

STOCKPORT PARTNERSHIP BOARD AGENDA

Date of meeting: Monday 5th December 2011
Time: 2.00pm – 4.00pm
Venue: Committee room 2, Town Hall
Enquiries to: Jane Edmondson, Stockport Partnership Office
Telephone: 0161 474 3176, stockport.partnership@stockport.gov.uk

Agenda Item	Introduced by	Intended outcome	Time allocated
1. Minutes of the last meeting	Chair	To agree and amend as required	5 mins
2. Place Board and PSRB update		To update the Board	5 mins
3. Consultation on Stockport Council Plan draft priorities Plans	Steve Skelton	To share the findings of the Stockport Summary and consult the Board on the strategic priorities for the borough as set out in the draft Council Plan	45 mins
4. Participatory Budgeting	Jo Foskett	To agree use of unallocated PRG To consider the potential objective and principles of a participatory budgeting programme	30 mins
5. Community Budgets	Steve Skelton	To update the Board on progress of the GM bid to become a Community Budgets pilot	15 mins
6. Economic Development Strategy action plan (TO FOLLOW)	Paul Lawrence	To update the Board on the development of the action plan, highlight actions with relevance and implications for Board Members	15 mins
7. For Information			
(i) Partnership Forum (ii) Partnership Performance Framework update			

Minutes of the last meeting

This item is for (delete as appropriate):

Information Decision Discussion

Summary

Desired outcome:

To agree and amend as required

Stockport Board

Date: 5th December 2011

Agenda item 1

Stockport Partnership Board Meeting
Minutes from meeting 12th September 2011
Committee Room 2 – Town Hall

ATTENDEES:	
Ben Poland Bill Harrop Cllr John Pantall	Greater Manchester Chamber of Commerce Greater Manchester Fire and Rescue Service Health and Wellbeing Partnership / Shadow Health and Wellbeing Board
Cllr Shan Alexander Eamonn Boylan Jim Lunney Kieran McMahon Lynn Merilion Mike Greenwood Mohammed Farooq Wayne Jones	Environment Partnership Place Board and Stockport Council Social Housing Partnership Synergy Stockport (Voluntary and Community Sector) Adult Education, Skills and Employability Partnership NHS Stockport Safer Stockport Partnership Economic Alliance
Attendees / Secretariat	
Laureen Donnan Paul Lawrence Peter Jenkinson Steve Houston Steve Skelton Jane Edmondson	Stockport Council Stockport Council (for item 2) Job Centre Plus Stockport Council Stockport Partnership Office Stockport Partnership Office
APOLOGIES:	
Cllr Dave Goddard Rebekah Sutcliffe Andrew Webb	Stockport Council GMP Stockport Council

AGENDA ITEM: 1	Minutes of last meeting(MLM) (23rd May 2011)
<p>The minutes were agreed as a correct record.</p> <p>As Cllr Goddard had been called away shortly before the meeting, the Board asked Eamonn Boylan to act as Chair.</p>	

AGENDA ITEM: 2	Improving Stockport's future economic growth in a changing economic climate Presentation by Paul Lawrence
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Paul Lawrence (SMBC Service Director for Place Development) gave a presentation (embedded below) outlining the current economic context in Stockport and Greater Manchester and describing the focus of the Borough's draft Economic Development Strategy (EDS).



Stockport EDS.ppt


A number of issues were explored and points raised in the resulting discussion, including the following:

- All services and sectors benefit from, and can contribute to supporting, a strong local economy. The contribution of the Voluntary and Community Sector should not be underplayed in this analysis;
- The Partnership should acknowledge that there were limits to the impact it could have in the current economic climate;
- The preparatory work that had gone into the EDS was welcomed by local businesses and the Economic Alliance;
- The AESE was thanked for its previous work delivering the Future Jobs Fund and on its on-going support for partners engaged in the development of the Work Programme and related initiatives locally. The AESE Partnership action plan would be updated shortly and brought to the Stockport Board for consideration;
- The development of the town centre was accepted to be key to the Borough's overall economic development. Partners welcomed initiatives to support the Town Centre; the recent vintage market was agreed to be a great example of good quality events in the centre;
- All partners were encouraged to actively seek out the support and involvement of local businesses in a wide variety of partnership work;
- The role of the Environment Partnership in contributing to sustainable economic development and promoting the growth in Green Industries was underplayed in the presentation and should be recognised. An invitation was extended to all partners to engage more with the Environment Partnership;
- Acquiring suitable, modern office accommodation and premises was key to some but not all businesses. The PSRB's Public Sector Estates Strategy should be developed with regard to businesses' needs, particularly in the Town Centre;
- There Borough's strong performance in ICT related businesses made it's under-performance in attracting high growth businesses surprising;
- The role of the GM Pension Fund in supporting local development was discussed;
- There was a strong link adult learning / pre-employment training and people's overall wellbeing.

ACTIONS	WHO
<ul style="list-style-type: none"> • All partners agreed to contribute to drafting the Action Plan that would accompany the EDS. Suggested actions that a partnership, partner or sector could contribute to the work should be sent to paul.lawrence@stockport.gov.uk • This draft action plan would be brought back to the Board's December meeting for consideration • Partners agreed to support delivery of the new Economic 	<ul style="list-style-type: none"> • All • PL • All

<ul style="list-style-type: none"> Development Strategy once it has been approved Dates of up-coming workshops on the EDS to be provided to all partners. 	<ul style="list-style-type: none"> SS
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AGENDA ITEM: 3	Feedback from Public Services Resources Board (PSRB) and Place Board	
<p>Feedback from recent meetings of the Place Board and PSRB had been provided in a written report. In discussing this report the following comments were made:</p> <p style="text-align: center;"><u>PSRB</u></p> <ul style="list-style-type: none"> Partners were asked to prioritise attending PSRB meetings and engaging with that Board's work. It was confirmed that: <ul style="list-style-type: none"> Profiling Stockport was a pre-cursor to the Local Information System (LIS) currently being developed. The LIS would provide a more sophisticated and data-rich service to Partners; The Estates Strategy had been developed broadly in line with the Total Place methodology, with a first phase high level 'count' followed by the (current) second phase detailed analysis. An Update on this work would be brought to the Board in the New Year in line with discussion at the February 2011 meeting; <p style="text-align: center;"><u>Place Board</u></p> <ul style="list-style-type: none"> EB expressed gratitude, on behalf of the Partnership, for the hard work of staff involved in the development and launch of Act Family. It was confirmed that approaches to early intervention and attempts to reduce demand for public services could be of value across the Borough and not just in Priority Neighbourhoods. 		
ACTIONS	WHO	
None.		

AGENDA ITEM: 4	Consultation on changes to SMBC services The report was accompanied by a presentation by Janine Watson	
<p>Janine Watson (SMBC Assistant Chief Executive, Marketing and Communications) gave a presentation (embedded below) on the Council Executive's proposed approach to meeting its commitments in the Medium Term Financial Plan.</p> <div style="text-align: center;">  <p>Transformation Consultation.ppt</p> </div> <p>A number of issues were explored and points raised, including:</p>		

- There would be a number of avenues for general consultation on the proposals and also specific consultation with service users. These would inform the Executive's decisions in December.
- When considering changes to a service it was important to understand what aspect of it was most valued by its users; for example, many residents that received community meals valued the social contact brought by the service very highly.
- Engaging service users might help improve the quality of Equality Impact Assessments.
- A number of partners and sectors had already been engaged in the development of these proposals by SMCB service leads.
- The voluntary sector was maturing in Stockport and would welcome the opportunity to discuss the role it could play in helping transform some services.
- There was always a danger when consulting on changes to a service that respondents might view the exercise as a referendum on the value or desirability of that service full stop.
- Keeping a 'Stockport' focus across public services would not be easy and should be a key issue of interest for the Partnership. This was particularly the case in relation to NHS reform.
- The Partnership had a key role in helping highlight and address any unintended impacts of the proposals on other sectors and agencies; it was vital to avoid cost-shunting. This issue went to heart of capturing the value of Partnership working; the Board agreed it would need to understand and agree the core principles that underpinned earlier the decisions to implement the Stockport Partnership and use these to assess whether, as public services were reformed in the coming years, the structures and working practices of the Partnership were still fit for purpose.

DECISIONS/ACTIONS	WHO
<ul style="list-style-type: none"> • SMBC consultation team to discuss the proposals with senior managers from the College • All partners encouraged to respond to the consultation and to request a specific briefing from SMBC consultation team via the Partnership Office. • Any partners that wished to see background documentation informing the proposals in the 5 September SMBC Executive report should contact the Partnership Office in the first instance. 	<ul style="list-style-type: none"> • JW • All • All

AGENDA ITEM: 5	AOB
	<ul style="list-style-type: none"> • Money available from the HCA to build affordable homes in the Borough was substantially reduced. Some social housing providers had responded by seeking merger opportunities; whilst this might lead them to focus on ever-wider territories, Stockport was still a good place for registered providers to operate. The Board briefly discussed the possible impacts of these changes. • Partners were encouraged to come forward with any ideas for how the funding for an existing CAB debt advisor could be sustained once the current central government money comes to an end.

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AGENDA ITEM: 6	<p>LDF Development Plan Document: Briefing and details of consultation</p> <p>The consultation on Stockport's Allocations DPD Issues and Options stage would run from 17th October until the 28th November.</p> <p>The Council's Planning Policy Team were available to attend Thematic Partnerships meetings over the consultation period.</p>
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AGENDA ITEM: 7	<p>Supporting Performance through leadership: update</p> <p>The paper revisited the Partnership Performance Framework and the Board were advised on the next steps in rolling this out.</p> <p>Thematic Partnership Chairs would shortly receive a letter further detailing this process.</p>
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**Date of next meeting:
Monday 5th December 2011, 2.00pm, Committee Room 2 – Town Hall**

Public Services Resources Board and Place Board

This item is for (delete as appropriate):

Summary The Stockport Board receives feedback from the Chairs of the Place Board and Public Services Resources Board as a standing item at each meeting. This report contains written feedback to support any verbal updates offered by the Chairs. Partners are invited to use the report as the basis for further questions.

Desired outcome: Stockport Board better understands and has closer oversight of the work of the Place Board and PSRB;- Stockport Board commissions follow-up actions from these boards as appropriate.

