

**MANCHESTER CITY COUNCIL
REPORT FOR INFORMATION**

Committee: Resources and Governance Overview and Scrutiny

Date: Wednesday March 5th 2009

Subject: Working in Partnership with the Manchester Community – Securing the outcomes of the Community Strategy

Report of: Carole Pattison, Interim Assistant Chief Executive (Performance)

Purpose of Report:

This report explores the ways in which the Resources & Governance Overview & Scrutiny can contribute to securing the outcomes of Manchester's Community Strategy

Recommendations:

The Resources and Governance Overview and Scrutiny Committee Governance Sub Group is invited to:

- Note how the Community Strategy / LAA and the CAA are together intended to improve the experience of residents of Manchester.
- Comment on the role that has been described for the O&S function in achieving this high level outcome.

Contacts

Name	Department	Tel	Email
Carole Pattison	Asst CEX (Performance)	234 3317	

c.pattison@manchester.gov.uk

Background Documents

Community Strategy
LAA
CAA Guidance

Wards Affected: All

Implications for:

Anti Poverty	Equal Opportunities	Environment	Employment
No	No	No	No

1. Introduction:

The Manchester Way, Manchester's Community Strategy 2006-20015, is at the heart of all public service delivery in Manchester. It is the responsibility of all the partners to the Manchester Partnership to ensure that it is successfully implemented.

2. Community Strategy:

Delivering the Manchester Community Strategy needs a public sector which is committed, focused and collaborative. There needs to be a shared understanding as well as vision for the local area. Joint priorities have been developed and joint action planning at a thematic level is in place to help achieve this. As our partnership and Community Strategy develops and matures we will also see joint commissioning, joint performance reporting leading to joint accountability.

3. Local Area Agreement:

The LAA is the delivery vehicle for the Community Strategy. It defines and describes the action required to achieve the vision of the Community Strategy. It also provides the detail of the performance that our residents can expect, and how we and our partners will measure and report on that performance

4. Comprehensive Area Assessment

The newly introduced CAA is an assessment of how the public sector in a local area is working in partnership, with the private and voluntary sectors and local people, to improve outcomes for local residents and businesses undertaken by the Audit Commission in conjunction with other inspectorates.

The CAA consists of:

- An Area Assessment of Manchester and
- Organisational Assessments of the Council, the PCT, Police and Fire Services

4.1 The Area Assessment will be structured around the following three questions:

- How well do local priorities express community needs and aspirations?
- How well are the outcomes and improvements being delivered?
- What are the prospects for future improvement?

4.2 The Organisational Assessment will include:

Use of resources assessment:

- Managing finances: How effectively does the organisation manage its finances to deliver value for money?
- Governing the business: How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
- Managing resources: How well does the organisation manage its natural resources, physical assets and deliver value for money?

Performance Management assessment:

- How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?
-
- Does it have the leadership, capacity and capability it needs to deliver future improvements?
-

5. How the Audit Commission will report on the CAA

The Audit Commission will provide a summary report, which will give an overview of:

- Key priorities identified by the area, including if they address the needs and aspirations of local people, and progress made to implement them
- Overall successes and challenges in improving outcomes for local people

- Summary of prospects and where different or further action is needed

The Area Assessment will report on the priorities for Manchester described within the Community Strategy and LAA. and how well the partners of the Manchester Partnership have delivered these. The assessment will also look at national themes evidenced by the national performance indicator set and the 188 performance measures that are required by central government. The report will include a narrative and highlight areas where action is needed to deliver priority improvements by red flags, and by green flags for exceptionally good prospects or promising innovation. The Audit Commission will, from a practical point of view, be looking for evidence and judging how well we deliver our priorities on a small area or ward basis.

6. Locality self-evaluation and improvement plan

There is an expectation, though not a requirement, that local strategic partnerships will carry out an annual locality self-evaluation against their priorities. This self-evaluation needs to demonstrate the extent to which the Manchester Partnership, at all levels, has:

- A shared picture / view of the local area
- One vision and a joint view of priorities and objectives, which feed into partners' organisational plans
- Joint action plans
- Shared resources
- Delivering shared outcomes
- Shared performance management
- Joined up governance/accountability
- Common communications and engagement with local communities

The primary objective of the self-evaluation is to improve outcomes for Manchester people by using this self-evaluation to draw up an improvement plan for the area to be delivered by the Manchester Partnership.

