

## Cheshire West and Chester Local Strategic Partnership

### General meeting report.

#### AGENDA ITEM 7.

Report title	Comprehensive Area Assessment: Initial Self Assessment Report
Description	
Document purpose	<p>The following report provides an initial high level Self Assessment for the Cheshire West and Chester area. This has been produced to respond to the requirement of the Comprehensive Area Assessment (CAA) and has been written in consultation with Partners. The full Self Assessment will be carried out in June/July 2009. This paper covers the following:</p> <ul style="list-style-type: none"><li>• An introduction to the CAA Self Assessment and the methodology to be used</li><li>• Emergent key findings – drawn from existing evidence, ongoing work and recent partner discussions</li><li>• Findings by Partnership Theme (Appendix 1 – page 10)</li><li>• An Indicative Route Map outlining future areas of work (Appendix 2 – page 27)</li></ul>
Circulation list	Cheshire West and Chester LSP
Decision/Action required	<p>The LSP is asked to:</p> <p>(i) Note and comment on the emergent general findings of this report, and the summary of good practice and areas for improvement (section 6)</p> <p>(ii) Note and agree the proposed Route Map setting out the future areas of work to address CAA requirements (Appendix 2)</p> <p>(iii) Note the proposed next steps for the full self assessment (section 8)</p>
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Target audience	Cheshire West and Chester LSP
Cross reference	Audit Commission CAA Guidance

## **Comprehensive Area Assessment: Initial Self Assessment**

### **3.0 Why Self-Assessment?**

- 3.1 Future prospects for improvement will depend in part on the extent to which partners understand their own performance and capacity to ensure that local needs are being, or can be met. A partnership and its organisations which cannot see its own strengths and limitations will struggle to build effectively on its strengths and make sound investments in resources and/or learning in order to overcome its limitations.
- 3.2 This is a view shared by the Audit Commission which, whilst not making an absolute requirement for an overall self-assessment for CAA says “rigorous and regular self-assessment is a feature of effective organisations and partnerships.... we will use the information that partnerships and organisations use to evaluate and manage their own performance wherever possible to help gauge how well performance is being managed in organisations and across areas.” Self-assessments specifically for Children’s services (in the form of a review of the Children and Young People’s Plan) and for adult social care (at least for the first year of CAA) are required.
- 3.3 The Audit Commission clearly favours, therefore, an approach in which councils and partners undertake self-assessments. However, the Commission will be concerned about the quality of assessments. It says “inspection will continue to provide independent assurance on the reliability of self-assessment information.” In making its judgements, the Audit Commission will not rely on self-assessments alone, but extending the risk-based approach to targeted inspection activity. It says “the more robust the self-assessment, the more reliance we will be able to place on it.”
- 3.4 The Improvement and Development Agency (IDeA) recommends self-evaluation and says “strong self-awareness about current performance, capacity and future challenges is vital to delivering sustained improvement in the future. Therefore, while the approach is supported by the inspectorates, and was developed within the overall context of the CAA, it is most important that it is seen as an improvement tool in its own right.”
- 3.5 The IDeA recommend that self-assessment (evaluation) should move away from an artificially scientific 'tick box' approach to assessing past performance but consider performance, ambition and the risks to delivering on objectives. They have produced a template to be used to structure the self assessment process. The template poses the following three questions:

- 1. Are we addressing local needs and the translation of these into local priorities?**

2. **Are the full extent of improvements and outcomes being achieved?**
3. **What gaps need to be addressed and does this allow for future improvement planning?**

3.6 Underpinning these three questions are themes that thread throughout the area assessment. These are:

- **Sustainability**
- **Inequality**
- **People whose circumstances make them vulnerable**
- **Value for money**

3.7 Self-Assessment may inform, but by itself, will not result in improvement. It is essential that analysis of both strengths and limitations is translated into an Action Plan for Improvement that is based on well evidenced, quantitative performance information.

3.8 An effective self-assessment offers a number of benefits to the organisations carrying it out. It allows them to;

- Identify and address gaps in knowledge
- Identify and put into order, evidence
- Anticipate Audit Commission questions
- Reduce the likelihood that the Audit Commission springs surprises in its conclusions
- Reduce the burden of inspection
- Enable an early start to improvement planning
- Narrow the gap in service outcomes to residents
- Enable trajectory planning allowing an opportunity for early intervention in specific service areas

#### **4.0 Working with Partners**

4.1 The approach to be taken for Cheshire West and Chester will be a two-stage process. Currently, this initial self-assessment has been launched in order to define the scope of the assessment and identify sources of, and gaps in, evidence necessary to address the prompts suggested by IDeA. Key partners and thematic coordinators have been engaged to ensure the evidence base is fully up-to-date. The full Self Assessment will seek out and draw together further supporting information and provide an opportunity for all partners to contribute to the process.

