising the services of an external lettings agency or creating an in-house Social Lettings Agency.

Following consideration and discussion, during which Members thanked Officers for all the work they had undertaken in relation to this matter, it was moved and seconded that the recommendations at paragraph 9 in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons set out in the officer's report: -

1. Option 3 i.e. the development of an in-house Social Lettings Agency, as outlined in paragraph 4.6.4 in the report, be implemented.
2. A further report outlining progress to date and the performance of the Social Lettings Agency be submitted to the Policy and Resources Scrutiny Committee within 12-18 months of its commencement.

7. ISLWYN WEST SECONDARY SCHOOL - UPDATE

The report provided an update on the new Islwyn West Secondary School in terms of progress on the development of the design; the programme plan for delivery of the project; roles and responsibilities; the initial cost plan; the appointment of a construction contractor and pending project issues. Mr M. Donovan (Project Lead 21st Century Schools) presented the report accompanied by Mr M. Williams (Building Consultancy Manager) and Mr. R. Mclean (AECOM).

It was noted that good progress had been made and 3 concept designs had been prepared by the Council's Building Consultancy Design Team. AECOM had been appointed as the Council's external Project and Cost Consultants and had identified one of the designs (Option 3) as being the most efficient and cost effective.

AECOM had prepared a programme timetable, which currently shows completion of the school by December 2016 with occupation in January 2016. The timetable is continually being reviewed to identify ways in which the completion date can be brought forward. AECOM had also compiled a matrix of roles and responsibilities to help during the management of the project. Work had also commenced on the appointment of a construction contractor, which will be made using the two stage tender process approved by Cabinet on 4th June 2014.

Members noted that the latest estimates for the school, now that the design team had completed their work were significantly higher than the original estimates set in 2011. However, assurances were received that the Council would be working with the designers and the contractors, once appointed, to deliver the best possible facility within the available funding.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons set out in the officer's report Cabinet: -

1. Noted that the Initial Cost Plan for the new school is in excess of the budget that is currently available. However work is in hand to review costs with the aim of reducing them to the lowest possible level.

2. Noted that the current anticipated completion of the school is December 2016 with occupation scheduled for January 2017. Opportunities to bring the completion date forward are being explored.
3. Approved that the Concept Design labelled as Option 3 in Appendix 1, as recommended by AECOM, can be used for further consultation with the schools.
4. Approved the use of NEC Option C form of contract, with the flexibility to transfer to Option A. (This is also recommended by AECOM).

RECOMMENDATIONS TO COUNCIL

8. WORKFORCE FLEXIBILITIES

The report sought Cabinet approval on the draft policy details and options for a range of schemes to allow workforce flexibility to meet the challenges of the Medium Term Financial Plan (MTFP). The proposals had been considered by the Policy and Resources Scrutiny Committee on 3rd June and 5th August 2014. The Scrutiny Committee endorsed the principle of introducing the schemes.

Members were advised that there would be no automatic right for individuals to access these schemes, which would be entirely at the Council's discretion and subject to a viable business case. The Head of Workforce and Organisational Development stressed that there was no intention to have a general application of the various options or to issue a blanket invitation to staff to be considered for any of the schemes as they were merely options which the Council needs to have in place should the necessity arise in some service areas as the impact of the impending budget reduction takes effect during the next few years.

Following consideration and discussion it was moved and seconded that the recommendations contained in the officer's report be approved. By a show of hands this was unanimously agreed.

RECOMMENDED that for the reasons set out in the officer's report the schemes be adopted subject to the following criteria: -

1. Early Retirement Scheme
The scheme utilises a provision within the LGPS regulations that permits CCBC as the employer to allow a retirement on mutual grounds in the interests of the efficiency of the service. This is a discretion that exists within the Pension regulations, which CCBC has not to date exercised, and requires Council approval.

Cabinet recommends to Council that this discretion is exercised.
2. Flexible Retirement Scheme
 - The scheme be approved with the following criteria:
 - Where there is a reduction in hours, this be to a minimum of 40% of contract hours;
 - Where there is a reduction in grade, this be to a minimum of 2 grades;
 - The period of flexible retirement is time limited to 6 months (extended by 3 months in exceptional circumstances only).

The scheme utilises a provision within the LGPS regulations that permits CCBC as the employer to allow flexible retirement. This is a discretion that exists within the Pension regulations, which CCBC has not to date exercised, and requires Council approval.

Cabinet recommends to Council that this discretion is exercised.

3. Voluntary Severance Scheme

The scheme be approved with the following criteria:

- Severance payment is set at the level of 60% of a years salary;
- Recommendation to cap the severance payment at the top of the Hay Grade C scale (£53,533) i.e. the maximum possible severance payment would be £32,120.

4. Redundancy Scheme

The scheme be approved to include the revised wording with regard to the payments to employees.

9. CCBC LOCAL DEVELOPMENT PLAN (FIRST REVIEW) UP TO 2031: POPULATION AND HOUSEHOLD GROWTH OPTIONS

The report, which sought Members' views on the proposed level of population and household growth to be included in the Preferred Strategy to underpin the first review of the Caerphilly County Borough Local Development Plan, was considered by the Regeneration and Environment Scrutiny Committee on 16th September 2014. The Scrutiny Committee endorsed the recommendations in the report.

The report detailed key assumptions that determine the future level of population and housing growth to be accommodated in the County Borough, in particular the level of births, deaths and net migration. Members were informed of the stakeholder engagement undertaken to date for the review of the LDP and how this work had influenced the population and household growth scenarios presented in the report.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RECOMMENDED that for the reasons set out in the officer's report: -

1. Population and Household Growth Scenarios A, B, E, H and M be subject to further consideration by stakeholders as part of the pre-deposit public consultation stage of the review process;
2. Population and Household Growth Scenario M be used as the Preferred Growth Option and as a basis to underpin the Preferred Strategy for the Caerphilly County Borough Local Development Plan (First Review) up to 2031.

10. LOCAL DEVELOPMENT PLAN - ANNUAL MONITORING REPORT 2014

The report, which was considered by the Regeneration and Environment Scrutiny Committee on 16th September 2014, outlined the contents of the Caerphilly County Borough Local Development Plan 2014 Annual Monitoring Report (AMR). At the Scrutiny Committee meeting concerns were raised in relation to Recommendation 2 and the impact that it could have on the release of greenfield sites within the County Borough. Officers confirmed that any such potential releases would be determined individually on their merit following a

detailed assessment of the sites against the Caerphilly County Borough LDP and taking into account all other planning and material considerations.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RECOMMENDED that for the reasons set out in the officer's report: -

1. The 2014 Annual Monitoring Report be referred to Council for consideration.
2. The 2014 Annual Monitoring Report be submitted to the Welsh Government before the deadline of 31st October 2014.

The meeting closed at 3.05 pm.

Approved and signed as a correct record subject to any corrections made at the meeting held on
15th October 2014.

CHAIR

This page is intentionally left blank



CABINET – 15TH OCTOBER 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

-
- 1.1 The attached report, which outlined the work undertaken around the Council's partnerships and collaborative work, and sought Members' endorsement of the proposed Collaboration and Partnership Protocol and Partnership Governance Toolkit, prior to referral to Cabinet for determination, was considered by the Policy and Resources Scrutiny Committee on 30th September 2014.
 - 1.2 Members were informed that following recommendations made by the Wales Audit Office on the partnership and collaborative work of the Council, an exercise commenced in October 2013, with 146 significant partner organisations identified, including 35 formal partnerships, 25 collaborations, and the Council taking the lead in 8 of the collaborative arrangements.
 - 1.3 The proposed Collaboration and Partnership Protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for embedding a robust structure for partnership working. The intention of the proposed Partnership Governance Toolkit is to provide partnership leads with guidance on ensuring effective and purposeful partnership, achieving intended outcomes, with robust scrutiny and governance arrangements in place, which is also called for in the Wales Local Government White Paper on Reforming Local Government.
 - 1.4 Following discussion on the content of the report, the Policy and Resources Scrutiny Committee endorsed the Collaboration and Partnership Protocol and Action Plan for delivery, together with the Partnership Governance Toolkit (subject to minor consultative changes), and unanimously recommended that these items be referred to Cabinet for consideration.
 - 1.5 Members are asked to consider the recommendation.