Stockport Board

Date: 5th December 2011

Report of: Steve Skelton, Policy & Partnership Manager, Office of the Chief Executive, Stockport Council

Agenda item 2

Feedback from the Place Board and Public Services Resources Board

Introduction

1. The Stockport Board, at its meeting on 21 February 2011, as the accountable body for the Place Board and Public Services Resources Board (PSRB), agreed to adopt a standing agenda item consisting of feedback from the Chairs of these Boards.
2. This approach is intended to help all partners better understand the unique role of the three strategic partnerships and to provide a framework within which these partnerships add value to each other's work, reducing the risk of duplication. Specifically, the intention is for the work of the Place Board and PSRB to be:
 - Communicated to partners more broadly, so that new opportunities can be explored, problems can be resolved and innovations and best practice can be scaled up and shared more quickly; and
 - Synthesised, where appropriate, into a more coherent strategic picture, and linked more closely to the priorities and focus of the Stockport Board.
3. This report contains written feedback to support verbal updates offered by the Chairs of the Place Board and PSRB.
4. Full sets of papers for both Boards can be requested from the Partnership Office on 0161 474 3176 / jane.edmondson@stockport.gov.uk
5. Partners on the Stockport Board are invited to discuss and comment on this feedback and the issues raised, and to commission follow-up actions from the Place Board and PSRB as appropriate.

Place Board feedback

6. The Place Board exists to develop effective and sustainable practice whereby the life chances experienced by residents in Stockport's priority communities, and identified in the Neighbourhood Renewal Strategy, are tackled and improved. The Board has met twice since the last SPB.

Meeting of the Place Board, 10th Oct 2011

7. The Place Board focused on the Impact of Welfare Reform on the Priority Neighbourhoods. It is estimated that the impact on Stockport will be between £137-9m by 2014/5. A strategic group exists to consider these issues and progress work. Neighbourhoods Management Boards were asked to consider the local implications of these issues.
8. An update on the work programme was provided, and Board members were asked to consider; to what extent services had capacity to meet the anticipated increase in demand from work Programme clients; and how they could support voluntary take up of the work programme from within their client group.
9. The Economic Development Strategy was presented to the Board and the opportunities for Priority Neighbourhoods was discussed.

10. It was reported that Act Family continues to develop, it has received 79 referrals to date and is now supported by a team of 12.5 people, with 2 outstanding vacancies which will be address as a matter of priority. A Performance Management Framework is being developed.
11. The availability of Community First monies was reported, and the intention to adopt a participatory budgeting approach to allocate these monies. This will be picked at item 4 on the SPB agenda.

Meeting of the Place Board, 24th Nov 2011

12. This meeting focused on reviewing outcomes against the Better Life Chances strategy and the extent to which the identified performance measures evidenced how the strategy was adding value, closing the inequality gap and ultimately changing behaviour and approaches to service delivery. The Board considered whether a further survey would enhance understanding of outcomes.
13. The Board also consider and commented on the proposals for Participatory Budgeting and received an update on Community Budgets pilot, both considered on this agenda.

Public Services Resources Board feedback

14. The PSRB exists to develop a partnership approach to optimising the use of public resources in the Borough on behalf of the Stockport Partnership. It is currently undertaking substantial pieces of work to develop a partnership estates strategy and a partnership Local Information System.

Meeting of the Place Board, 17th Oct 2011

15. The Board received an update on changes to the Local Government Finance Framework which includes proposed changes to non-domestic rates and Council Tax Benefit (CTB) payments. Discussion focused on financial pressures for the council arising from the localisation of CTB and the impact on residents.
16. An update was provided on the Local Information system, which has now gone out to tender. The project will progress in four key business areas (Place board/ Neighbourhood Management, children and Young People's Services, GIS Teams and Stockport Homes). £65k council monies will support this project over 3 years in addition to the £20k PRG.
17. It was reported the partnership approach to estates was being progressed with Solutions SK and Government Property Unit. A number of quick wins had been identified, including development of a community asset in Offerton.
18. The Board received an update on Partnership Resources, the allocation of £1m Priority Improvement Fund (PIF) by the council and consider the allocation of remaining PRG capital in support of PIF initiatives. Further information was requested to allow the decision to be made (see below).

Meeting of the Place Board, 23rd Nov 2011

19. An update was provided to the Board on Community Budgets pilot programme and the progress of the Greater Manchester bid (which is considered elsewhere on this SPB agenda). The PSRB considered their role in taking forward the pilot on behalf of the borough and expressed concern about their ability to engage with the agenda due to the complexity of different organisations financial models. It was agreed to adopt the Integrated Neighbourhood Management hybrid calculator as the basis of the financial framework to ensure organisations were better able to interact with work across GM, and further consideration be given to how to facilitate better understanding of organisational funding models.
20. The Board agreed a spatial analysis of opportunities in Reddish to develop the partnership approach to estates. Opportunities in Bredbury/ Woodley and Hazel Grove will be considered and a full update on this work brought to a future meeting of the SPB.
21. An update on PRG was provided with further information to support the investment proposals made at the October meeting (18, above). Based on this information Board members endorsed the allocation of remaining PRG capital totalling £305k to support the development of a community asset for Offerton and to match fund PIF schemes to develop Participatory Budgeting in communities and with businesses.
22. The Board were advised that following a whole of market tender four potential providers had been identified to deliver the LIS, these would be interviewed over the coming weeks and the Board agreed to delegate decision making to the Corporate Director, Corporate and Support Services.

Consultation on Stockport Council Plan draft priorities

This item is for (delete as appropriate):

Information Discussion Decision

Summary

This report frames a discussion of the draft priorities outlined in Stockport's Council Plan for 2012-13. The draft Plan will follow this paper once Executive Councillors have been briefed and commented on its content and the draft has been issued to Scrutiny Committees.

To support this discussion the *Stockport Summary* has been circulated to Partners. This report was produced for Elected Councillors to support their decision making in the development of Council priorities.

Partner are asked to discussed their own strategic planning processes and local priorities at the meeting.

Desired outcome:

Partners to contribute to the consultation on the draft Council Plan for 2012-13.

Stockport Board

5 December 2011

Report of: Laureen Donnan,
Assistant Chief Executive,
Stockport Council.

Agenda item 3

Participatory Budgeting

This item is for (delete as appropriate):

Information Decision Discussion

Summary

This reports sets out to: summarise the current arrangements for using Participatory Budgeting (PB) in Stockport; outline possible principles and objectives of extending our use of PB; and considers the development of a PB programme for the borough and the sustainability of such a programme.

Desired outcome:

To consider the potential objective and principles of a participatory budgeting programme

Stockport Board

Date: 5th December 2011

Report of: Laureen

Donnan, Assistant Chief Executive,
Stockport Council

Agenda item 4

Report to: Stockport Partnership Board

Date: 5th December 2011

**Report of: Assistant Chief Executive and Executive Director Corporate and Support Services,
SMBC**

A Participatory Budgeting Programme for Stockport

1. Purpose and recommendations

This reports sets out to: summarise the current arrangements for using Participatory Budgeting (PB) in Stockport; outline possible principles and objectives of extending our use of PB; and considers the development of a PB programme for the borough and the sustainability of such a programme.

Partners are invited to discuss and comment on the principles, objectives and risks for an overarching programme of Participatory Budgeting in Stockport, as set out in sections 5 – 7 below.

2. Background

Stockport has an established and effective programme of Participatory Budgeting which has been successfully operating since 2009. Through this programme over £270,000 has been distributed to communities in four Priority Neighbourhoods, and a further round of events is currently underway.

In October 2011 funds were approved by Council Executive to develop a new Participatory Budgeting programme for businesses and to extend the use of Participatory Budgeting with local communities. At the last meeting of the PSRB partners agreed to match these monies with remaining PRG capital.

At the same time resources have been made available nationally through the Community First Initiative to six Stockport Wards that might support a third Participatory Budgeting programme. There are also examples across the borough of the use of Participatory Budgeting principles in distributing funds to local communities, such as among Register Social Landlords to engage their tenants in improvement programmes.

Partners have asked that consideration be given to how these separate but related initiatives might be linked locally into an overarching programme to provide clarity and transparency about how PB is being used locally, and what added value is being realised from the approach.

3. Benefits of PB

Whilst the use of PB nationally is still relatively new there is already a mounting body of evidence which supports local findings that effective PB can increase community engagement, satisfaction and cohesion. Through the work of the government supported National Participatory Budgeting Unit it has become widely accepted that PB can:

- Improve the democratic process
- Improve effectiveness in public spending
- Strengthen the voluntary and community sector

A comprehensive evaluation of Stockport's *You Say We Pay* participatory budgeting scheme in Priority Neighbourhoods has produced compelling evidence for its benefits, including a significant increase in residents feeling they can influence decisions in their local area.

In Adswold and Bridgehall the 2009 Place Survey conducted immediately after a PB event saw a 20% point increase from 2008 in the number of local people who felt they could influence decisions. This evidence from Stockport has been included alongside in the National Evaluation of Participatory Budgeting undertaken by the PB Unit on behalf of CLG.

Internationally, the use of PB is considerably more advanced. Originating in Brazil in the 1980s, PB has been used there to allocate up to 18% of public finances in some local governments. Since 2000 PB has become widespread and it is estimated that by 2008 over 2000 municipal cities were using PB¹.

In addition the principle of PB, that the community have a say in how money is spent, is consistent with that of the localism bill which aims to empower local communities with innovative ideas on how services should be run to get more involved in the running of these services.

4. Defining PB

There is no single approach to using PB; it can take a number of forms, from a one off, small scale bidding process to an on-going process of engaging communities in the allocation of mainstream public resources.

The accepted government definition of PB is that it is a process that '...involves local people in making decisions on the spending priorities for a defined public budget. [Whether defined by geography or theme]. This means engaging residents and community groups representative of all parts of the community to discuss and vote on spending priorities, making spending proposals, and vote on them, as well as giving local people a role in the scrutiny and monitoring of the process and results to inform subsequent PB decisions on a ... repeatable basis'.

There are a number of elements in this definition that could be varied for different schemes, in order to account for variations in the nature of the intended community audience, or to meet the objectives of a particular PB scheme.

Given this, a number of principles could helpfully be agreed by Partners to inform in future what we consider a PB scheme or approach to 'be', whilst retaining the flexibility for different types of schemes to be brought forward, with different objectives and utilising different funds to target different communities or geographical areas.