7. The role of Overview and Scrutiny in achieving a positive report on our CAA

The Overview and Scrutiny function of the council has a valuable contribution to make to a successful outcome for the CAA and can exercise this in several different ways.

7.1 Promoting Public Sector Values – Overview and Scrutiny can help to promote a set of Manchester values across all partner organisations. As we see growing plurality in service provision, it is increasingly important that there is some consistency and coherence with which residents receive services from these bodies. This can be achieved by having some consistency in the values demonstrated and abided by public sector organisations. Overview and Scrutiny should consider the current Manchester values, which exist for the public sector organisations delivering services in Manchester and contribute to the development of a common set of values, which would be applicable across the public sector and which would guide the delivery of our priorities and improvement agenda.

7.2 Comment on the achievement of outcomes – via regular performance monitoring and management. This would include using their experience as ward councillors as well as receiving the evidence of performance. As well as looking for the achievement of the vision of the Community Strategy The Resources & Governance Overview & Scrutiny should also consider whether the following outcomes have been met:

- The improvement priorities set out in the LAA - commissioning, communications, governance, a values led approach to improvement and a culture of innovation.
- Outcomes from the thematic partnerships, each Overview & Scrutiny committee is aligned to one of these.
- Cross-cutting issues of equality, community engagement and the third sector.
- Manchester's leadership role in the sub-region.
- The effective use of resources.

7.3 Input and / or comment on the area assessment self evaluation – This can be achieved by reviewing the evidence, helping to identify gaps in that evidence, providing additional information and evidence again from their role as ward councillors. Does the self evaluation reflect the community the council and its partners serve, does it reflect the needs of residents as they see them?

There is an on-going role for councillors through Overview & Scrutiny to contribute to this evaluation the positive things that are happening in Manchester.

7.4 Comment on the contribution of partners - The members of the Manchester Partnership all have contributions to make to the success of the area. Preparation for the Organisational and Area Assessments include demonstrating how partners priorities for improvement are:

- aligned with the Community Strategy and LAA priorities
- how their efficiency programmes are releasing savings for re-investment in priorities;
- how good governance and investment in people are supporting the delivery of priorities and
- how better outcomes for Manchester people are being achieved as a result.

Overview and Scrutiny Councillors are well placed to be able to comment on how successful these individual contributions are in achieving improvement in the delivery of public services in Manchester.

7.5 Comment and input to the production of an improvement plan and the annual review of the LAA - Finally there is a role to help to contribute to the production of an improvement plan, to ensure that the area improves year on year and the vision set out in the Community Strategy is achieved.

8. Governance arrangements

Improving partnership governance is one of the Local Area Agreement (LAA) workstreams. This will lead to effective delivery of the LAA, and to the achievement of the goals of the Community Strategy at a faster rate. The Resources & Governance Overview & Scrutiny function can ensure that this is achieved. In particular, good governance should enable the following at all levels of partnerships.

- For partnerships to have a shared picture of the local area that leads to a shared vision and joint priorities for the area
- Shared values and behaviours across partnerships both amongst the people involved in partnership structures and staff working in partnerships

- Joint planning and pooling of resources that improves the outcomes of the LAA and ensures that partnerships know what is driving success and delivering value for money
- Shared performance and risk management that provides challenges of poor performance, high support for high achievement and promotes excellent performance across partnerships
- Shared communication and engagement with local people that is based on listening and being a champion and advocate for the people of Manchester, and which informs decision making and delivery.

9. Conclusion

The above are all ways in which the Resources & Scrutiny Overview and Scrutiny committee and indeed other Overview & Scrutiny Committees can play a part in ensuring that the Community Strategy is delivered, that the priorities in the LAA are achieved resulting in a successful CAA. Resources & Governance Overview and Scrutiny members are asked to consider how they would wish to undertake these roles in the future.