Author: R. Barrett, Committee Services Officer
Ext. 4245

Appendices:
Appendix 1 Report to Policy and Resources Scrutiny Committee on 30th September 2014 – Agenda item 16

This page is intentionally left blank



POLICY AND RESOURCES SCRUTINY COMMITTEE - 30TH SEPTEMBER 2014

**SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND
COLLABORATIONS**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

1.1 The purpose of the report is twofold:

- to inform the Scrutiny Committee of the work undertaken around the Council's partnerships and collaborative work and,
- to seek the Committee's endorsement for the proposed Collaboration and Partnership Protocol with action plan for delivery, and the proposed Partnership Governance Toolkit for referral to Cabinet for decision.

2. SUMMARY

- 2.1 Following recommendations made by the Wales Audit Office on the partnership and collaborative work of the Council, an exercise commenced last October to identify the Council's partner organisations, significant partnerships and collaborations. The total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council the lead in 8 of the collaborative arrangements. This report presents the proposed Collaboration and Partnership Protocol with action plan for delivery, and the proposed Partnership Governance Toolkit for the effective management of these partnerships for endorsement, before referral to Cabinet for a decision and implementation.
- 2.2 The proposed Collaboration and Partnership Protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for embedding a robust structure for partnership working. Responsibility for forming and terminating partnerships and collaborations is set at Heads of Service level, with quarterly review of the list of partnerships and collaborations, and the updated list published for staff reference on the Intranet.
- 2.3 The intention of the proposed Partnership Governance Toolkit is to provide partnership leads with guidance on ensuring effective and purposeful partnership, achieving intended outcomes, with robust scrutiny and governance arrangements in place, which is also called for in the Wales Local Government White Paper on Reforming Local Government.
- 2.4 By identifying all of its partnerships the Council has already met the recommendation of the Commission on Public Service Governance and Delivery on developing a single register of partnerships, with clear alignment with national and local priorities.

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 the partnership and collaborative working of the Council.

4. THE REPORT

- 4.1 Following recommendations made by the Wales Audit Office on the partnership and collaborative work of the Council, an exercise commenced last October to identify the Council's partner organisations, significant partnerships and collaborations. The total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council the lead in 8 of the collaborative arrangements. Working definitions on collaborations and significant partnerships were used as a guide, based on references from Audit Commission, Wales Audit Office and Welsh Local Government Association publications. Appendix 1 provides an overview of the Council's formalised partnerships and collaborative working, and the key data concerning the arrangements for the partnership work. This report presents a proposed protocol for the Council in managing partnerships and collaborations, and accompanying guidance toolkit for ensuring effective collaborative and partnership working.
- 4.2 The proposed Collaboration and Partnership Protocol (see Appendix 2) sets out the importance of collaborative work, as well as the pitfalls, so clearly highlighted by the Commission on Public Service and Delivery, and subsequent White Paper on Reforming Local Government, and accompanying Welsh Government paper *Improving Public Services in Wales*, and The Well-being of Future Generations (Wales Bill). The protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for embedding a robust structure for partnership working. Responsibility for forming and terminating partnerships and collaborations is set at Heads of Service level, with quarterly review of the list of partnerships and collaborations, and the updated list published for staff reference on the Intranet.
- 4.3 The current Welsh Government policy context is clearly one that encourages both greater and better collaboration. The Local Government White Paper notes – "We want to see a renewed drive amongst Local Authorities for greater collaboration and partnership working with each other, with other parts of the public service, and with the Third Sector, where this represents the best way of delivering for communities" (p13). The White Paper calls for a "greater pace and commitment in progressing collaborative initiatives" contending "we do not believe partners have taken all the opportunities available. It is the role of Government to set the strategic outcomes, and for partnerships then to deliver these outcomes" (p17). The Welsh Government are currently commissioning an evaluation of funding streams which support collaborative working, and also consider impact, which is due for publication in December 2015.
- 4.4 The intention of the proposed Partnership Governance Toolkit (see Appendix 3) is to provide partnership leads with guidance on ensuring effective and purposeful partnership, achieving intended outcomes, with robust scrutiny and governance arrangements in place, which is also called for in the Local Government White Paper. The White Paper notes the Welsh Government "want to see Local Authorities taking full responsibility for the performance of their service...with scrutiny committee providing effective challenge to how their Authority performs" (p19). The Welsh Government notes it is its intention to review the Local Government (Wales) Measure 2009 to see if there is scope "for it to be changed so as more effectively to support service improvement, and to ensure the relationship between self assessment and external inspection is made clear" (p19).
- 4.5 By identifying all of its partnerships the Council has already met the recommendation of the Commission on Public Service Governance and Delivery on developing a single register of partnerships, with clear alignment with national and local priorities. It is considered that the

proposed collaboration and partnership protocol, twelve month action plan for delivery, and partnership governance toolkit will meet the needs of recent Welsh Government direction around proactively considering the benefits of partnership and collaborative working, and potential for securing community benefits, and in improving partnership performance, and robustness of governance and scrutiny arrangements.

- 4.6 The work around the Council's partnerships and collaborative working has been directed by the Council's Corporate Governance Review Panel and Improving Governance Programme Board, with the Corporate Management Team supporting the draft protocol and action plan. Updates on the work have been presented to the Audit Committee on 11th December 2013 (see Appendix 4), 5th March 2014 (see Appendix 5), and 11th June 2014 (see Appendix 6). In addition the Improving Governance Programme Board action plan updates have been delivered to Cabinet regularly. All Members comments have been taken on board in designing a method for identifying partnerships, and developing a protocol and toolkit for managing partnership and collaborative working.

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 table under Appendix 1 notes whether financial information is provided for the Council's partnerships and collaborations. Further details on financial information provided is available in the full report of CCBC's partnerships and collaborations, copies of which can be obtained through the report's author.

7. PERSONNEL IMPLICATIONS

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

8. CONSULTATIONS

- 8.1 The Collaboration and Partnership Protocol and Action Plan for Delivery, together with accompanying Partnership Governance Toolkit, were issued for a 4 week consultation. Consultees included: the Corporate Management Team, all Heads of Service, partnerships and collaborative leads, the Caerphilly Delivers Single Integrated Plan delivery group (CCBC staff only), and all officers who provided information on CCBC partnerships and collaborations. Six responses were made, which were generally supportive of the proposed documents with a couple of minor additions suggested, which will be incorporated into the finalised Protocol and Governance Toolkit, together with any other further comments received on the documents following the Policy and Resources Scrutiny committee meeting of 30th September 2014, and the Cabinet meeting of 15th October 2014 (see Appendix 7 on the consultation responses).

9. RECOMMENDATIONS

- 9.1 For the Committee to endorse both the Collaboration and Partnership Protocol and action plan for delivery, and Partnership Governance toolkit subject to minor changes following the consultation, comments from the Policy and Resources Scrutiny Committee, and Cabinet, and updating with reference to the recently published White Paper on Reforming Local Government, and accompanying Welsh Government paper *Improving Public Services in Wales*, and The Well-being of Future Generations (Wales Bill).

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 For the protocol setting out the 12 month action plan for delivery and Partnership Governance toolkit to be endorsed by the Committee for referral to Cabinet for decision on approval and subsequent implementation.