5. Principles

Partners are invited to consider the below principles, based on the PB Unit's 'Values' and discuss their value as the basis for a Stockport Partnership approach to PB:

The overarching programme should be:

- Is flexible and can be used to support a wide range of policy objectives

¹ Dialog Global Number 24: International Congress on Models of participatory Budgeting, November 2010
Prof Dr He Baogang, Australian National University, 'Participatory budgeting in China: An Overview', p.38

- Is a means to engage and empower communities (defined widely), not an end in its-self
- Understands 'engagement' on a sliding scale and accepts that different funding streams will necessitate different levels and forms of community engagement, so that an inability to design 'ideal type' community engagement mechanisms should not preclude designing a scheme that still has a greater level of community involvement than would be the case if PB were not used.
- Can evidence its impact and the contribution that projects within the programme make to delivering local strategic priorities
- Seeks to identify public funding year on year and to promote a rolling programme of interventions
- Levers in community resources (such as time) and builds community capacity
- Seeks to lever in private sector and other resource to add-value to the overall programme

The process should be:

- Transparent: information is clear, simple, and can be understood by all
- Accessible: proportionate to the resources available and appropriate for the target communities
- Locally Owned: engaging local people at the outset to inform the development of the process
- Empowering: appropriately involving the community at every stage of the process, not just allocating resources
- Representative: seek to engage a cross section of the community

The process should support:

- Representative Democracy: enhancing rather than undermining existing arrangements
- Deliberation: involving local people in decision making beyond personal choice
- Shared Responsibility: developing a common purpose and commitment from all stakeholders

6. Objectives

In order to effectively expand the use of PB and develop a comprehensive and sustainable programme it is essential to first clarify the broader local objectives of using PB. This will allow a range of processes to be developed that can be tailored to meet the needs of the target community and which can evolve with that community's understanding of, and engagement in, the process to realise these objectives.

Partners are asked to discuss what should be the key strategic objectives for the Stockport Partnerships participatory budgeting programme.

7. Risks

There are a number of key risks related to the wider use of Participatory Budgeting:

- While PB ensures funds reach communities there is a risk that **without robust controls the more organised and established groups within the community may realise disproportionate benefit**, as they are able to inform and navigate the process more effectively than others, so undermining the over-arching purpose.
- Developing a programme of participatory budgeting which consist of a number of schemes **risks creating a complex environment in which there is a lack clarity among communities as to the various funds** they are able to access, and the associated processes

- **Priorities developed directly by the Community may lack a 'strategic' fit with wider Partnership priorities** and this might reduce the impact and value for money of schemes delivered in this way.
- **Monitoring PB schemes to evidence a return on investment** may be resource intensive
- As with all funded programmes, **Partners will need to manage expectations about the on-going availability of funding** via any particular PB stream.

Partners are invited to discuss these risks and potential mitigation strategies for inclusion in the programme.

8. Recommendations

Partners are invited to:

Endorse the principles and objectives for an overarching programme of Participatory Budgeting in Stockport, as set out in sections 5 – 7 above, subject to discussion

Consider how the identified risks may be mitigated to maximise the impact of the potential investment

Support a programme of Participatory Budgeting worked up in accordance with these principles and objectives.

Receive a further report setting out the detail of the PB schemes at the February meeting.

Community Budgets: update on phase two

This item is for (delete as appropriate):

Information Discussion Decision

Summary

This report updates Partners on the development of the second phase of the Community Budgets and the Greater Manchester bid to become one of two national 'whole-place' pilots.

Desired outcome:

Partners better understand this work and its relevance for Stockport.

Stockport Board

5 December 2011

Report of: Steve Skelton, Policy
and Partnership Manager, SMBC

Agenda item 5

Community Budgets: update on phase two

Introduction and background

1. Partners on the Stockport Board previously discussed the first phase of the national Community Budget programme at their May 2011 meeting. They commissioned the Place Board and Public Services Resources Board to work together to understand and progress Community Budgets in Stockport. The Stockport Board also agreed at that meeting to adopt the role of 'Local Investment Partnership', as understood in the Greater Manchester Community Budget Programme.
2. In essence, a Community Budget is an approach to resourcing public services in partnership, in order to integrate, reform and improve these services and to design new ones. The approach is grounded in an understanding that people access public services as a 'whole system', rather than in silos divided by local agencies or government departments.
3. The first phase of the Community Budget programme focused on developing integrated partnership approaches to supporting families with complex needs; Act Family is an example of this work.
4. At the LGA conference in June 2011, Nick Clegg announced the launch of the second phase of the Community Budget programme. There are two 'types' of pilots in the second phase of the Community Budgets programme:
 - a. A small number (un-specified, but likely to be 2 - 5) of **Neighbourhood-level Community Budgets**: these pilots will explore what are the public services that can and cannot be managed at the neighbourhood level, and what needs to be in place to enable communities to take more control of the commissioning and delivery of neighbourhood services;
 - b. Two **'whole-place' Community Budgets**: these two pilots will develop an 'operational plan' that will explain how a single budget for public services in an area could be developed and how it would operate in practice.
5. **Greater Manchester is one of six areas that have been successfully shortlisted for consideration as one of two final whole-place Community Budget pilots.**
6. This report updates Partners on the details of the Greater Manchester bid and related issues in order that Partners can better understand this work and its relevance for Stockport.

The Greater Manchester 'whole-place' bid

7. The GM bid is very much designed as an extension of existing work, both at the local and GM levels, and is an opportunity to advance the objectives

of the Greater Manchester Strategy. A map showing the partnership geography of the bid is enclosed at **Annex A**. The entirety of public spending in GM is within scope – estimated through the Total Place process as being £20bn annually. In supporting the GM Strategy, the bid is also a natural progression of previous local authority-led negotiations with government, such as the Multi-Area Agreement and the statutory City-Region pilot that lead to the development of the Combined Authority.

8. The Bid builds in particular on work already identified by the GM Public Service Reform Executive (a group that brings together local authorities and their key partners) as being key to supporting independence and reducing demand for and reforming public services. This includes:
 - Work to support **complex and troubled families**;
 - Work to integrate and improve services for children and parents in the **early years** of childhood (0-5);
 - **Transforming Justice**: work to reduce re-offending and the cost of the criminal justice system;
 - Work to improve the integration of the **health and social care** public service systems;

9. In addition, there are five key cross-cutting ‘enabling’ themes within the GM approach:
 - **New investment models**, in which all partners have discretion to jointly invest in shared priorities, realising a return on that investment as demand for public services reduces and services and overheads are decommissioned, producing cashable savings. These models will be underpinned by investment agreements between partners.
 - Radical changes in the **skills and behaviours of the public sector workforce** so that working across agency boundaries becomes business as usual, through overcoming professional, organisational and technical barriers.
 - **Integrated prevention and early intervention**, in which public services work together to overcome drivers of dependency with communities and services users engaged in the co-design of those services.
 - New approaches to **joint information and intelligence** that enable effective investment decisions and operational reforms
 - **A strong focus on place**, assessing the best spatial level for interventions to connect people to opportunities and drive value for money. A recognition that neighbourhoods will often be the most appropriate level for integrating services round individuals, and we will learn from innovative neighbourhood reforms that could be scaled up for greater impact.

Benefits of being a phase two pilot

10. There are two clear ‘prizes’ for partners in Greater Manchester through this process; one local and one national:

- a. Locally, the GM phase II Community Budget pilot would act as a **catalyst to spur on existing work to reform public services**. This work is anticipated to lead to sustained improvements in the life chances of GM residents, over time, by redesigning and better integrating public services so that they proactively promote people's independence, wellbeing and employability and work with residents to strengthen the communities they live in. In addition to catalysing this existing work, led within AGMA by the partnership Public Service Reform Executive, a successful bid would give us access to additional central government resources and information and intelligence to help us better plan service delivery locally and across the City.
- b. Nationally, it is an **opportunity to influence government**. This influence will take various forms:
 - o By embedding a team of eight senior civil servants in each of the two pilot areas, Government hopes to better understand how public services are delivered and can be integrated across a 'place'; there is an opportunity here to 'teach' Government about the spatial dimension of policy, and about the role that local partnerships must play to integrate and make sense of vertical policy silos – the hope must be that this improves policy development in the future;
 - o The practical objective of this influence will be the development of new and more flexible ways of working for local government and local public service partners, in order to better achieve key local objectives. This will most likely be taken forward via the next Comprehensive Spending Review as well as on-going negotiations with the new Minister for Cities, Greg Clark.

11. The GM bid is being developed as a framework within which existing local work will be corralled. This leaves local partnerships in the driving seat whilst convincing Government that GM is not too disparate or complex to take forward this work.

12. Although the ultimate prizes from this work may not be realised until 2013-14 at the earliest, there are a number of more immediate local benefits that local partnerships can expect to see from this work. These include:

- a. Access to and **influence over new partners**: some partners are particularly attracted to opportunities that are presented by the scale of the GM bid. The Stockport Partnership can exert more influence over such organisations through GM-wide negotiations linked to the phase II community budget pilot than it would on its own, and should expect to forge a stronger and more productive relationship with Work Programme Prime Contractors, DWP / Job Centre Plus and MoJ / Criminal Justice System in particular. Influencing these partners is key to achieving many local priorities;
- b. A core focus of the pilot would be working with government to **remove blockages to the integrated funding of services in order to scale**

up 'what works'. This brings opportunities to expand existing local projects such as the Spotlight Integrated Offender Management team, that have a proven track record, by convincing those government departments that benefit from this work provide greater flexibility for their local agencies to invest in it. Added to the existing strong partnership working in Stockport such influence could lead to a radical up-scaling of certain key projects that we would expect to have a tangible impact on outcomes locally; and