#### **5.0 Emergent key findings**

5.1 Within the Cheshire West and Chester area we have inherited established good evidenced based working practices within a number of areas and it is clear that we will be building on these with partners, to allow our stated high ambitions to be met. It is imperative that these areas of good practice are recognised and that we do not lose sight of the emerging evidence base. The existing lines of evidence include:

- High Level Cross Cutting Strategies – e.g. Joint Strategic Needs Assessment, Children and Young Peoples Plan, Local Area Agreement etc.
- Organisational strategies – e.g. CWAC Corporate Plan, Chester Today, etc.
- Area based strategies – e.g. Vision 2050: A sustainable future, Northwich Vision
- Existing reports and feedback – e.g. Local Area Agreement performance reports, CAA briefing letter from the Audit Commission, etc.

5.2 For the purposes of this initial Self Assessment report, a number of self assessment sessions were held (**see Appendix 1**) with key partners to add to the evidence base. From all these lines of enquiry a series of key findings are emerging identifying key areas for future work and allowing a greater focus upon improved outcomes in the Cheshire West and Chester area. These key areas of future work are around:

(i) Confidence, influence and engagement - *Aim: A joined up approach to consultation, communication and engagement*

It has become apparent that each partner has plans and strategies in place to support consultation, communication and engagement but that these are not as 'joined up' as they could be. We will need to develop a comprehensive community engagement and empowerment strategy which will identify how the Local Strategic Partnership will engage with local communities, both geographical and of interest. The strategy will build on existing good practice and also identify clear principles of how the partners will work together to develop methods and mechanisms for future influence and engagement. Clearly the role of Area Partnership Boards and Community Forums will be critical. We will also need to produce more joined up approaches to communication to aid public understanding and minimise duplication and confusion. The 'You Said, We Did' approach should be managed and strongly encouraged.

(ii) Performance Management - *Aim: A culture of continuous improvement supported by appropriate and transparent performance management arrangements*

An integrated performance management framework (PMF) is currently being finalised and will be critical to the success of the Local Strategic Partnership and the outcomes we seek to achieve. It is vital that the PMF is joined up, proportionate and transparent. It must also have the ability to forecast issues and opportunities using trajectory planning and needs to be underpinned by a culture of continuous improvement, challenge and action at partnership level.

(iii) Sharing Intelligence and Best Practice - *Aim: Information is shared amongst partners to inform responses to collective challenges*

It is clear that partners gather a wealth of valuable information and intelligence. There is also a large amount of good practice amongst partners. It is vital that this intelligence and good practice is shared, analysed and disseminated. This is already happening to some extent, through mechanisms such as CO-STAR, LILAC and DORIC. This culture of sharing and collaboration needs to be strengthened so that priorities are evidenced and necessary actions are appropriately taken.

(iv) Equality and Diversity - *Aim: A joined up approach to equality and diversity*

There is a firm commitment from all partners to build cohesive communities and promote the involvement of community groups to help shaping the delivery of local services. The necessary actions to move this agenda forward need to be more coordinated between partners. Joined-up and effective engagement and exchange of good practice needs to be strengthened and a joint equality and diversity strategy and action plan is required,

(v) Partnership and Commissioning Framework - *Aim: A comprehensive and workable partnership framework to underpin collective planning and action*

CAA guidance identifies the need for a robust partnership framework within an area. Partnerships at a range of levels within the framework should identify and meet needs, achieve value for money, service transformation and improvement and spread best practice. Partnerships are charged with challenging services delivery and ensuring that actions meet the needs identified in the Sustainable Community Strategy (SCS) and Local Area Agreement (LAA). Actions should be planned, joined up across the partnership landscape and delivered at as local level as possible to ensure maximum impact. Community engagement is seen as an essential ingredient in development, governance, delivery and evaluation – in short at every level from strategic planning to operational delivery.

Cheshire West and Chester is currently re-working the partnership frameworks that existed across the four previous local authority areas (including the LAA thematic partnerships). To date:

- A partnership framework has been agreed
- A partnership agreement and protocols document has been developed and should be approved by the Local Strategic Partnership in April 2009
- A partnership policy outlining the Council's role and responsibilities in partnership working has been developed and will go for approval to the Executive in May 2009 and then

be shared with public sector partners to inform the development by them of similar document.

- A consultation strategy is being developed for the Council (with aspirations for similar sharing as above).
- Development of a partnership communications plan has begun.
- Partnership development work is being planned
- A refreshed LAA has been approved and a review of associated funding (Area Based Grant etc.) will be initiated.
- Work on a new Sustainable Community Strategy has begun

5.3 In addition to the above key areas of future work two particularly difficult areas that cut across all partners responsibilities keep emerging in the evidence. These are:

(vi) Cross cutting area – Alcohol - Aim: A collective approach to preventing the causes and addressing the effects of alcohol abuse

Alcohol abuse affects the social and physical wellbeing of communities. Addressing the cause and consequence of alcohol abuse needs to be at the heart of dealing with issues such as anti-social behaviour, public health and teenage pregnancy. Alcohol abuse has a substantial effect on the resources of a number of publicly funded organisations and so co-ordinated action in this area offers the opportunity for delivering cost savings through combined partner action. These areas are clearly priorities within the Local Area Agreement and are also showing signs of poor performance. It is recommended that a cross-cutting alcohol action plan is developed, delivered and widely communicated.