11. STATUTORY POWER

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

Author: Jackie Dix – Policy and Research Manager
Consultees: Nicole Scammell - Acting Director of Corporate Services & S151
Colin Jones - Head of Performance and Property Services
Gail Williams – Interim Head of Legal and Democratic Services
Richard M Harris - Internal Audit Manager
Alessandra Veronese – Programme Manager
Joanne Jones - Corporate Information Governance Manager

Appendices:

Appendix 1 Caerphilly County Borough Council Partnerships Overview
Appendix 2 Proposed Collaboration and Partnership Protocol and Action Plan for Delivery
Appendix 3 Proposed Partnership Governance Toolkit
Appendix 4 Audit Committee Report 11th December 2013
Appendix 5 Audit Committee Report 5th March 2014
Appendix 6 Audit Committee Report 11th June 2014
Appendix 7 Consultation Responses on proposed Collaboration and Partnership Protocol and Action Plan for Delivery, and Partnership Governance Toolkit

Appendix 1 Caerphilly County Borough Council Partnerships Overview

Formal Partnerships (number 35)	Collaborations (number 25)
<p>Blaenau Gwent Youth Offending Service Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>	<p>Caerphilly Passport Programme Lead: Head of People Management & Development Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: This Caerphilly Local Service Board project is funded by a successful Welsh Government bid to access European Social Fund (ESF) funding. Comments:</p>
<p>Caerphilly and Blaenau Gwent Citizens Advice Bureau Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Federation Disability Sport Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Caerphilly Business Forum Lead: Group Manager Business Enterprise Support Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: States 'There are no formal reporting processes in place. However, ongoing reporting and</p>	<p>Gwent Collaboration on Recreation and Leisure Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place through board structure.</p>

<p>governance focuses on their individual contributions to the CCBC's strategic objectives.'</p> <p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Monitoring/Evaluation: In place Financial Information: provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Caerphilly Community Strategy Standing Conference Lead: Policy & Research Manager, and Programme Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes under community planning guidance. Comments:</p>	<p>Gwent Frailty Programme (joint committee) Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Lead Commissioner Comments:</p>
<p>Caerphilly Local Service Board Lead: Chief Executive Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Mechanism for gaining Welsh Government, and European Social Fund funding. No direct financial implications. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement, although Local Service Boards to become statutory in 2016.</p>	<p>Gwent Multi Agency Missing Children Project Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information Welsh Govt instruction to collaborate: Comments:</p>

Comments:	
<p>Compact Partners (to the Compact Agreement with the Voluntary Sector in the borough) Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement but considered good practice with Welsh Government reserving right to make mandatory in the future. Comments:</p>	<p>Gwent Trading Standards Project (potential collaboration Public Protection) Lead: Trading Standards & Licensing Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Plans for putting in place across the five Gwent Authorities. Monitoring/Evaluation: Yes Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Trading Standards is a service identified within 'A Compact for Change' between the Welsh Government and Welsh Local Government as one that should be considered for collaborative service delivery. Comments:</p>
<p>Communities First Programme Lead: Community Regeneration Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes this is a Welsh Government funded Anti Poverty Programme. Comments:</p>	<p>Gwent Wide Adult Safeguarding Board Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Not in receipt of funding. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>
<p>Cwm a Mynydd Partnership Lead: Partnership and Multi Agency Relationship Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place</p>	<p>Gwent wide Integrated Community Equipment Service Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place</p>

<p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: The Partnership manages the Rural Development Programme in the Caerphilly borough funded by the EU and managed by the Welsh Government. Comments:</p>	<p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Yes Comments:</p>
<p>Early Years Service Areas Partnerships Initiatives – comprising of Flying Start, Early Years and Childcare, the Family Information Services and Family Support Lead: Early Years Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes through the Welsh Government’s Flying Start Programme. Comments:</p>	<p>In One Place (under development) Lead: Principal Private Sector Housing Officer & Service Manager (Mental Health and Substance Misuse) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: Will be in place Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Comments:</p>
<p>Families First Board Lead: Families First and Children and Young People's Coordinator and Lead Director for Children and Young People Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: States ‘There is no cash value to the Families First Board apart from officers’ time’. However, the Board oversees the Families First Programme of £3.1m. Alignment local/regional/national</p>	<p>Prosiect Gwyrdd Lead: Head of Community and Leisure Services (technical lead) and Contracts Manager (procurement lead) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Scrutiny lead Comments:</p>

<p>priorities: Yes</p> <p>Welsh Govt instruction to collaborate: through the Welsh Government's Families First Programme, Flying Start, Communities First.</p> <p>Comments: Note the Families First Board is an interim measure anticipated to continue until Families First is extended throughout the Single Integrated Plan.</p>	
<p>Football Association of Wales Trust</p> <p>Lead: Sport & Leisure Development Manager</p> <p>Clarity of purpose/aims: Yes</p> <p>Reporting/Governance/Scrutiny Arrangements: Action Plan with National Body.</p> <p>Monitoring/Evaluation: In place</p> <p>Financial Information: Notes 'no cash value to this apart from officers' time.'</p> <p>Alignment local/regional/national priorities: Yes</p> <p>Welsh Govt instruction to collaborate: No</p> <p>Comments:</p>	<p>Local Investment Fund</p> <p>Lead: Group Manager Business Enterprise Support</p> <p>Clarity of purpose/aims: Yes</p> <p>Reporting/Governance/Scrutiny Arrangements: In place</p> <p>Monitoring/Evaluation: In place</p> <p>Financial Information: Provided</p> <p>Alignment local/regional/national priorities: Yes</p> <p>Welsh Govt instruction to collaborate: EU funded regional project.</p> <p>Comments:</p>
<p>Glamorgan Archives (joint committee)</p> <p>Lead: Glamorgan Archivist, Cardiff Council</p> <p>Clarity of purpose/aims: Yes</p> <p>Reporting/Governance/Scrutiny Arrangements: In place</p> <p>Monitoring/Evaluation: In place</p> <p>Financial Information: Provided</p> <p>Alignment local/regional/national priorities: Yes</p> <p>Welsh Govt instruction to collaborate: No</p> <p>Comments:</p>	<p>Mitigating Welfare Reform Across Gwent</p> <p>Lead: Customer Services Manager</p> <p>Clarity of purpose/aims: Yes</p> <p>Reporting/Governance/Scrutiny Arrangements: In place</p> <p>Monitoring/Evaluation: No information</p> <p>Financial Information: Provided</p> <p>Alignment local/regional/national priorities: Yes</p> <p>Welsh Govt instruction to collaborate: No</p> <p>CCBC Lead: host employer of staff</p> <p>Comments:</p>
<p>Greater Gwent Crematorium (Joint Committee)</p>	<p>Monmouthshire Farm School Endowment Collaboration</p>

<p>Lead: Head of Law & Standards, Newport City Council Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Crematorium self financing Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Lead: Not provided Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No information Financial Information: Provided Alignment local/regional/national priorities: No information. Welsh Govt instruction to collaborate: No Comments:</p>
<p>Gwent Archives (joint committee) Lead: Gwent Archivist, Gwent Archives Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Shared Legal Services Lead: Head of Legal and Democratic Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided (notes limited cashable savings). Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Comments:</p>
<p>Gwent Association of Voluntary Organisations Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales Adoption Service Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Yes to meet the requirements and implementation of the Social Services and Well-being (Wales) Act 2014. Comments:</p>

<p>Gwent Local Resilience Forum Lead: Emergency Planning Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes this is a UK Government requirement. Comments:</p>	<p>South East Wales Adult Placement Scheme Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Covered by statutory legislation. CCBC Lead: Hosts regional service Comments:</p>
<p>Heads of the Valleys Organics (agreement to be finalised) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	<p>South East Wales Biodiversity Records Centre Lead: Countryside & Landscape Services Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place but no detail provided Monitoring/Evaluation: States 'Not applicable' Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Health Challenge Caerphilly Lead: Health Challenge Wales Team Leader Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: To be developed through Single Integrated Plan process. Financial Information: Provided</p>	<p>South East Wales Community Economic Development Programme Lead: Group Manager Business Enterprise Support Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided</p>

<p>Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Comments:</p>	<p>Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: EU funded regional project. Comments:</p>
<p>Hockey Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with National Body. Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales Emergency Duty Team Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Host and provided by CCBC Comments:</p>
<p>Job Centre Plus Flexible Service Delivery Points Lead: Senior Management Library Services Clarity of purpose/aims: Original purpose stated for 2005-6, but possibly now superseded Reporting/Governance/Scrutiny Arrangements: Stated 'little formal scrutiny takes place either through the Council or in direct contact with Department of Work and Pensions and Job Centre Plus' Monitoring/Evaluation: None undertaken 'since their early inception.' Financial Information: All costs covered by Job Centre Plus. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No</p>	<p>South Wales Waste Management Group Lead: Head of Community and Leisure Services (technical lead) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Procuring authority for the regional WEEE (waste electrical and electronic equipment) Comments:</p>