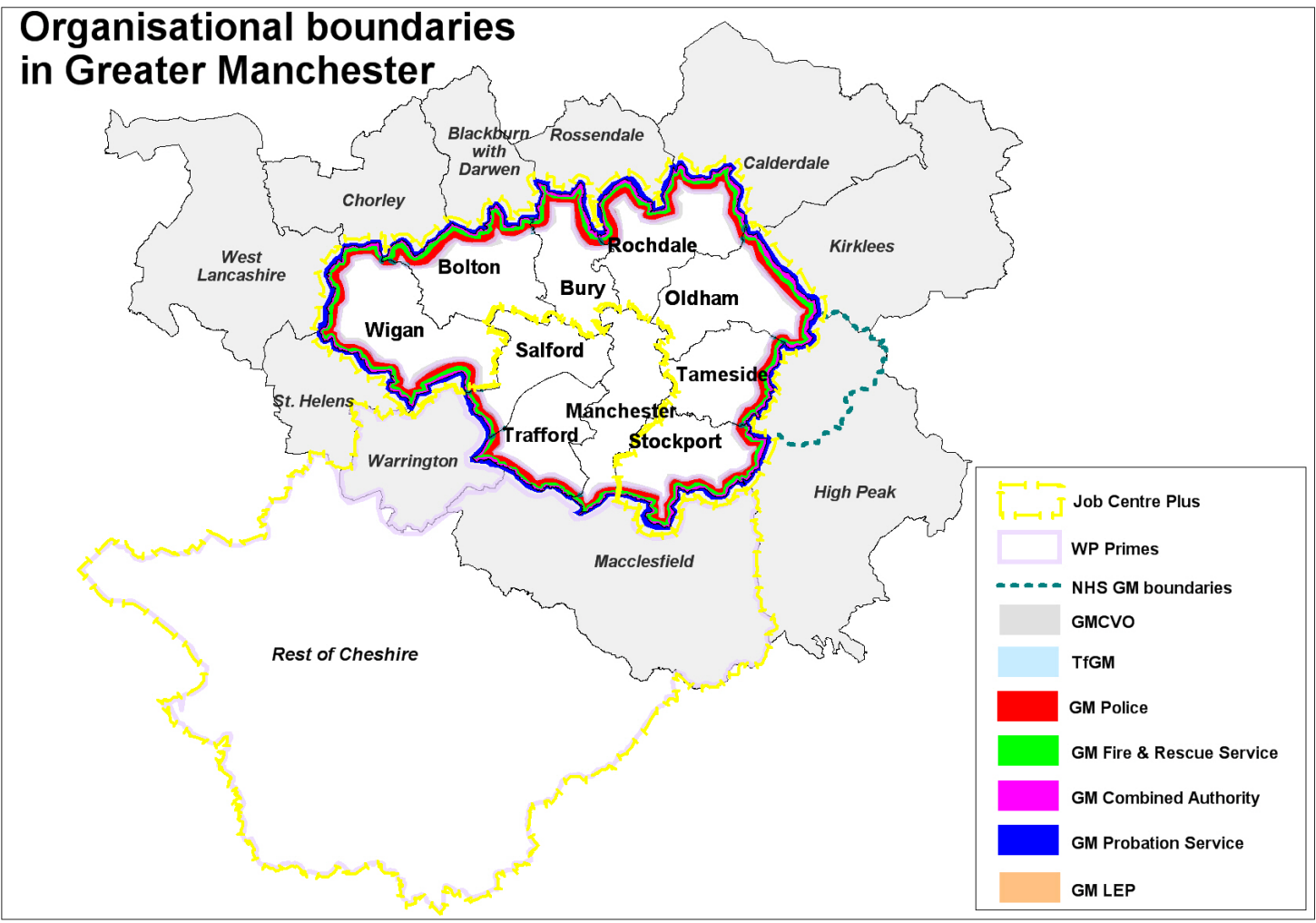
- c. The phase II community budget pilot would institute a **coordinated programme of information sharing and collaboration across localities** that would help partners in Stockport learn about what works elsewhere in GM and adapt and improve our own processes and services as a result.

Joint investment in interventions

13. Underpinning the GM development of Community Budgets is a clear ambition to introduce joint investment by partners in new and existing interventions. This investment should be formal – enshrined in an investment agreement – in order that Partners (potentially including central government or private or social sector investors) that are putting money in can have confidence in the action that will be taken and the basis on which they will see a return.
14. Work is underway, funded from Department for Education, to develop the investment agreements model in GM. As reported to this Board in May, the Greater Manchester Investment Board has also been created, bringing together all key Partners at the GM level to support the rapid scaling up of successful new interventions.
15. **Partners are invited to discuss any opportunities they see for introducing jointly funded interventions in the future, or to raise potential obstacles to this approach and options for overcoming them.**

Next Steps

16. Partners across GM will continue to work with Government to try and secure one of the two available whole-place Community Budget pilots. An announcement is expected before Christmas.
17. Partners working on both the Place Board and Public Services Resources Board will continue to explore how best to engage with the wider GM programme to realise benefits for Stockport.
18. In line with this Board's previous commission, a report will be brought to a future meeting detailing the potential for wider application of Community Budgets in Stockport.



Partnership Forum update

This item is for (delete as appropriate):

Information Decision Discussion

Summary

To update the Board on: the findings of the Stockport Partnership Forum in July 2011; the subsequent outcomes; and consider the future purpose of such events.

Desired outcome:

That a report on partnership engagement, which considers the role of events in engaging the wider community, is brought to the February

Stockport Board

Date: 5th December 2011

Report of: Joanna Foskett,
Partnership Manager

Agenda item 7(i)

Stockport Partnership Forum

Report To: Stockport Partnership Board

Report Of: Stockport Partnership Office

Date: 5th December 2011

Purpose

To update the Board on: the findings of the Stockport Partnership Forum in July 2011; the subsequent outcomes; and consider the future purpose of such events.

Background

The Stockport Partnership have held regular events to engage the wider community in strategic and topical issues since 2003. These events have been well received and well attended by representatives of community groups.

The 2011 event focused on the Olympics and was held in July 2011 and focused on:

- Sport and physical activity
- Volunteering
- Culture, events and tourism

Findings

In summary, cost and confidence were seen as barriers to physical activity with suggestion that more could be done to make 'first-times' welcome. Similar issues arose in relation to volunteering with a common sense that volunteering was a 'closed shop' and potentially costly to the individual in terms of time, expense or loss of benefits. It also emerged that people lacked the confidence to either take on volunteering opportunities or assert themselves within those opportunities.

These common barrier to getting involved in sports and volunteering provide a useful insight into understanding barriers to wider community engagement. As with many previous forums one off events were frequently sighted as the solution, alongside engaging people through existing channels, particularly schools.

The full report can be found at Appendix 1.

Outcomes

As a result of the event the Sport Stockport committee will be considering the report and looking at positive actions that can be implemented from the new year. Life Leisure, formerly Stockport Sports Trust, have a range of Olympic legacy projects set out in their five year plan under the objective to implement and achieve a diverse London 2012 legacy, making the most of the Olympics prior to and post 2012. Findings will be used to shape Stockport's Olympic Legacy across the 6 Legacy themes and fed into the overarching action plans.

Culture Events and tourism have reported an enhanced understanding of awareness and attendance at visitor attractions, and findings reinforced support for planned events. There will be particularly focus on community events such as Lantern Parades in some of Stockport's Priority Neighbourhoods

in 2012 as a result and enhancing and targeting event publicity working with schools and local groups.

Next Steps

As detailed elsewhere on this agenda community engagement has been identified as a challenge for a number of thematic partnerships. To provide effective strategic leadership it is essential that the Partnership is connected to the community.

Whilst events like this Olympic forum have provided a useful vehicle for achieving this, in times of increased fiscal challenge it is essential that such events are used for the maximum possible gains.

Recommendations

That a report on partnership engagement, which considers the role of events in engaging the wider community, is brought to the February meeting of this Board.

Shaping Stockport – our Olympic Hopes and Opportunities

Stockport Partnership Forum report

Tuesday 19th July 2011, Cheshire Conference Centre, Edgeley Park, Stockport

PURPOSE

The Stockport Partnership Forum was held to celebrate the 2012 Olympic and Paralympic Games. The Stockport Partnership Team worked with Laura Murphy, the Council's Olympic Legacy Co-ordinator, to explore how the Borough could make the most of the opportunities afforded by the Olympics.

PLANNING

A planning group met twice to ensure that the voluntary, community and business sectors were well represented in addition to the statutory sector. As with the Forum in 2010, young people were invited to attend through the youth service. At the planning meetings, representatives from Stockport's voluntary and community sector included a representative from Sport Stockport, the independent voluntary body which provides a forum for sports clubs and related organisations in Stockport. Through Sport Stockport invitations to the Forum were sent out to 179 local sports groups.

Six main Olympic themes have been identified within the North-West Legacy Framework. These are:

- Sport and physical activity
- Skills and volunteering
- Tourism and the visitor economy
- Major events
- Cultural Olympiad
- Business

Each theme represents an area where there are opportunities to benefit locally from the 2012 games. Members of the planning group were keen to promote the importance of the Olympic legacy themes to Forum delegates in the presentations as well as in the inter-active discussion sessions. Introductory material and the speakers were carefully chosen to reflect the themes.

For the interactive discussion groups, the legacy themes were combined into three main topics with the "business" theme being reflected throughout each discussion session:

- Sport and physical activity
- Volunteering
- Culture, events and tourism

The planning group decided that each discussion session would be preceded by a short presentation to stimulate discussion, to provide information and to inspire delegates. As is usual at the Forum, each of the discussion groups would be led by a facilitator and participants would include a mixture of ages and roles. On the night, unforeseen technical difficulties resulted in slight changes to the proposed sequence of events.

PROGRAMME FOR THE EVENING

- On arrival, delegates were asked to contribute their ideas and experience relating to Olympic themes and local information by answering some questions on sticky pinboards. The results are reproduced in Appendix 1
- Delegates were welcomed to the Forum by Cllr. Dave Goddard, the Chairman of Stockport Partnership Board
- Cllr. Goddard's introduction was followed by a popular inter-active Olympic quiz which used electronic voting buttons
- The first main speaker was Josie Cichockyj, a local Paralympian who has been successful in athletics, basketball, tennis and tabletennis
- Laura Murphy, Olympic Legacy Co-ordinator, used the logo "**Stockport 2012 Be Inspired**" as the theme of her presentation. By using an Olympic and Paralympic Timeline to talk about all the activities and events scheduled for the months leading to July, 2012, Laura built up the excitement about the opportunities which the Olympics offer here in Stockport
- Forum members enjoyed a short promotional video which shows local people preparing for the games in 2012
- All Forum members took part in discussion groups
- The evening closed with a dance finale from Grove School of Dance. We were especially grateful to this group of young people who stepped in at the very last moment to help us out

DISCUSSION GROUPS AND PRESENTATIONS

Each Forum member took part in three discussion groups. Each group was led by a facilitator who introduced the same questions to all groups. Each table group included participants of different ages and from different sectors (ie. voluntary, community and faith, statutory and a small number from the business sector)

There were 9 tables. All participants were encouraged to contribute by writing their ideas/thoughts on paper tablecloths which acted as a pinpoint record.

