

PAPER NO. 6

REPORT TO THE EXECUTIVE MEETING OF 19th DECEMBER 2011

Status: For Decision
Title: Developing Locality Working in Harborough District
Originator: Peter Rowbotham & Tom Day
Where from: Leicestershire Together
Where to next: Council

1 Purpose of the Report

- 1.1 To set out how Locality Working could be implemented in Harborough in response to wider changes in partnership working across Leicestershire. The new approach will see fewer, leaner but 'harder' partnerships that are better able to direct public sector resources to tackle deep rooted issues.

2 Recommendations:

- 2.1 **That the approach and structures to deliver Locality Working as set out in this report (Appendix C) is endorsed.**
- 2.2 **That Executive agrees its draft Locality priorities for further investigation and consultation with partners.**
- 2.3 **The necessary resources necessary to deliver these proposals are considered and included in the Transformational Programme and Business Planning process for 2012/2013.**

3 Summary of Reasons for the Recommendations

- 3.1 To ensure Harborough has an effective means to coordinate partners and utilise the wider available resources to tackle local priorities.

4 Impact on Communities

- 4.1 Government policy is centred on localism and the 'Big Society'. Developing Locality working will enable and bring together the Council and partners to be able to better support local communities in Harborough. Locality working will also bring balance to an otherwise county led system of partnerships and public services.

5 Key Facts

Leicestershire perspective

- 5.1 The move towards strengthening partnerships in Leicestershire arose from the insight that all public services need assistance from other organisations to meet their goals. Tough financial times mean it is more important than ever to demonstrate that public services are avoiding duplication and working well together to make a difference to the locality.
- 5.2 There are three types of partnerships set out in the new structure as set out in Appendix A. These are Theme Boards, Specialist Groups and Locality Boards. The system is not intended as a hierarchy as there is a recognised democratic need to shape services at both county and district levels.
- 5.3 The two main proposals to reform partnership working in Leicestershire are a new process and set of principles. A new process whereby boards will set out their 3-5 key objectives by the end of December. There will then be a process that brings together partnerships and partners with similar objectives at the county and/or district level so that delivery plans can be in place for April 2012.
- 5.4 The set of principles underpinning these plans to drive better outcomes and cost effectiveness are;
- Going the extra mile to tackle the problems of other partners
 - Moving faster towards collective commissioning of services
 - Tackling the root causes of stubborn problems
 - Using partnerships to make hard decisions
 - Doing the right thing at the right level
 - Taking ownership to make the process work
- 5.5 The timescales related to this agenda are as follows;
- End of December 2011 – Theme Boards, Specialist Groups and Locality Boards identify 3-5 draft priorities.
 - January to March 2012 – Boards/Groups share priorities and identify and develop key relationships necessary to deliver them.
 - End of March 2012 – commissioning plans and supporting action plans are finalised for commencement from April 2012 onwards.

Harborough perspective

- 5.6 In response to the review of partnership working each district and borough within Leicestershire have been asked to develop, lead and administer Locality Boards. For some districts, such as Hinckley and Bosworth, this means reforming their existing Local Strategic Partnership and theme groups to meet the new agenda.
- 5.7 In Harborough there are no existing structures to take on this new locality role. This offers opportunities in terms of fresh thinking and challenges, especially around resources when considering how locality working could operate in Harborough.

- 5.8 In developing a preferred approach to locality working Officers have used the following principles;
- Any locality structure is based on delivering chosen priorities (not a talking shop).
 - Structures should be robust, flexible and dynamic to be able to deal with changes both organisationally and from the community.
 - Developing priorities will be an iterative process and the Council should take the initial lead.
 - Locality working should feed into any Big Society proposals by the Council.
 - This should not duplicate or become a reporting body for existing partnerships e.g. The Community Safety Partnership who are operating fine independently.
 - Harborough District Council's Chief Executive should lead any Board and partners should be represented at a senior level to ensure both credibility and power to get things done.
- 5.9 The **suggested draft priorities** for a Harborough Locality Board have been developed throughout October and November 2011 following an evidenced based and developed on themes adopted by both national and local policy.
- 5.10 The draft priorities set out in Appendix B are also mutually supportive and help deliver the Councils priorities. These are:
- **Developing Rural Broadband**
 - **Helping Troubled Families**
 - **Supporting the Welland Community Building project**
 - **Reducing Rural isolation**
- 5.11 The proposed locality structures to deliver Harborough's 3-5 priorities are set out in Appendix C and consist of a Locality Forum, Locality Executive and Task and Finish Groups.
- 5.12 **Locality Forum:** meets less frequently (once or twice per year) and is chaired by the Leader of the Council and has potentially wide membership from stakeholders. Discusses the potential priorities and raise any likely issues.
- 5.13 **Locality Executive:** meets regularly, links with other partnerships at the county level who share the same priority, agrees delivery plan and any resources, sets up and oversees any task and finish groups, has power to unblock issues, is chaired by the council's Chief Executive and has narrow senior officer membership related to priorities.
- 5.14 **Task and Finish Groups:** meet frequently; carry out day to day tasks to achieve the delivery plan. This Group can commission services from budgets devolved from county and will regularly report back to Executive This may be joint work with county partnerships or other districts where a priority is shared.

5.15 The resources to support locality working would need to be considered as part of the transformation work and business planning cycle as no existing role currently exists, or has the capacity, to support this work.

5.16 At a basic level this will require an administrative role to coordinate and support meetings. There is also a wider function to be able to lead, engage partners and support the council to respond to important local, county and national agendas e.g. Community Budgets. There may also be a project management element of work for the Task and Finish Groups, should Harborough District Council be the lead body.

6 Legal Issues

6.1 There are no legal issues at this stage. Theme, specialist and locality boards are not statutory bodies and cannot make decisions against partner wishes.

7 Resource Issues

7.1 There is a resource implication in setting up and administering locality working. A business case is being developed and this will be considered as part of the business planning/ transformation programme.

8 Equality Impact Assessment Implications/Outcomes

8.1 This is shown as Appendix 'D'

9 Impact on the Organisation

9.1 Developing locality working will strengthen the Councils ability to influence wider resources in delivering shared priorities for the district.

10 Community Safety Implications

10.1 Locality structures working would be independent of the Community Safety partnership and not duplicate its work. The chosen priorities may impact or contribute to the wider community safety agenda.

11. Carbon Management Implications

11.1 None.

12. Risk Management Implications

12.1 None.

13 Consultation

13.1 Consultation has been carried out with lead officers from Leicestershire Together (Leicestershire County Council) who show 'in principle' support for the approach outlined in this report.

14 Options Considered

14.1 Re-establish Local Strategic Partnership. There are doubts that re creating the LSP structure would deliver the required outcomes.

14.2 Do not engage in Leicestershire Together partnerships. This would carry the risk of not being involved in the process of identifying and resourcing key priorities within the District.

15 Background Papers

15.1 None.

Previous report(s): None

Information Issued Under Sensitive Issue Procedure: None

Ward Members Notified: N/A

Appendices

A. Leicestershire Together Structure

B. Locality Draft Priorities (suggested)

C. Locality Working Structure (preferred option)

D. Equality Impact Assessment