Comments:	
<p>Joint Supplies Service (County Borough Supplies) (under development) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Comments:</p>	<p>South East Wales Safeguarding Children Board Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Statutory Partnership CCBC Lead: Hosts the Business Unit that supports the Board Comments:</p>
<p>Monmouth and Brecon Canals Regeneration Group Lead: Funding Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No Financial Information: States 'Without any collective funding, or strategy this is dictated by the activities of its partners, although there are ambitions to take advantage of any funding opportunities.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales SWIFT Consortium Lead: Team Manager, SEW Consortia Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No information Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Yes CCBC Lead: Host employer of staff Comments:</p>
<p>Safer Caerphilly Deliver Group Lead: Community Safety Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny</p>	<p>Valleys Regional Park Lead: Countryside & Landscape Services Manager Clarity of purpose/aims: Yes</p>

<p>Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>	<p>Reporting/Governance/Scrutiny Arrangements: States 'Periodic reports are provided to CCBC primarily by the Welsh Government.' Monitoring/Evaluation: In place Financial Information: States 'There is no direct value of working in partnership but grants associated.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>
<p>South East Wales Specialist European Team Lead: Group Manager, Strategy and Funding Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	<p>Welsh Netball Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with National Body. Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Sport Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place through board structure Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No</p>	

Comments:	
<p>Street Games Lead: Community Regeneration Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with Sport's Governing Body. Monitoring/Evaluation: In place Financial Information: States 'Should any grant be received for any projects there will be an agreement outlining the funding offer as well as reporting procedures that CCBC's Finance Department reports on.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	
<p>Tell Us Once Lead: Superintendent Registrar Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: States 'cash value of working in partnership has not been assessed locally to date.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Implementing Tell Us Once was part of the Outcome Agreements Improvement Objectives of 2011-12, and aligned to Welsh Government's objectives of joined up government. Comments:</p>	

<p>Voluntary Sector Liaison Committee Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement but considered good practice. Comments:</p>	
<p>Welsh Purchasing Consortium (joint committee) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	
<p>Welfare Reform Programme/Universal Credit Pilot Lead: Project Manager & Coordinator and Senior Rents Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	

<p>Welsh Rugby Union Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with Sport's Governing Body. Monitoring/Evaluation: In place Financial Information: Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	
<p>Youth Services (CCBC) Partnership with Statutory Sector (with Communities First and Families First) Lead: Community Education manager (Participation and Inclusion) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Via Communities First structures (Welsh Government) and CCBC Families First Board. Monitoring/Evaluation: Through standard Communities First and Families First governance structures. Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	
<p>Youth Services (CCBC) Partnership with Voluntary Sector (with Gwent Association of Voluntary Organisations, Ystrad Mynach Boy's and Girl's Club, Urdd Gobiath Cymru) Lead: Senior Community Education Manager</p>	

<p>Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: No formal governance arrangements other than via usual Youth Service scrutiny. Monitoring/Evaluation: Partnership arrangements are monitored via line management arrangements. Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No instruction, although guidance to work in partnership with the voluntary sector is contained in local and national Youth Service Strategies. Comments:</p>	
<p>Ystrad Mynach College Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan on deploying students and students training in place Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	

Table Notes:

1. The total number of partner organisations is 146
2. CCBC is the collaborative lead in 8 of the ventures
3. 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, Learning Caerphilly, Healthier Caerphilly and Greener Caerphilly.

INTRODUCTION

Local government faces increasingly demanding and complex community need and expectations, and with limited resources effective collaborations and partnerships are ways that councils can respond to these challenges. Partnership and collaborative working can bring real benefits in achieving more with better use of resources than organisations can deliver alone. The power of partnerships in achieving community benefits is recognised by both the Welsh Government, and the Commission on Public Service Governance and Delivery. However, it is also acknowledged by the Commission on Public Service Governance and Delivery that the current system of collaborative working is complex, burdensome and is in need of an overhaul to ensure purposeful and effective partnerships with clear remits for delivery¹.

Caerphilly County Borough Council is proactively responding to the challenge to ensure its partnerships and collaborations are fit for purpose. This Protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for ensuring a robust structure for partnership working (see Appendix 1). A separate toolkit is provided for building and maintaining effective partnership governance arrangements, and in achieving a high level of partnership performance².

IDENTIFYING PARTNERSHIPS AND COLLABORATIONS

A comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working.³ The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 25 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales footprint.

DEFINING PARTNERSHIPS AND COLLABORATIONS

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 report⁴ 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 by CCBC.

For collaborations the following Wales Audit Office⁵ 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 (p4).

While a universally agreed list of the types of model of collaborative working does not exist the Welsh Local Government Association⁶ has identified six main models of partnership working. The following models are used by CCBC in identifying collaborations:-

- **Delegation of functions** – a delegation of functions (based on statutory powers rather than contract) to another authority. It should not be categorised or documented in the same way as a contractual arrangement.
- **Joint committee** – this model usually involves one authority hosting the service with the other collaborating partners contributing to costs incurred.

The following are NOT covered by this work in the identification of collaborations:-

- **Informal arrangements**
- **Shared appointment/secondment**
- **Contractual arrangements** – with one authority providing goods or services under contract to another authority either on a cost recovery or for profit basis.
- **Corporate/Joint Venture** – where two or more authorities establish a corporate vehicle (usually a company) either as the vehicle for providing services back to themselves and/or to trade with a view to generating additional income.

FRAMEWORK FOR PARTNERSHIPS AND COLLABORATIONS

The following two factors are to be considered at Head of Service level in both agreeing and continuing to work in partnership, for ensuring a consistent approach across the CCBC, and that the anticipated collaborative benefits are being reaped:

1. **Clear reasons to be determined for why there is a need to work in partnership or collaboration, or continuation with the venture** - for example the Audit Commission⁷ gives five main reasons for working in partnership:-
 - to deliver co-ordinated packages of services to individuals;
 - to tackle so-called 'wicked issues';
 - to reduce the impact of organisational fragmentation and minimise the impact of any perverse incentives that result from it;
 - to bid for, or gain access to new resources; and
 - to meet a statutory requirement (p9)

It can be further added:

- to add value in improving range and quality of services for the public
- for cost benefits and improving value for money.

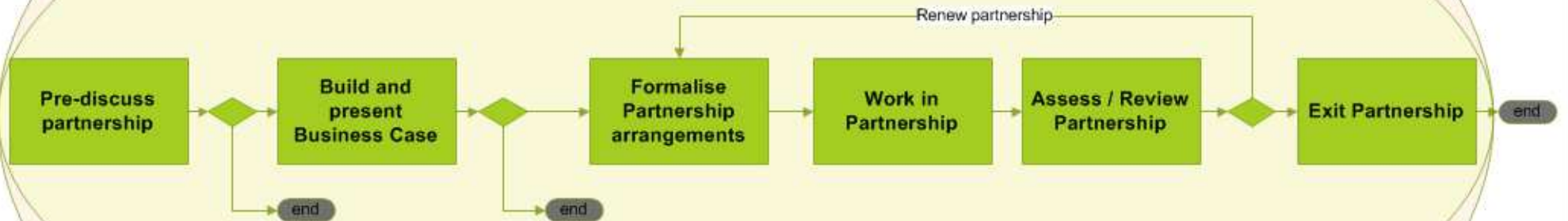
2. **Consideration of the essential components to build in to collaborative arrangements for ensuring effective partnership working**, such as:-
 - Defining clarity and purpose and benefits of collaboration;
 - Determining outcomes with a realistic plan and timetable for reaching those outcomes;
 - Consideration of risk and positively managing risk;
 - Assessment of value for money;
 - Establishing clear and robust partnership arrangements with defined lines of accountability and scrutiny for accessing partnership performance;

- Establishing commitment and ownership and level of trust between partners, and mechanism for dispute resolution;
- Process for monitor, review, assessment and audit with defined ways of measuring the partnership's achievements;
- Process for disbanding collaborations and partnerships and agreeing exit strategy.

The partnership and governance life cycle is displayed in the following diagram:-

Partnerships and Collaborations Life-cycle

Monitoring and reporting



Communicating

The Corporate Management Team (CMT) has endorsed this protocol, which will be implemented through the accompanying twelve month action plan (see Appendix 1). Regular review and monitoring of progress will be undertaken by the Corporate Governance Review Panel and the Improving Governance Programme Board, with reports made to the CMT. An annual summary report will be made on CCBC's partnership work to the Council's Audit Committee.