An attempt has been made below to summarise the ideas from each group. A full copy of the discussion and contributors is available on request.

Discussion 1: Sport and physical activity

This discussion group was preceded by two short presentations aimed to stimulate group discussion afterwards:

- Neil Bardsley from Stockport Sports Trust talked about the development of a lasting Games legacy by working with the local community
- Gemma Castle from the Seashell Trust explained the provision of the CADS' (Children's Able and Disabled Sport) programme for all young people aged 5 to 16

Each table group was asked to consider the following questions:

Q1 What are the hurdles/barriers to people doing physical activity in Stockport?

Q2 What needs to happen in Stockport to get more people physically active?

Q1 High costs, lack of time and motivation, poor facilities (inconsistent provision across the borough and the lack of toilet facilities at outdoor football pitches were specifically mentioned) with time constraints (the times the facilities are open are not always convenient to people, especially if they are working or have childcare responsibilities), lack of confidence, worries about safety and

security (particularly in using parks), peer pressure and bullying were all seen as barriers. The fear of high costs included costs for kit, subscriptions and transport to poorly-sited facilities.

Q2 There was support for increased use of local champions as role models especially to encourage young people. Creative partnerships to share best practice and facilities and to offer local accreditation featured strongly.

Increased access to information and the use of imaginative and “trendy” publicity are needed, especially for young people and deprived communities.

Increased promotion of health benefits, more parental support and realistic goals would all contribute to increased physical activity.

Buddying/mentoring schemes to help confidence, “pay as you go” fitness offers, taster sessions and “first timers’ nights” were all mentioned by more than one table group as ideas to get more Stockport people physically active.

Discussion 2: Volunteering

This discussion group was preceded by two short presentations, again aimed to stimulate group discussion afterwards:

- Martin Preston from Anchorpoint introduced the theme of volunteering. Managed by Stockport’s voluntary organisations, Anchorpoint is building on the Borough’s impressive record of volunteering service and opportunities
- David Tomlinson gave a personal perspective on volunteering. David coaches a junior cricket team at Marple Cricket Club

Each table group was asked to consider the following questions:

Q1 What do you believe are the barriers to people volunteering in Stockport?

Q2 What can you or your organisations do to promote volunteering in Stockport?

Q1 CRB (Criminal Record Bureau) checks, their cost and the red tape now associated with volunteering were considered to be barriers by every table group.

Fear of the levels of responsibility especially relating to finance, legal matters, health and safety issues and contact with children all form barriers to volunteering.

Job centre and benefit staff are perceived to erect barriers.(ie: people receiving benefits are limited to the amount of volunteer hours they can work each week).

The lack of information about local opportunities for voluntary work was recorded often and the closure of Stockport Volunteer Bureau was mentioned.

The expenses of fares and fuel also put people off volunteering.

Recruitment and training programmes were felt by some groups to be barriers and to be too time-consuming. Yet, conversely, the lack of awareness of roles and required skills also created barriers.

Lack of recognition of the value of voluntary work was often experienced and was demotivating.

Insufficient free time and lack of self-confidence were barriers recorded by several groups.

The image of volunteering was “not cool” and the traditional stereotype created a barrier for young people.

“Commitment phobia”, “closed shops” and “cliques” were all terms used in table discussions as was the fear of ill-defined boundaries (both in the type of work and in the amount of work expected from the voluntary role) and “getting lumbered with the lot.”

Q2 The importance to volunteers of recognition and reward were stressed. The introduction of formal schemes of recognition and “sharing success informally” were both praised.

Support networks and friends’ groups were found to be very helpful in combating isolation.

Good quality information and publicity about volunteering roles are important and an efficient brokerage system connecting people and opportunities is seen as essential for Stockport.

The benefits of employer-supported schemes were highlighted by most of the table groups. Such schemes were praised for motivating staff and reducing sickness levels in the general workplace.

The promotion of the benefits of volunteering was considered an important part of the personal education curriculum in schools.

Voluntary experience can help in a difficult employment market and its promotion on social networks was suggested. It is important to make links with job centres and to provide information about the benefit system in relation to volunteering.

Information about the role and clear time commitments should be provided for volunteers.

Training about volunteer roles and responsibilities is vital.

Volunteers should be reimbursed fully for expenses incurred.

Discussion 3: Culture, events and tourism

This discussion group was preceded by a presentation by Alison Farthing, Stockport Council’s Culture & Tourism Manager. The presentation looked at the ways in which Stockport obtains the maximum benefit from culture, events and tourism. It aimed to stimulate the third discussion by using the Borough’s diverse cultural heritage and the Olympic inspiration to encourage Forum members to put forward ideas for events and opportunities relevant to their organisations.

Whilst there was a great deal of enthusiastic participation from members in this third discussion, people found difficulty in linking the presentation to the discussion. In addition, many voluntary and community groups understandably considered it too early for them to have devoted much time for planning for summer 2012.

Each table group was asked to consider the following questions:

Q1 What sort of things does your organisation already do, or could do that would attract interest to your organisations and Stockport as a whole?

Q2 Are there any other events or ideas that you have that your organisation would support?

Forum members were asked to group their ideas under five broad headings:

- Arts and culture
- Tourism
- Events
- Sports and leisure
- Other ideas

The responses to this last discussion were particularly difficult to summarise as there were so many different “one off” ideas

There was emphasis on increasing provision of activities towards particular target groups. Young people, older people and families were all specifically mentioned. There were several pleas for closer working with schools and better publicity, especially online.

The following ideas all appeared in the table discussions of more than one group and often under more than one of the five broad headings:

Music festival, Black History Month, events at the Plaza, carnivals, street dancing, duck races, health week, general festivals, beer festival, sport competitions, family fun days, charity cycle ride, marathon, soccer and rugby football events, promotion of local sports clubs.

In introducing this last discussion topic, the facilitators asked the participants to record their organisation or business names on the reverse side of the cards where they recorded their ideas. A list of ideas and organisation names has been sent to Stockport Council’s Culture and Tourism section for information and follow-up action if appropriate.

NEXT STEPS

1. This report will be circulated to attendees and stakeholders
2. Thematic partnerships and partner organisations are asked to consider the findings in the development of relevant plans and priorities.
3. The information from the table discussions will be used in the preparation of Stockport’s Olympic Legacy Plan.
4. Stockport Sports Trust, Sport Stockport and Anchorpoint will all receive copies of the full report and they are asked to note the table discussion responses which relate specifically to their areas of interest as expressed at the original planning meetings.
5. A full list of ideas and the names of relevant organisations relating to the third discussion has already been sent to the Council’s Culture and Tourism section for follow-up action.
6. Community and voluntary sector organisations are being encouraged to publicise any events they organise using Stockport Council’s on-line calendar.

7. Sports clubs and groups in Stockport are being encouraged to contact Sport Stockport, which is an independent voluntary body whose purpose is to promote and support the development of amateur sport for the health and wellbeing of the community of Stockport. Clubs that register with Sport Stockport can apply for funding from Stockport Council's Sports Development Community Fund

A full transcript of the table discussion is available on request, please e mail stockport.partnership@stockport.gov.uk.

Partnership Performance Framework update

This item is for (delete as appropriate):

Information Decision Discussion

Summary

This report updates the Board on the progress made to date on the Partnership Performance Framework and makes some early recommendations of work to be undertaken in support of this framework.

Desired outcome:

That the Board endorse and support further work to progress identified issues

Stockport Board

Date: 5th December 2011

Report of: Joanna Foskett,
Stockport Partnership Manager

Agenda item 7(ii)

Stockport Partnership Performance Framework

Report To: Stockport Partnership Board

Report Of: Stockport Partnership Office

Date: 5th December 2011

1. Purpose of the Report

This report updates the Board on the progress made to date on the Partnership Performance Framework and makes some early recommendations of work to be undertaken in support of this framework.

2. Background

At the September meeting of this Board it was agreed that the Partnership would adopt a new approach to performance management to: facilitate forward-looking strategic leadership; allow the Board to address issues of under-performance, and place a duty on Chairs to monitor and escalate performance issues.

It was agreed that the processes for achieving this be through document assessment and review meetings with Partnership Chairs.

3. Introduction

In line with the agreed framework the Stockport Partnership Office undertook a review of thematic partnership documentation in October 2011. This being the first such review focus was placed on governance arrangements, plans and strategies, and cross cutting issues/ challenges.

4. Findings

The draft Position Statements for each of the thematic partnerships can be found in the Appendices and these will be finalised with each partnership following this meeting.

In summary it was found that partnership infrastructure continues to be regarded as a valuable vehicle through which to consolidate inter agency working although it was acknowledged by many Partnerships that it was not always conducive to dynamic working. It was commonly felt that there is value in sharing and learning from best practise but more could be done within the Partnership as a whole to facilitate this. Similarly, whilst partnerships play a useful role in understanding inter-related issues and agreeing shared cross cutting priorities common issues are emerging which the Partnership could do more to address.

From this process a series of common issues to where the SPB might add value have emerged, these are summarised below:

Collaboration between partnership on **cross cutting issues** was identified as a common area for development, although there was a lack of clarity about what constituted a genuinely cross-cutting issue. Work to identify and agree these cross cutting priorities, how to facilitate further **inter-partnership working**, and associated distribution of resources may be of benefit to the wider partnership.

It was recognised that a range of often complex **commissioning** arrangements exist within a number of public sector organisations. Developing a better collective understanding of these arrangements and the potential freedoms and flexibilities that may or may not exist was regarded as having the potential to enhance our development of integrated service solutions.

Tackling inequalities, both spatial and community, continues to be a priority for a number of thematic partnerships. Whilst it was acknowledged that the Place board had done much to enhance understanding of

needs and delivery in Priority Neighbourhoods it was felt the SPB had a role to ensure this learning was used to agree and target other priority groups.