REFERENCES

1. **Commission on Public Service Governance and Delivery** (January 2014) Crown Copyright
2. **Caerphilly County Borough Council** (June 2014) **Partnership Governance Toolkit** Policy Unit
3. **Caerphilly County Borough Council Partnerships and Collaborations** (May 2014) Policy Unit
4. **Audit Commission** (1998) **A Fruitful Partnership**
5. **Wales Audit Office** (2013) **Collaboration Caerphilly County Borough Council**
6. **Welsh Local Government Association** (2012) **Legal Guidance for Collaboration** Trowers & Hamlins LLP
7. **Audit Commission** (1998) **A Fruitful Partnership**

APPENDIX 1 - COLLABORATION AND PARTNERSHIP PROTOCOL ACTION PLAN FOR DELIVERY JULY 2014 - JUNE 2015

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Develop Partnership Governance Toolkit - with Collaboration and Partnership Protocol and Action Plan for Delivery (to be issued for consultation until 15 th August 2014). The finalised Protocol and Toolkit, with Partnerships and Collaborations List to be circulated to Management Network												
Consideration of how best to build in service users assessments into process/demonstrating how partnerships are making a difference to local people – for discussion with Corporate Governance Review Panel 18 th July 2014												
Report to Policy and Resources Scrutiny Committee 30th September 2014												
Report to Cabinet 15th October 2014												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance Programme Board. Reviews to be undertaken on quarterly basis, with latest list to be place for continual staff reference on CCBC's intranet												
Corporate Governance Review Panel to select partnerships for governance arrangements check - to review robustness of governance arrangements, and ability for the partnership to be hold to account through scrutiny. Initial discussions held at 18 th July 2014 meeting												
Undertaking governance arrangements check – including report write up for Corporate Governance Review Panel and Improving Governance Programme Board and Corporate Management Team culminating in full report for 3 th December 2014 Audit Committee												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance Programme Board												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance												

Programme Board												
For the Council's Constitution to be reviewed to incorporate any necessary changes as a result of the collaborative and partnership arrangements in place												
Annual Governance Statement - for the partnership and collaboration work to inform the Annual Governance Review Panel in its preparation of the Statement in June 2015												
Annual summary report made on the Council's partnership work to the Council's Audit Committee												
Full report on 12 month action plan for delivery – to Corporate Governance Review Panel and Improving Governance Programme Board identifying whether further action plan needed, or if work to become business as usual												

This page is intentionally left blank

APPENDIX 3 PROPOSED CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIP GOVERNANCE TOOLKIT

INTRODUCTION

This Partnership Governance Toolkit is designed to ensure that Caerphilly County Borough Council has purposeful and effective partnerships with clear remits for delivery. The toolkit provides guidance for building and maintaining effective partnership governance arrangements, and in achieving a high level of partnership performance.

A review of Caerphilly County Borough Council's partnerships and collaborations reveals the total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council as the lead in 8 of the collaborative arrangements¹. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales footprint. A list of current partnerships and collaborations, including governance arrangements, alignment with local and national priorities, and lead officer is available on the Council's Intranet.

Alongside this guidance is a **Caerphilly County Borough Council Collaboration and Partnership Protocol**, which introduces quarterly reviews of the Council's partnerships and collaborations at Head of Service level, and checks on governance arrangements. Responsibility for forming new partnerships, and terminating existing partnership arrangements resides with the Head of Service responsible for the area. There will be an annual summary report made on the Council's partnership work to the Council's Audit Committee.

DEFINING PARTNERSHIPS AND COLLABORATIONS

Partnerships falling under the scope of this guidance and the Council's **Collaboration and Partnership Strategy** are defined as 'formal' partnerships, with 'formal accountability' built in, for effective working relationships at operational levels in achieving better outcomes for local people. This is distinct from 'informal' partnerships, such as knowledge/information sharing, and networks of professional relationships, which do not have to involve organisational commitment. The Council has decided to exclude contractual relationships from its analysis of partnerships, as these arrangements are mutually beneficial and so different in focus from joint work around shared objectives. However, it is noted that contractual arrangements can have partnership characteristics.

For collaborations the following Wales Audit Office² 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 (p4).

While a universally agreed list of the types of model of collaborative working does not exist the Welsh Local Government Association³ has identified six main models of partnership working. The following models are used by CCBC in identifying collaborations:-

- **Delegation of functions** – a delegation of functions (based on statutory powers rather than contract) to another authority. It should not be categorised or documented in the same way as a contractual arrangement.
- **Joint committee** – this model usually involves one authority hosting the service with the other collaborating partners contributing to costs incurred.

The following are NOT covered by this work in the identification of collaborations:-

- **Informal arrangements**
- **Shared appointment/secondment**
- **Contractual arrangements** – with one authority providing goods or services under contract to another authority either on a cost recovery or for profit basis.
- **Corporate/Joint Venture** – where two or more authorities establish a corporate vehicle (usually a company) either as the vehicle for providing services back to themselves and/or to trade with a view to generating additional income.

The Commission on Public Service Governance and Delivery⁴ has recommended that Local Service Boards maintain a single register of local partnerships, and overhaul partnerships to ensure they are ‘radically streamlined and made more effective’ and align with local and national outcomes, with partnerships that compound complexity, or do not add value disbanded (p88-90).

FRAMEWORK FOR PARTNERSHIPS AND COLLABORATIONS

The following two factors will be considered at Head of Service level in both agreeing and continuing to work in partnership, for ensuring a consistent approach across CCBC, and that the anticipated collaborative benefits are being reaped:

1. **Clear reasons to be determined for why there is a need to work in partnership or collaboration, or continuation with the venture** - for example the Audit Commission⁵ gives five main reasons for working in partnership:-
 - to deliver co-ordinated packages of services to individuals;
 - to tackle so-called ‘wicked issues’;
 - to reduce the impact of organisational fragmentation and minimise the impact of any perverse incentives that result from it;
 - to bid for, or gain access to new resources; and
 - to meet a statutory requirement (p9).

It can be further added:-

- to add value in improving range and quality of services for the public;
- for cost benefits and improving value for money.

2. **Consideration of the essential components to build in to collaborative arrangements for ensuring effective partnership working**, such as:-
 - Defining clarity and purpose and benefits of collaboration;
 - Determining outcomes with a realistic plan and timetable for reaching those outcomes;
 - Consideration of risk and positively managing risk;
 - Assessment of value for money;

- Establishing clear and robust partnership arrangements with defined lines of accountability and scrutiny for accessing partnership performance;
- Establishing commitment and ownership and level of trust between partners, and mechanism for dispute resolution;
- Process for monitor, review, assessment and audit with defined ways of measuring the partnership's achievements;
- Process for disbanding collaborations and partnerships and agreeing exit strategy.

CREATING NEW PARTNERSHIPS

To create new partnership arrangements a report must be prepared for the appropriate Head of Service detailing a business case for establishing the partnership or collaboration. This should cover:-

- Project rational/justification for the partnership such as:-
 - to meet organisational priorities that cannot be achieved by the Council working alone
 - using resources more effectively and achieving value for money.
- Remit, aims and outcomes for the partnership working and intended partnership's lifespan;
- Assessment of ways in which to gauge/capture the partnership's achievements;
- Consideration of associated risk;
- Cost benefits analysis including resources available for the partnership's work/future resource implications/whether potential project benefits outweigh associated costs;
- Proposed membership of partnership;
- Accountability and scrutiny arrangements, including monitoring, reporting, review to who and when;
- Consideration of ways to gather local peoples' views on the effectiveness of the partnership working, and how it is delivering to meet citizen and community needs.

In considering the business case the Head of Service will decide whether there is a need for establishing the partnership or collaboration.

GOVERNANCE ARRANGEMENTS

Governance is all about the arrangements partnerships put in place to ensure it is undertaking the right tasks, in the correct manner, delivering to the target group, in a timely and accountable fashion. For new and existing partnerships and collaborations the following governance arrangements need to be in place:-

- Clear partnership purpose with set aims, objectives and outcomes;
- Nomination of lead officer;
- Explicit lines of accountability (including partners' areas of responsibility) with set transparent decision making processes and scrutiny arrangements;
- Partnership's procedures and rules, such as in declaring conflict of interests;
- Protocols for information sharing;
- A consideration of any implications arising from the Equalities Act 2010, and the statutory General Duty placed on public authorities.

The Council's Corporate Governance Review Panel will from time to time select partnerships and collaborations to ensure good governance arrangements are in place. Details of the review will be included as part of the annual partnership report to the Council's Audit Committee (see Appendix 1 for Partnership Governance Check Discussion Guide).

ANNUAL PARTNERSHIPS ASSESSMENTS

Annual partnership *health checks* should be undertaken reconsidering and revising if necessary the partnership's aims, outcomes and working arrangements.

Guidance for helping a local authority and its partners improve the accountability and performance of partnerships has been produced by the Commission on Good Governance in Public Services⁶ providing the following six core principles of good governance:-

- 1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users**
 - clear purpose and intended outcomes for citizens and service users;
 - ensuring high quality service;
 - making sure taxpayers receive value for money.

- 2. Good governance means performing effectively in clearly defined functions and roles**
 - clear about the functions of the governing body;
 - clear about the responsibilities of non-executives and the executive and making sure that those responsibilities are carried out;
 - clear about relationships between governors and the public.

- 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - putting organisational values into practice;
 - individual governors behaving in ways that uphold and exemplify effective governance.

- 4. Good governance means taking informed, transparent decisions and managing risk**
 - being rigorous and transparent about how decisions are taken;
 - having and using good quality information, advice and support;
 - making sure that an effective risk management system is in operation.

- 5. Good governance means developing the capacity and capability of the governing body to be effective**
 - making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;
 - developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
 - striking a balance, in the membership of the governing body, between continuity and renewal.

- 6. Good governance means engaging stakeholders and making accountability real**
 - understanding formal and informal accountability relationships;
 - an active and planned approach to dialogue with and accountability to the public;
 - an active and planned approach to responsibility to staff;
 - engaging effectively with institutional stakeholders.

For a detailed account of the six core principles of good governance visit – http://www.cipfa.org/-/media/Files/Publications/Reports/governance_standard.pdf

Another useful guide in undertaking governance health checks has been published by the Chartered Institute of Public Finance and Accountancy (CIPFA)⁷ which identifies the following six core principles of good governance, and a means for partnership evaluation of the principles:

- **Principle 1** - focusing on the purpose of the partnership and on outcomes for the citizens and service users and the partnership vision.
- **Principle 2** - working effectively together with clearly defined roles and responsibilities.
- **Principle 3** - promoting values for the partnership and demonstrating the values of good governance through high standards of conduct and behaviour.
- **Principle 4** - taking informed and transparent decisions which are subject to scrutiny and managing risk.
- **Principle 5** - developing the capacity and capabilities of the members and officers of the partnership to be effective.
- **Principle 6** - engaging with local people and other stakeholders and making accountability real.

For further details refer to the full publication:-



Partnership
Governance checklist.c

The Office of the Deputy Prime Minister⁸ has developed a useful partnership assessment tool based on the following six partnership principles:-

- Principle 1** – Recognise and accept the need for partnership.
- Principle 2** – Develop Clarity and Realism of Purpose.
- Principle 3** – Ensure Commitment and Ownership.
- Principle 4** – Develop and Maintain Trust.
- Principle 5** – Create Clear and Robust Partnership Arrangements.
- Principle 6** – Monitor, Measure and Learn.

The tool enables a quick appraisal to identify any problem areas in partnership working, and for those just setting up partnerships, provides a checklist of what to ensure and what to avoid. For further information visit –

<http://webarchive.nationalarchives.gov.uk/20120919132719/http://www.communities.gov.uk/documents/localgovernment/pdf/135112.pdf>

ENDING PARTNERSHIPS ARRANGEMENTS

In managing partnerships effectively when the partnership has achieved its purpose the lead officer must alert the responsible Head of Service for the arrangements to be formally terminated. This could be because:-

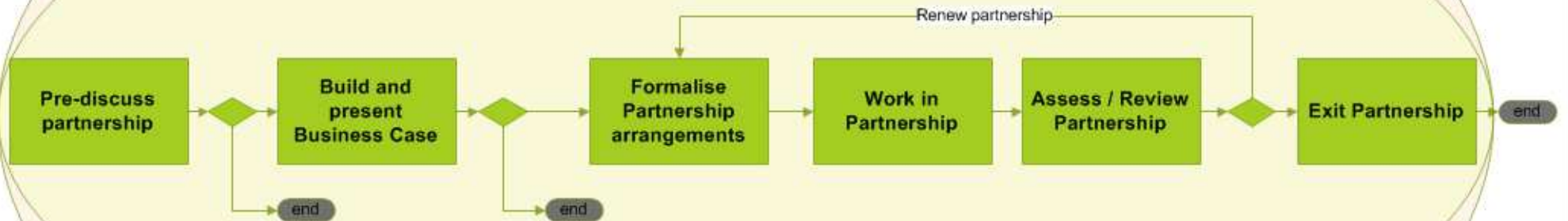
- Outcomes of the joint work have been achieved;
- Funding/resources available for the venture have ceased;
- The focus for the work has been superseded/priorities have changed/a new approach has been formed for tackling the issue;
- Assessment had revealed the partnership is not meeting its objectives and can no longer deliver the envisaged outcomes.

PARTNERSHIPS AND COLLABORATIONS LIFE CYCLE

The following diagram displays the partnership and collaboration life cycle:-

Partnerships and Collaborations Life-cycle

Monitoring and reporting



Communicating

For detail on the key stages in the partnership and collaboration framework see Appendix 2.

Further help in ensuring effective partnership arrangements are in place is available from:- Internal Audit Services, Performance Management Unit, Corporate Information Governance (on information sharing protocols) and the Policy Unit.

REFERENCES

1. **Caerphilly County Borough Council Partnerships and Collaborations** (May 2014) Policy Unit
2. Wales Audit Office (2013) **Collaboration Caerphilly County Borough Council**
3. Welsh Local Government Association (2012) **Legal Guidance for Collaboration** Trowers & Hamlins LLP
4. **Commission on Public Service Governance and Delivery** (January 2014) Crown Copyright
5. Audit Commission (1998) **A Fruitful Partnership**
6. Commission on Good Governance in Public Services (2004) **The Good Governance Standard for Public Services** Office of Public Management and Chartered Institute of Public Finance and Accountancy
7. Chartered Institute of Public Finance and Accountancy **Partnerships – A Governance Healthcheck**
8. Office of the Deputy Prime Minister (2003) **Assessing Strategic Partnership – The Partnership Assessment Tool**

APPENDIX 1 - PARTNERSHIP GOVERNANCE CHECK DISCUSSION GUIDE

This proforma provides the key areas that will be reviewed during a partnership governance check assessment with the partnership/collaboration lead officer, although this is not intended to be a definitive list. The lead officer is expected to prepare for the visit in advance, and provide evidence to demonstrate the robustness of governance arrangements. A write up of the assessment will be provided after the visit, with an opportunity for further discussion before a report of the assessment is made to the Council's Audit Committee. The aim of the check is to secure assurance that appropriate governance arrangements are in place, and the partnership is meeting its intended purpose in an effective, timely manner.

- **Clarity of purpose and intended outcomes of partnership working:**
 - links made with local/regional/national priorities
 - statutory partnership, Welsh Government instruction to collaborate?
 - set timescales for delivery
 - exit strategy in place.

- **Clear partnership lines of responsibility and accountability:**
 - informed and transparent decision making processes
 - laws and regulations complied with
 - information sharing protocols
 - scrutiny arrangements in place
 - means of communicating partnership work for public accountability.

- **Financial information and value for money:**
 - Details of full budget available for the partnership work, including staff resources and pooling of budgets from partners
 - Cost benefits analysis of working in partnership including mechanisms for monitoring resources
 - Savings and other benefits from the partnership working
 - Financial, and value for money information informs partnership decisions
 - Taxpayers receive value for money.

- **Arrangements for assessing and managing partnership risks:**
 - financial/operational/compliance/risk controls/organisational reputation/conflict resolution
 - risk management system in place.