It was felt that through the Place Board and a clear focus on smaller geographical areas partnership working in Stockport had been enhanced. However, the role of the **Place Board** within the wider partnership needed further clarity as developments with potential borough-wide implications were being taken forward at Priority Neighbourhood level, and needed to be clearly linked into wider partnership structures.

Engagement in partnership working was a commonly acknowledged challenge. Whilst many partnerships felt they had understood how to effectively engage public, and where necessary private, partners, engagement with the **voluntary and community sector** remained an area for development which might benefit from a joined up approach.

Thematic partnerships are increasingly finding that work being undertaken at Greater Manchester level is both shaping the partnerships priorities and under-pining the delivery of these priorities. Whilst engagement with **Greater Manchester** bodies is strong, particularly at executive level, it is important that partners continue to build on this strength.

4.1.Environment Partnership

As detailed in Appendix 4 despite early progress to engage a broad range of partners in the environmental agenda and develop a partnership response to, in particular, climate change, the Environment Partnership has found sustaining this engagement increasingly challenging. It is therefore proposed that the Partnership should cease to meet and proposals for alternative arrangements be worked up.

4.2Stronger Communities Partnership

Similarly the Stronger Communities Partnership has found that a 'formal' partnership is not necessarily the most effective vehicle for facilitating public, voluntary and community engagement. As Synergy Stockport and Anchorpoint become more established as the umbrella and infrastructure organisations for the VCS respectively it is timely to consider the future role of the Stronger Communities Partnership. Synergy have been asked to consider the proposal that responsibility for strengthening the VCS and developing a community engagement mechanism be transferred to Anchorpoint.

5.Next Steps

With the Board's endorsement the Partnership Office will undertake work to progress the above areas of work.

A further round of meetings will be undertaken in May 2012 with an enhanced focus on outcomes and follow up to these initial findings. A comprehensive annual report will then be presented to this Board.

6.Recommendations

That the Board consider the above findings summarised in sec 4 and:

Commission the Partnership Office to progress the issues and bring back detailed reports as substantive agenda items at future meetings.

Endorse a review of the Environment Partnership

Endorse a review of the Stronger Communities Partnership

Appendix 1

Adult Education, Skills and Employability Partnership

Current Partnership Arrangements

The Partnership contains representatives of local Post-16 education providers, education and employment support agencies, and key representatives of the local authority. The Partnership has distilled its priorities over the past 12 months and trimmed down its membership retaining only those individuals needed to target these priorities, namely; working to support adult education through addressing advice, skills and welfare provision; and supporting Stockport residents entering employment. Terms of Reference are currently being reviewed to reflect these changes. The AESE Partnership chair has performed a central role managing this change. Partnership meetings are co-ordinated by the Chair and facilitated by the local authority. The agenda is shaped both by members of the Partnership or by invited attendees, and this wider engagement has been crucial to developing the partnership.

Achievements

The Partnership has worked closely and quickly to respond to the influx of policy changes following the election of the Coalition Government. The partnership has agreed to two 'Strategic Priorities' and has created an 'Action Plan' which details how the Partnership will deliver against the agreed priorities. The Action Plan for 2012 has been created as part of the Partnership work programme with all actions being owned by individual members to ensure delivery and to provide clear accountability. The Partnership is pleased with the collective agreements and co-ordinated approach it has developed to the Government's 'Work Programme' driven by the Department for Work and Pensions. Responding to the 'Work Programme' has strengthened the Partnership's working on joining together employability with adult education and skills which in the past was not as strong.

Opportunities, Issues and Challenges

The Partnership has an opportunity to build on work undertaken with skills and employability in addressing wider welfare issues. This will be a challenge for the Partnership as announced welfare reforms will become legislation throughout 2012. The Partnership acknowledges that there is further scope to work with other groups and Partnerships more effectively. The AESE Partnership could further explore how best to work with other Partnerships in delivering specific programmes, and cross cutting/ inter-related priorities. Understanding the needs of the community and ensuring these remain at the core of partnership plans is also a challenge.

The Partnership also has a role in putting together a local delivery plan to national and sub-regional projects. The Partnership may need to work more closely with Greater Manchester Partnerships but must provide a local response.

Appendix 2

Children's Trust

Current Partnership Arrangements

The Trust is made up of representatives from a number of key organisations responsible, at least in part, for the welfare of children and young people. Representatives from Stockport schools, Further Education Colleges, the Together Trust and the Police for example are actively involved in the Trust, which is chaired by Andrew Webb, Corporate Director for People, Stockport Council. The majority of the Trust's membership comes from local authority staff, many of whom attend as the chair of a sub group. The structure of the Trust is currently being redesigned to reflect a shift in focus to providing targeted interventions across the borough and to spatial performance reporting. The agenda and core business is driven by the Chair and from performance information, the meetings and the circulation of information is managed by the local authority. The Children's Trust has produced a comprehensive handbook which outlines the Partnership's terms of reference and governance arrangements which is regularly reviewed.

Achievements

The Children's Trust is a large Partnership and manages to engage all its members. The outcomes of the Partnership are closely monitored both by the Partnership itself and by the Children and Young People's Scrutiny Committee. The Partnership is responsible for formulating and agreeing the Children's Trust Plan which has been refreshed by the Partnership this year. The Trust has worked closely with children and young people in engaging them with consultations and discussions regarding changes to service delivery and the need to reduce expenditure. The Trust sees working with children and young people on key issues like a change in service provision without raising expectations and through positive engagement as a significant achievement. The development of Common Assessment Frameworks and integrated working with partners are also cited as achievements of the Trust that will be built upon.

Opportunities, Issues and Challenges

The Trust has a number of opportunities and challenges as a significant number of children's services are being redesigned. The redesign is in part due to the changing financial landscape and as a response to offer a more targeted approach to service delivery. The dual role of the Trust in both implementing change and in monitoring performance will be challenging. The Trust also recognises that more work is needed to engage the Community and Voluntary Sector, to understand their potential capacity and ability to deliver services on behalf of statutory providers in challenging economic times.

Appendix 3

Economic Alliance Partnership Performance Review

Current Partnership Arrangements

The Economic Alliance is a private/public sector partnership chaired by Wayne Jones, Managing Director of MAN Diesel & Turbo UK. The Leader of Stockport Council is deputy chair. Membership is made up of prominent representatives of key local businesses, Stockport's representative from the GM Chamber of Commerce, and senior public sector figures from Stockport Council and Stockport College. A representative from Greater Manchester's inward investment company MIDAS attends as an observer and administrative support is provided by Stockport Council. It is recognised that meetings and membership have been managed successfully, in order to ensure the commitment of private sector partners.

Formal governance arrangements are set out in a constitution that the partnership adopted in 2008. The constitution is complemented by a Terms of Reference, a members' guide, and a members' action plan. The Alliance completed its most recent self-assessment in 2008.

Achievements

The Alliance plays a key role in engaging large employers in formulating economic development priorities in the Borough. It also actively influences inward investment decisions by firms outside Stockport and has promoted annual Meet the Buyer events which open up access to public and private sector procurement for local firms.

The Alliance has recently overseen production of the new Economic Development Strategy informed by the Local Economic Assessment for Stockport produced by New Economy with support from Stockport Council. The Strategy is underpinned by a robust Action Plan.

Opportunities/Issues

The Alliance recognises the areas in which its influence is strongest and plays to its strengths. Its role in the sub-regional economic development agenda could be strengthened through closer links to the Local Enterprise Partnership and the GM Combined Authority.

The complex and wide-ranging nature of the Economic Development Strategy does not fall entirely within the remit of the Economic Alliance. The Alliance has made significant achievements in terms of engaging private sector partners and forming effective links between the public and private sectors. The risk remains, however, that the Alliance's influence may not reach far enough to coordinate the broad range of activity required for the successful delivery of the Strategy's action plan.

The governance arrangements maintained by Stockport Council seem to have developed in parallel with the role and workload of the membership. While this does not lead to major concerns over delivery it does present a risk that the formal expression of the Alliance's role could become detached from the work of the partnership in practice.

Appendix 4

The Environment Partnership

Current Partnership Arrangements

The Environment Partnership is chaired by Cllr Alexander, Environment Portfolio holder for the local authority. The Partnership's objectives and work programme is supported by the local authority. The Chair works closely with the lead officer from the local authority in managing the work programme and in formulating the Partnership's agenda.

The Partnership is responsible for tackling climate change, improving local environmental quality, reducing waste, and education and awareness of environmental issues.

The Partnership has an agreed terms of reference (TofR) which state that a quorum shall be one third of the meeting. In recent months attendance at meetings has fallen below this level and as such it is timely that the role, remit and membership of the partnership be reviewed. The TofR outlines a number of organisations which are entitled to a seat at the partnership but are not currently active, these are primarily public sector partners whose stake in environmental issues is limited to their internal operations. Similarly there are stakeholders who are not best engaged through formal meeting arrangements.

Achievements

The partnership co-ordinated the development of a Climate change Strategy for the borough; supported the development and work of environmental community projects such as MESS and Sustainable Living in the Heaton. The partnership oversaw the allocation of PRG to support small schemes to tackle climate change.

Opportunities, Issues and Challenges

Environmental issues continue to be of importance for a number of partners, including Stockport Council, and are an important priority for the borough however this is not reflected by the attendance at recent meetings which under-represents the good work being done in this area. Ensuring the good work of the Environment Partnership to date is sustained and continues to be taken forward it is essential that the Partnership Board, and the council, continue to champion this agenda. However, it is necessary to review the ways in which we achieve this.

There is an opportunity to re-focus partnership working on those areas where partnership working has the potential to add the greatest value, such as climate change, and to create more dynamic working arrangements engaging new partners who have a stake in this agenda.

Engaging business and empowering neighbourhoods and communities to address environmental issues is a key challenge, and proposals for how this can be achieved will be worked up.

Appendix 5

Health and Well being Partnership

- Current Position and Achievements

The Health and Wellbeing Partnership arrangements are currently under going a period of change. This Progress Assessment has found that Stockport is making good progress towards establishing a robust Health and Wellbeing Board; and is well placed in comparison to other authorities.

The Stockport Shadow Health and Wellbeing Board has been up and running since May 2011, to prepare in advance for the changes contained in the Health and Social Care Bill. The Health and Social Care Bill is not yet law and a number of things may change, however the Stockport Shadow Board has already met twice and is leading the development of a new Joint Health and Wellbeing Strategy and it will oversee the formation of a local HealthWatch organisation by October 2012 – both statutory requirements of the Bill.