- **Performance management arrangements:**
 - ability to judge quality of performance/monitoring/evaluation
 - commitment of partners
 - evidence of partnership self assessments/annual health checks
 - views of local people in assessing benefits of the partnership working – what the citizen/community wants/needs
 - performance management framework.

- **Conclusion:**
 - Is there anything further that the Council can be doing to improve governance arrangements and performance of partnership?

APPENDIX 2 - KEY STAGES IN THE PARTNERSHIP AND COLLABORATION FRAMEWORK

Maintaining and Updating Partnerships and Collaborations List

- Quarterly reviews of list by Head of Service (see Collaboration and Partnership Protocol)
- List published on Intranet
- Defining partnerships and collaborations (see Partnership Governance Toolkit).

Forming New Partnerships

- Business Case submitted to Head of Service with justification for partnership (see Partnership Governance Toolkit)
- On approval of new partnership full details of venture to be built including: governance arrangements, allocation of resources, legal and regulation issues, risk management, information sharing protocols, monitoring and evaluation, timescales and exit strategy (see Partnership Governance Toolkit).

Communicating the work of partnerships

- to key stakeholders and citizens for public accountability
- building in service users assessments into process demonstrating how partnerships are making a difference to local people.

Assessment

- Partnerships required to do annual self assessment *health check* (see Partnership Governance Toolkit)
- The Corporate Governance Review Panel will select partnerships for assessing governance arrangements and effectiveness of partnership working (see Partnership Governance Check Discussion Guide).

Exiting Partnerships

- Exit strategy to be built into all partnership arrangements
- Head of Service to be presented with request to terminate partnership arrangements for approval (see Partnership Governance Toolkit).

Reporting

- Partnerships Governance Check Assessment Reports to Corporate Governance Review Panel, Improving Governance Partnership Board, Corporate Management Team and Audit Committee
- Input to Annual Governance Statement
- To inform annual review of Council's Constitution
- Annual Summary Partnership Report to Audit Committee.



AUDIT COMMITTEE - 11TH DECEMBER 2013

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR CORPORATE SERVICES & SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To update Members on work being undertaken to meet both the requirements of the Wales Audit Office, and of the Annual Governance Review Panel on the partnership and collaborative working of the Council.

2. SUMMARY

- 2.1 Work has commenced with the Senior Management Teams at the Council on addressing the following Wales Audit Office recommendations:
- P1 Improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to delivery of corporate priorities;
 - P2 Ensure there are robust and effective governance arrangements in place when creating integrated services and collaborations which are subject to regular evaluation of their impact.
- 2.2 The work will be concluded by February 2014, with a final report coming to the Audit Committee in March 2014.

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 Work is currently being undertaken through the Improving Governance Programme Board and the Annual Governance Review Panel to deliver on the Wales Audit Office (WAO) recommendations under the Council's Improvement Plan. The WAO recommendations are:
- P1 Improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to delivery of corporate priorities;
 - P2 Ensure there are robust and effective governance arrangements in place when creating integrated services and collaborations which are subject to regular evaluation of their impact.

- 4.2 To generate an up to date list of both key partners, and partnerships an email was sent to key contacts across the Council work areas involved with partnership working, which has identified 272 partners, excluding partnership links of a commercial nature.
- 4.3 Senior Management Teams have been consulted on the list generated, and are currently defining their most important partnership arrangements in order to:
1. Provide a brief synopsis of the partnership work for the directorate
 2. Provide for the partnership working reporting and governance mechanisms at the Council
 3. Provide for the partnership working 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.
- 4.4 The deadline for acquiring the information is Friday 10th January 2014, with a report on the findings going to a January Improving Governance Programme Board meeting. A final report will be presented to the Audit Committee in March 2014, with the intention of demonstrating that enough progress has been made to satisfy both the Wales Audit Office and the Audit Committee.

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 work will attempt to draw some initial costings on 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 the contents of this report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 The report is for information only.

11. STATUTORY POWER

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

Author: Jackie Dix – Policy & Research Manager

Consultees: Nicole Scammell - Acting Director of Corporate Services & S151

Dan Perkins – Head of Legal and Democratic Services

Richard M Harris - Internal Audit Manager

Alessandra Veronese – Programme Manager

This page is intentionally left blank

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

Author: Jackie Dix – Policy & Research Manager
Consultees: Nicole Scammell - Acting Director of Corporate Services & S151
Colin Jones - Head of Performance and Property Services
Dan Perkins – Head of Legal and Democratic Services
Gail Williams – Interim Monitoring Officer
Richard M. Harris - Internal Audit Manager
Alessandra Veronese – Programme Manager

Appendices:
Appendix 1 Information Collated from Council's Directorates

AUDIT COMMITTEE - 11TH JUNE 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES & S151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To provide Members with a final report on the partnership and collaborative working of the Council with the intention of:
- Noting the progress made with regard to this issue
 - to seek the views of the Audit Committee on whether they are satisfied that work undertaken indicates that sufficient progress has been made in relation to this issue such that collaboration and partnerships may be considered as 'business as usual' and taken off the Annual Governance Statement.

2. SUMMARY

- 2.1 A comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working. The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 24 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales foot print.
- 2.2 Next steps for the partnership work include:
- Drafting a 'CCBC Collaboration and Partnership Strategy' and 12 month action plan
 - For the partnership data to be subject to quarterly review by Heads of Service
 - For the partnership work to be reflected within the Council's Constitution, with review of the information to be incorporated annually and reported to Council at the AGM
 - Assessment tool to be devised in aiding improving the performance and accountability of partnerships through utilising best practice from existing assessment tools.

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 Since October 2013 a comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working under the direction of the Council's Corporate Governance Review Panel and Improving Governance Programme Board. Updates on this work have been presented to the Audit Committee on 11/12/13 and 5/03/14. This report presents a definitive overview of CCBC's partnerships and collaborations and their governance arrangements, and presents next steps in ensuring good governance and performance management in partnership arrangements through regular review and monitoring, and quarterly updating the database of partnership working.
- 4.2 The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 24 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales foot print. Appendix 1 provides an at a glance overview of CCBC formalised partnerships and collaborative working, and the key data concerning the arrangements for the partnership work.
- 4.3 Through the data gained on partnership working the Corporate Governance Review Panel is currently selecting partnerships/collaborations to review the robustness of governance arrangements, and ability for the partnerships to be held to account through scrutiny. The following two factors will be considered in identifying CCBC partnerships and collaborations with risk element or in need of special attention:
1. Lack of/poor governance and scrutiny arrangements including insufficient accountability.
 2. Whether there is a robust performance management framework in place, including value for money considerations.

Random spot checks will also be undertaken on partnerships and collaborations.

- 4.4 Next steps for the partnership work include:
- Drafting a 'CCBC Collaboration and Partnership Strategy' and 12 month action plan the proposed content of which was approved by CCBC's Corporate Management Team (CMT) on 1st May 2014
 - For the partnership data to be subject to quarterly review by Heads of Service
 - To date the partnership work has been reflected within the Council's Constitution, with review of the information to be incorporated annually and reported to Council at the AGM held in May
 - Devise assessment tool to aid improving the performance and accountability of partnerships through utilising best practice from existing assessment tools.
- 4.5 All Welsh Councils have been contacted for a copy of any partnership and collaboration strategy. It transpires that Torfaen County Borough Council is in the process of developing a collaboration framework, and Denbighshire has developed a Partnership Governance Toolkit. However, it appears that no Council has yet been able to compile a single register of partnerships due to the difficulties of the high level of subjectivity in clearly defining partnerships and collaborative work. Developing a single register of partnerships is one of the recommendations of the Williams Commission on Public Service Governance and Delivery. The CCBC approach has used an Audit Commission definition of 'formal' partnerships contained in their 1998 report **A Fruitful Partnership** and the Wales Audit Office 2013 definition of collaborative working. A number of the local authorities contacted indicated they would like to have a copy of any subsequent partnership and collaboration strategy developed by CCBC, and the details of the approach followed in generating a list of partnerships/collaborations.