During the transitional period the existing Health and Wellbeing Integrated Commissioning Board is continuing to oversee the pooled budget arrangements between Stockport MBC and NHS Stockport. This will enable the new Shadow Board to develop its governance arrangements and plan for the local implementation of the health reforms whilst ensuring that close financial monitoring of the s75 agreement continues as before. Eventually the Boards will merge and are currently gradually streamlining their meeting and working arrangements.

The work of health partners continues to be driven by the JSNA with key projects focusing on: Urgent Care; End of Life; Hospital Discharge; Development of the mental health personalisation hub; and the development and delivery of the and the Older People's Commissioning Strategy and Carers Strategy. Performance against these projects provide a useful proxy for the performance of the shadow partnership Board, and will be reviewed as part of this on going process.

However the Health and Wellbeing Partnership Board has identified a number of challenges, which will need to be considered over the coming year, as the new Partnership infrastructure continues to develop.

- Opportunities/ Issues and challenges

Reducing Inequalities

Reducing health inequalities will remain a key priority for the Shadow Health and Wellbeing Partnership Board. It is important to recognise that people with priority needs are dispersed throughout the borough and that the HWB Partnership will need to develop a mechanism to ensure the needs of such people are identified and met wherever they are located. The Place Board may have a role to play in facilitating the development of this broader approach to addressing inequality.

The Health and Wellbeing Board's engagement with the wider Partnership-

Securing the engagement of the wider Stockport Partnership with the priorities of the Health and Wellbeing Partnership Board is essential to addressing the wider determinants of health and wellbeing; and is integral to developing holistic solutions to achieve improved outcomes. It will also be important to consideration how resources can be distributed and co-ordinated to support the development of 'joined-up' Partnership activity around shared / cross-cutting priorities

Securing wider public engagement

Securing wider public engagement with health and wellbeing priorities is also key to improving outcomes. Addressing the wider determinants of health and wellbeing requires an inclusive approach, where all agencies actively adopt and promote consistent messages. The Health and Wellbeing Partnership Board has an important and particularly challenging role in engaging a diverse cross section of agencies and public representatives in its work. To this end, one of the early challenges identified is to help engage employers in supporting health improvement through their influence on the workplace.

Appendix 6

Safer Stockport Partnership

- Current Partnership Arrangements

The Safer Stockport Partnership (SSP) was established in 1999. The SSP has good working practices in place and excellent working relationships exist with Partners. Ownership and buy in from Partners is strong which is a key strength for the Partnership going forward. Governance arrangements are grounded in statute as this is a statutory partnership

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- MARAC's (Multi-Agency Risk Assessment Conference)
- Problem Solving Courts
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Performance of these projects will be reviewed as part of this ongoing process.

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Police and Crime Commissioners will be introduced from November 2012. Police and Crime Commissioners will have influence over how police assets and resources are distributed, and set the budget and the precept. Importantly they will also hold the community safety budgets currently grant funded to local authorities from which they can commission services. How Commissioners will relate to existing local partnership arrangements in the future will be a key issue for development in the coming year.

Grass roots service delivery is highlighting the need for a better understanding of the commissioning process. There is an opportunity to improve partnership working by gaining a better understanding of how the commissioning process works for each of the Partners. The Local Strategic Partnership could have a key role in leading on this work in the coming year.

Greater collaboration between the different thematic partnerships and increasing opportunities for shared learning were also highlighted as an opportunity which would strengthen current working arrangements.

Appendix 7

Stronger Communities

- Current Partnership Arrangements

The Stronger Communities Partnership (SCP) was constituted to identify the needs and direction of the VCS; champion the work of the sector; engage VCS organisations in the decision making process; provide a route through which partnerships might engage the VCS; and promote cohesive and effective working amongst all sectors.

The Partnership has overseen the development of the Stockport compact and Engagement Strategy on behalf of the wider Stockport Partnership to direct actions in support of the above detailed aims.

The Partnership initially engaged a range of statutory provides, Voluntary and community representatives, however effective engagement in the partnership has proved a challenge to sustain, and the agenda of the partnership was primarily driven by the council. The partnership has not met since March 2011 and work is currently being undertake to identify alternative arrangements to fulfill the role of the Stronger Communities Partnership, see sec 3 below.

- Achievements

Synergy Stockport has been established as the umbrella body for the 3rd sector in Stockport. Through the Main Grant Scheme, with the support of PRG funding, Synergy successfully bid for grant funding to develop a new infrastructure organisation for Stockport, Anchorpoint. Anchorpoint has been operation since April 2011 and has now appointed 4 members of staff.

- Opportunities/ Issues and challenges

Developing an effective vehicle to engage the voluntary and community sector and ensure the needs, and capacity, of the sector are understood remains a challenge.

The Synergy Board have been asked to consider a proposal that in the light that responsibility for strengthening the VCS and developing a community engagement mechanism having been transferred to Anchorpoint, the Stronger Communities Partnership is no longer needed.

With their endorsement Anchorpoint would look to hold an event in Spring 2012 to consult the sector on how they see the strategic relationship with the public sector developing.

The challenge for the Stockport Partnership Board will be to shape and support these developments to ensure the needs of all sectors and partnerships are understood and addressed.

Partnership Performance Framework update

This item is for (delete as appropriate):

Information Decision Discussion

Summary

This report updates the Board on the progress made to date on the Partnership Performance Framework and makes some early recommendations of work to be undertaken in support of this framework.

Desired outcome:

That the Board endorse and support further work to progress identified issues

Stockport Board

Date: 5th December 2011

Report of: Joanna Foskett,
Stockport Partnership Manager

Agenda item 7(ii)

Stockport Partnership Performance Framework

Report To: Stockport Partnership Board

Report Of: Stockport Partnership Office

Date: 5th December 2011

1. Purpose of the Report

This report updates the Board on the progress made to date on the Partnership Performance Framework and makes some early recommendations of work to be undertaken in support of this framework.

2. Background

At the September meeting of this Board it was agreed that the Partnership would adopt a new approach to performance management to: facilitate forward-looking strategic leadership; allow the Board to address issues of under-performance, and place a duty on Chairs to monitor and escalate performance issues.

It was agreed that the processes for achieving this be through document assessment and review meetings with Partnership Chairs.

3. Introduction

In line with the agreed framework the Stockport Partnership Office undertook a review of thematic partnership documentation in October 2011. This being the first such review focus was placed on governance arrangements, plans and strategies, and cross cutting issues/ challenges.

4. Findings

The draft Position Statements for each of the thematic partnerships can be found in the Appendices and these will be finalised with each partnership following this meeting.

In summary it was found that partnership infrastructure continues to be regarded as a valuable vehicle through which to consolidate inter agency working although it was acknowledged by many Partnerships that it was not always conducive to dynamic working. It was commonly felt that there is value in sharing and learning from best practise but more could be done within the Partnership as a whole to facilitate this. Similarly, whilst partnerships play a useful role in understanding inter-related issues and agreeing shared cross cutting priorities common issues are emerging which the Partnership could do more to address.

From this process a series of common issues to where the SPB might add value have emerged, these are summarised below:

Collaboration between partnership on **cross cutting issues** was identified as a common area for development, although there was a lack of clarity about what constituted a genuinely cross-cutting issue. Work to identify and agree these cross cutting priorities, how to facilitate further **inter-partnership working**, and associated distribution of resources may be of benefit to the wider partnership.

It was recognised that a range of often complex **commissioning** arrangements exist within a number of public sector organisations. Developing a better collective understanding of these arrangements and the potential freedoms and flexibilities that may or may not exist was regarded as having the potential to enhance our development of integrated service solutions.

Tackling inequalities, both spatial and community, continues to be a priority for a number of thematic partnerships. Whilst it was acknowledged that the Place board had done much to enhance understanding of

needs and delivery in Priority Neighbourhoods it was felt the SPB had a role to ensure this learning was used to agree and target other priority groups.

It was felt that through the Place Board and a clear focus on smaller geographical areas partnership working in Stockport had been enhanced. However, the role of the **Place Board** within the wider partnership needed further clarity as developments with potential borough-wide implications were being taken forward at Priority Neighbourhood level, and needed to be clearly linked into wider partnership structures.

Engagement in partnership working was a commonly acknowledged challenge. Whilst many partnerships felt they had understood how to effectively engage public, and where necessary private, partners, engagement with the **voluntary and community sector** remained an area for development which might benefit from a joined up approach.

Thematic partnerships are increasingly finding that work being undertaken at Greater Manchester level is both shaping the partnerships priorities and under-pining the delivery of these priorities. Whilst engagement with **Greater Manchester** bodies is strong, particularly at executive level, it is important that partners continue to build on this strength.

4.1.Environment Partnership

As detailed in Appendix 4 despite early progress to engage a broad range of partners in the environmental agenda and develop a partnership response to, in particular, climate change, the Environment Partnership has found sustaining this engagement increasingly challenging. It is therefore proposed that the Partnership should cease to meet and proposals for alternative arrangements be worked up.

4.2Stronger Communities Partnership

Similarly the Stronger Communities Partnership has found that a 'formal' partnership is not necessarily the most effective vehicle for facilitating public, voluntary and community engagement. As Synergy Stockport and Anchorpoint become more established as the umbrella and infrastructure organisations for the VCS respectively it is timely to consider the future role of the Stronger Communities Partnership. Synergy have been asked to consider the proposal that responsibility for strengthening the VCS and developing a community engagement mechanism be transferred to Anchorpoint.

5.Next Steps

With the Board's endorsement the Partnership Office will undertake work to progress the above areas of work.

A further round of meetings will be undertaken in May 2012 with an enhanced focus on outcomes and follow up to these initial findings. A comprehensive annual report will then be presented to this Board.

6.Recommendations

That the Board consider the above findings summarised in sec 4 and:

Commission the Partnership Office to progress the issues and bring back detailed reports as substantive agenda items at future meetings.

Endorse a review of the Environment Partnership

Endorse a review of the Stronger Communities Partnership

Appendix 1

Adult Education, Skills and Employability Partnership

Current Partnership Arrangements

The Partnership contains representatives of local Post-16 education providers, education and employment support agencies, and key representatives of the local authority. The Partnership has distilled its priorities over the past 12 months and trimmed down its membership retaining only those individuals needed to target these priorities, namely; working to support adult education through addressing advice, skills and welfare provision; and supporting Stockport residents entering employment. Terms of Reference are currently being reviewed to reflect these changes. The AESE Partnership chair has performed a central role managing this change. Partnership meetings are co-ordinated by the Chair and facilitated by the local authority. The agenda is shaped both by members of the Partnership or by invited attendees, and this wider engagement has been crucial to developing the partnership.

Achievements

The Partnership has worked closely and quickly to respond to the influx of policy changes following the election of the Coalition Government. The partnership has agreed to two 'Strategic Priorities' and has created an 'Action Plan' which details how the Partnership will deliver against the agreed priorities. The Action Plan for 2012 has been created as part of the Partnership work programme with all actions being owned by individual members to ensure delivery and to provide clear accountability. The Partnership is pleased with the collective agreements and co-ordinated approach it has developed to the Government's 'Work Programme' driven by the Department for Work and Pensions. Responding to the 'Work Programme' has strengthened the Partnership's working on joining together employability with adult education and skills which in the past was not as strong.

Opportunities, Issues and Challenges

The Partnership has an opportunity to build on work undertaken with skills and employability in addressing wider welfare issues. This will be a challenge for the Partnership as announced welfare reforms will become legislation throughout 2012. The Partnership acknowledges that there is further scope to work with other groups and Partnerships more effectively. The AESE Partnership could further explore how best to work with other Partnerships in delivering specific programmes, and cross cutting/ inter-related priorities. Understanding the needs of the community and ensuring these remain at the core of partnership plans is also a challenge.

The Partnership also has a role in putting together a local delivery plan to national and sub-regional projects. The Partnership may need to work more closely with Greater Manchester Partnerships but must provide a local response.

Appendix 2

Children's Trust

Current Partnership Arrangements

The Trust is made up of representatives from a number of key organisations responsible, at least in part, for the welfare of children and young people. Representatives from Stockport schools, Further Education Colleges, the Together Trust and the Police for example are actively involved in the Trust, which is chaired by Andrew Webb, Corporate Director for People, Stockport Council. The majority of the Trust's membership comes from local authority staff, many of whom attend as the chair of a sub group. The structure of the Trust is currently being redesigned to reflect a shift in focus to providing targeted interventions across the borough and to spatial performance reporting. The agenda and core business is driven by the Chair and from performance information, the meetings and the circulation of information is managed by the local authority. The Children's Trust has produced a comprehensive handbook which outlines the Partnership's terms of reference and governance arrangements which is regularly reviewed.

Achievements

The Children's Trust is a large Partnership and manages to engage all its members. The outcomes of the Partnership are closely monitored both by the Partnership itself and by the Children and Young People's Scrutiny Committee. The Partnership is responsible for formulating and agreeing the Children's Trust Plan which has been refreshed by the Partnership this year. The Trust has worked closely with children and young people in engaging them with consultations and discussions regarding changes to service delivery and the need to reduce expenditure. The Trust sees working with children and young people on key issues like a change in service provision without raising expectations and through positive engagement as a significant achievement. The development of Common Assessment Frameworks and integrated working with partners are also cited as achievements of the Trust that will be built upon.

Opportunities, Issues and Challenges

The Trust has a number of opportunities and challenges as a significant number of children's services are being redesigned. The redesign is in part due to the changing financial landscape and as a response to offer a more targeted approach to service delivery. The dual role of the Trust in both implementing change and in monitoring performance will be challenging. The Trust also recognises that more work is needed to engage the Community and Voluntary Sector, to understand their potential capacity and ability to deliver services on behalf of statutory providers in challenging economic times.

Appendix 3

Economic Alliance Partnership Performance Review

Current Partnership Arrangements

The Economic Alliance is a private/public sector partnership chaired by Wayne Jones, Managing Director of MAN Diesel & Turbo UK. The Leader of Stockport Council is deputy chair. Membership is made up of prominent representatives of key local businesses, Stockport's representative from the GM Chamber of Commerce, and senior public sector figures from Stockport Council and Stockport College. A representative from Greater Manchester's inward investment company MIDAS attends as an observer and administrative support is provided by Stockport Council. It is recognised that meetings and membership have been managed successfully, in order to ensure the commitment of private sector partners.

Formal governance arrangements are set out in a constitution that the partnership adopted in 2008. The constitution is complemented by a Terms of Reference, a members' guide, and a members' action plan. The Alliance completed its most recent self-assessment in 2008.

Achievements

The Alliance plays a key role in engaging large employers in formulating economic development priorities in the Borough. It also actively influences inward investment decisions by firms outside Stockport and has promoted annual Meet the Buyer events which open up access to public sector procurement for local firms.

The Alliance has recently produced a new Economic Development Strategy informed by the Local Economic Assessment for Stockport produced by New Economy. The Strategy is underpinned by a robust Action Plan.

Opportunities/Issues

The Alliance recognises the areas in which its influence is strongest and plays to its strengths. Its role in the sub-regional economic development agenda could be strengthened through closer links to the Local Enterprise Partnership and the GM Combined Authority.

The complex and wide-ranging nature of the Economic Development Strategy does not fall entirely within the remit of the Economic Alliance. The Alliance has made significant achievements in terms of engaging private sector partners and forming effective links between the public and private sectors. The risk remains, however, that the Alliance's influence may not reach far enough to coordinate the broad range of activity required for the successful delivery of the Strategy's action plan.

The governance arrangements maintained by Stockport Council seem to have developed in parallel with the role and workload of the membership. While this does not lead to major concerns over delivery it does present a risk that the formal expression of the Alliance's role could become detached from the work of the partnership in practice.

Appendix 4

The Environment Partnership

Current Partnership Arrangements

The Environment Partnership is chaired by Cllr Alexander, Environment Portfolio holder for the local authority. The Partnership's objectives and work programme is supported by the local authority. The Chair works closely with the lead officer from the local authority in managing the work programme and in formulating the Partnership's agenda.

The Partnership is responsible for tackling climate change, improving local environmental quality, reducing waste, and education and awareness of environmental issues.

The Partnership has an agreed terms of reference (TofR) which state that a quorum shall be one third of the meeting. In recent months attendance at meetings has fallen below this level and as such it is timely that the role, remit and membership of the partnership be reviewed. The TofR outlines a number of organisations which are entitled to a seat at the partnership but are not currently active, these are primarily public sector partners whose stake in environmental issues is limited to their internal operations. Similarly there are potential stakeholders who have not been engaged in the partnership.

Achievements

The partnership co-ordinated the development of a Climate change Strategy for the borough; supported the development and work of environmental community projects such as MESS and Sustainable Living in the Heaton. The partnership oversaw the allocation of PRG to support small schemes to tackle climate change.

Opportunities, Issues and Challenges

Environmental issues continue to be of importance for a number of partners, including Stockport Council, however with current financial pressures it is hard to sustain the environment as the highest of priorities among partners. Ensuring the good work of the Environment Partnership to date is sustained and continues to be taken forward it is essential that the Partnership Board, and the council, continue to champion this agenda. However, it is necessary to review the ways in which we achieve this.

There is an opportunity to re-focus partnership working on those areas where partnership working has the potential to add the greatest value, such as climate change, and to create more dynamic working arrangements engaging new partners who have a stake in this agenda.

Engaging business and empowering neighbourhoods and communities to address environmental issues is a key challenge, and proposals for how this can be achieved will be worked up.

Appendix 5

Health and Well being Partnership

- Current Position and Achievements

The Health and Wellbeing Partnership arrangements are currently under going a period of change. This Progress Assessment has found that Stockport is making good progress towards establishing a robust Health and Wellbeing Board; and is well placed in comparison to other authorities.

The Stockport Shadow Health and Wellbeing Board has been up and running since May 2011, to prepare in advance for the changes contained in the Health and Social Care Bill. The Health and Social Care Bill is not yet law and a number of things may change, however the Stockport Shadow Board has already met twice and is leading the development of a new Joint Health and Wellbeing Strategy and it will oversee the formation of a local HealthWatch organisation by October 2012 – both statutory requirements of the Bill.

During the transitional period the existing Health and Wellbeing Integrated Commissioning Board is continuing to oversee the pooled budget arrangements between Stockport MBC and NHS Stockport. This will enable the new Shadow Board to develop its governance arrangements and plan for the local implementation of the health reforms whilst ensuring that close financial monitoring of the s75 agreement continues as before. Eventually the Boards will merge and are currently gradually streamlining their meeting and working arrangements.

The work of health partners continues to be driven by the JSNA with key projects focusing on: Urgent Care; End of Life; Hospital Discharge; Development of the mental health personalisation hub; and the development and delivery of the and the Older People's Commissioning Strategy and Carers Strategy. Performance against these projects provide a useful proxy for the performance of the shadow partnership Board, and will be reviewed as part of this on going process.

However the Health and Wellbeing Partnership Board has identified a number of challenges, which will need to be considered over the coming year, as the new Partnership infrastructure continues to develop.

- Opportunities/ Issues and challenges

Reducing Inequalities

Reducing health inequalities will remain a key priority for the Shadow Health and Wellbeing Partnership Board. It is important to recognise that people with priority needs are dispersed throughout the borough and that the HWB Partnership will need to develop a mechanism to ensure the needs of such people are identified and met wherever they are located. The Place Board may have a role to play in facilitating the development of this broader approach to addressing inequality.

The Health and Wellbeing Board's engagement with the wider Partnership-

Securing the engagement of the wider Stockport Partnership with the priorities of the Health and Wellbeing Partnership Board is essential to addressing the wider determinants of health and wellbeing; and is integral to developing holistic solutions to achieve improved outcomes. It will also be important to consideration how resources can be distributed and co-ordinated to support the development of 'joined-up' Partnership activity around shared / cross-cutting priorities

Securing wider public engagement

Securing wider public engagement with health and wellbeing priorities is also key to improving outcomes. Addressing the wider determinants of health and wellbeing requires an inclusive approach, where all agencies actively adopt and promote consistent messages. The Health and Wellbeing Partnership Board has an important and particularly challenging role in engaging a diverse cross section of agencies and public representatives in its work. To this end, one of the early challenges identified is to help engage employers in supporting health improvement through their influence on the workplace.

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Safer Stockport Partnership

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