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 table under Appendix 1 notes whether financial information is provided for the Council's partnerships and collaborations. Further details on financial information provided is available in the full report of CCBC's partnerships and collaborations, copies of which can be obtained through the report's author.

7. PERSONNEL IMPLICATIONS

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

8. CONSULTATIONS

- 8.1 The report reflects the views of the consultees.

9. RECOMMENDATIONS

- 9.1 For the Audit Committee to note progress made with regard to this issue.
- 9.2 To seek the views of the Audit Committee on whether they are satisfied that work undertaken indicates that sufficient progress has been made in relation to this issue such that collaboration and partnerships may be considered as 'business as usual' and taken off the Annual Governance Statement.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 For the Audit Committee to be satisfied that sufficient progress has been made in 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.

Author: Jackie Dix – Policy & Research Manager (dixj1@caerphilly.gov.uk)
Consultees: Nicole Scammell - Acting Director of Corporate Services & S151
Colin Jones - Head of Performance and Property Services
Gail Williams – Interim Head of Legal and Democratic Services
Richard M Harris - Internal Audit Manager
Alessandra Veronese – Programme Manager
Joanne Jones - Corporate Information Governance Manager

Appendices
Appendix 1 - Overview

This page is intentionally left blank

APPENDIX 7 Consultation Responses on proposed

Caerphilly County Borough Council Collaboration and Partnership Protocol and Action Plan for Delivery, and Partnership Governance Toolkit

Introduction

The Collaboration and Partnership Protocol and Action Plan for Delivery, together with the accompanying Partnership Governance Toolkit, were issued for a 4 week consultation. Consultees included: the Corporate Management Team, all Heads of Service, partnerships and collaborative leads, the Caerphilly Delivers Single Integrated Plan delivery group (Council staff only), and all officers who provided information on Caerphilly County Borough Council partnerships and collaborations.

Six responses were received covering: Education and Leisure, and Families First, Community, Youth and Adult Education, Community and Leisure Services, Legal and Democratic Services, and Regeneration and Planning.

Consideration of consultation responses

- 1 *I am a very strong advocate of partnership working and this protocol is really useful. I would recommend however that we have a model template for Service Level Agreements which accompany the attached. This SLA needs to go into detail on the expectations of both partners...*

It is felt that including a model Service Level Agreement (SLA) would be too much detail to include in the Partnership Governance Toolkit. However, the suggestion has been passed to Internal Audit for consideration of drafting a standardised SLA with a model delivery plan.

2. *For info, please find attached a piece of work that Ricardo AEA were commissioned to do for the WLGA on partnership working (in the context of waste management). They produced an initial draft toolkit (attached) which you may want to take a look at...*

The consultancy was contacted and the final report for the WLGA on collaboration in waste management obtained. The report proved to be complementary to the direction taken with this piece of work around the Council's partnerships and collaborations.

3. *You may be interested to know that we have engaged Cardiff Business School to research and develop a handbook for collaborative scrutiny... This has been funded by Welsh Government Scrutiny Development Fund and we are working with Monmouthshire and Blaenau Gwent to manage the project. This handbook will be aimed at scrutiny practitioners across Wales to help them determine if they need to set up joint scrutiny and also provide case studies and templates for the governance etc. part of the research they have done will include LSB partnerships and scrutiny. It is hoped to have this available as a draft by early*

September for a launch in the Autumn, probably at the Centre for Public Scrutiny Wales conference in November.

The finalised Handbook for Collaborative Scrutiny will be used as a point of reference in undertaking the future auditing and inspection of partnerships and collaborations by the Council.

- 4. **Collaboration and Partnership Protocol** - Yes it was clear and concise. The provision of up to date references are useful too. Under the section "Clear reasons to be determined for why there is a need to work in partnership..." after cost benefits and improving value for money (page 2) a further point to be added could be: To minimise/ eradicate duplication.*

Action Plan – clear template for delivery.

Partnership Governance Toolkit – clear and concise and the check list is very helpful. Would the inclusion of Terms of Reference under partnership lines of responsibility and accountability be helpful?

These comments will be incorporated into the finalised Collaboration and Partnership Protocol and Partnership Governance Toolkit, together with any other further comments received on the documents following the Policy and Resources Scrutiny committee meeting of 30th September 2014, and the Cabinet meeting of 15th October 2014.

- 5. By and large the contents seem logical and understandable. I would stress that it should not become a drag on operations as whilst no doubt beneficial it could become a significant time hindrance. Broad headings yes but need flexibility for e.g. size and remit of partnership, what external partners/funders specify, ability for partnership to be amended.*

Comment noted, and the need not to over complicate the Protocol and Toolkit for officers was taken into account in development. This is the reason why it has been decided not to include a standardised Service Level Agreement into the documentation as suggested in the consultation response noted in 1 above.

- 6. I would ask a general question... does this include partnerships with other Councils; and if so, how does the timetable for local government reorganisation influence what is done?*

Yes the Partnership Protocol and Guidance does include partnerships with other Councils. This piece of work is seen as a priority by both the Welsh Government and the Commission on Public Service and Delivery, and so will not be governed by the timetable for local government reorganisation.



CABINET – 15TH OCTOBER 2014

SUBJECT: CABINET FORWARD WORK PROGRAMME

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet endorsement of the updated Forward Work Programme for the period October to December 2014.

2. SUMMARY

- 2.1 The report outlines a proposed forward work programme of future Cabinet reports.
- 2.2 The Forward Work Programme is updated on a monthly basis to reflect any amendments that are made to it since it was first agreed on 22nd January 2014.

3. LINKS TO STRATEGY

- 3.1 The Council is required to publish a Cabinet Forward Work Programme to assist in open and transparent decision-making.

4. THE REPORT

- 4.1 The Cabinet Forward Work Programme sets out the key reports that Cabinet expects to receive in the coming months. It is a legal requirement that such programmes are published. The programme is an important way of tracking progress against targets set in the Council's Improvement Plan.
- 4.2 Appendix 1 to this report sets out details of the Cabinet Forward Work Programme for the period October to December 2014.
- 4.3 It should be noted that urgent and unanticipated reports could be added to the Cabinet Work Programme.

5. EQUALITIES IMPLICATIONS

- 5.1 None.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications associated with this report.

7. PERSONNEL IMPLICATIONS

7.1 There are no personnel implications associated with this report.

8. CONSULTATIONS

8.1 There are no consultation responses that have not been reflected in this report.

9. RECOMMENDATIONS

9.1 It is recommended that Cabinet approve the Forward Work Programme as outlined in Appendix 1.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To satisfy legislative requirements and to ensure more transparent and effective decision-making.

11. STATUTORY POWER

11.1 Local Government Acts 1972 and 2000.

Author: Jonathan Jones, Democratic Services Manager
Consultees: Corporate Management Team
Cabinet Members
Gail Williams, Interim Head of Legal Services and Monitoring Officer

Appendices:
Appendix 1 Cabinet Forward Work Programme

CABINET FORWARD WORK PROGRAMME: OCTOBER TO DECEMBER 2014

15TH OCTOBER 2014	
Cabinet Forward Work Programme	Cllr Mrs C. Forehead
CCBC Partnerships and Collaborations	Cllr Mrs B. Jones

29TH OCTOBER 2014	
RDP Funding	Cllr K. James
Draft Savings Proposals for 2015/16	Cllr Mrs B. Jones
EAS Adjustment to Governance Arrangements	Cllr Mrs R. Passmore
LTP Agreement for Joint LTP for 5 Local Authorities	Cllr T.J. Williams
Rhymney 3-18 - Consideration to Proceed to Formal Processes	Cllr Mrs R. Passmore
St James School: Adjudication Claim	Cllr Mrs R. Passmore
Charging for Telecare Services	Cllr R. Woodyatt

CABINET FORWARD WORK PROGRAMME: OCTOBER TO DECEMBER 2014

12TH NOVEMBER 2014	
Conservation Strategy	Cllr K. James
Library Standards	Cllr Mrs R. Passmore
Former Newbridge Library	Cllr D.T. Hardacre

26TH NOVEMBER 2014	
Anti Social Behaviour, Crime and Policing Act 2014 - Authorisation of Officers	Cllr D.V. Poole

10TH DECEMBER 2014	
No reports scheduled at present.	