(vii) Cross cutting area - Economic Downturn - Aim: A collective approach to understanding and addressing the affects of the current economic climate

The state of the economy is inextricably linked with our priorities. As a first step, we need to develop a comprehensive understanding of the local economic situation and the challenges we face. This is to become a statutory duty for local authorities, but it would be an unnecessary delay to wait for this legislation.

## **6.0 Good practice and Future Action**

6.1 As part of the self assessment against the second question “Are the full extent of improvements and outcomes being achieved?” a number of areas will be ‘flagged’ to enable the highlighting of areas of exceptional performance or significant concerns about future improvement. These have been taken from the key lines of evidence and singled out in the table below:

Good practice	Future Action
<p><b>Health and Wellbeing</b></p> <ul style="list-style-type: none"> <li>• World Class Commissioning report recognised the PCT moving from turnaround to transformation with an ambitious vision underpinned by clear processes, structures, governance arrangement and working practices underpinned by a sound financial foundation.</li> <li>• Extra Care Housing Strategy. Health and Wellbeing is being promoted by having a wide range of communal facilities to promote "active ageing".</li> <li>• Learning Resource Network is a partnership between the local authorities and the private and voluntary social care employers in Cheshire to develop the social care workforce. The LRN has developed a successful joint workforce strategy and is addressing three key areas:- <ul style="list-style-type: none"> <li>○ workforce planning,</li> <li>○ recruitment of the future workforce,</li> <li>○ developing and qualifying the current workforce</li> </ul> </li> <li>• Health and social care awards – Three areas are being put forward for consideration in 2009/10</li> </ul>	<p><b>Health and Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Addressing the performance gaps identified in the CSCI assessment of our predecessor council: <ul style="list-style-type: none"> <li>○ increasing the numbers of older people helped to live at home;</li> <li>○ strengthening our offer to carers;</li> <li>○ expanding volunteering;</li> <li>○ taking our safeguarding performance from good to excellent</li> <li>○ improving our ability to respond to the needs of diverse groups.</li> </ul> </li> <li>• Potential risk in the handover of supporting client data systems is being mitigated with present interim arrangements</li> <li>• Greater co-ordination of working between partners that is being addressed with new joint working arrangements</li> <li>• Lifestyle indicator on Smoking, Obesity, Alcohol consumption etc (NI 39, 120, 121, 123)</li> </ul>
<p><b>Children and Young People</b></p> <ul style="list-style-type: none"> <li>• Children's Centres – Self assessment was rated highly</li> <li>• Aiming High for Disabled Children – This now in a state of readiness to delivery for Cheshire West and Chester</li> <li>• CLLD (Communication, Language and literacy Development) in nursery and reception classes</li> </ul>	<p><b>Children and Young People</b></p> <ul style="list-style-type: none"> <li>• Safeguarding. Child Protection and the supporting systems – This area has previously been recognised as weak and is a high priority area with new resources to resolve the long standing issues.</li> <li>• Private fostering – Looked After Children. The Ofsted assessment for Children and Young People highlighted that we need to ensure robust arrangements relating to child protection services are in place.</li> <li>• NI 56 – Obesity in primary school age children in Year 6</li> <li>• NI 112 - Under 18 conception rate – There is a national support team inspection on the 12<sup>th</sup> May 2009</li> <li>• All partners will be encouraged to share data on a timely basis.</li> <li>• There are upcoming inspections which will be challenging in the context of a new Local Authority and Directorate <ul style="list-style-type: none"> <li>○ Fostering – July 2009</li> <li>○ Adoption – Unknown date of inspection</li> <li>○ Private Fostering - Unknown date of inspection</li> <li>○ Also the Youth Offending Team inspection in July 2009</li> </ul> </li> </ul>

<p><b>Jobs and Enterprise</b></p> <ul style="list-style-type: none"> <li>• Ongoing delivery of key regeneration projects – Northwich Vision, Chester Renaissance, Frodsham Forward etc.</li> <li>• Success of local workability projects to address worklessness</li> <li>• Early response to the economic downturn in Chester</li> <li>• Success of Mersey Dee Alliance – started by local partners, now recognised by NWDA and operating as a key strategic organisation. Recognised as best practice nationally</li> <li>• Success of local workability Projects has influenced national scheme of local employment partnerships</li> <li>• Addressed needs of vulnerable people through Business start-up contract, signposting etc.</li> </ul>	<p><b>Jobs and Enterprise</b></p> <ul style="list-style-type: none"> <li>• A number of indicators in this area are likely to be affected by the economic situation including: <ul style="list-style-type: none"> <li>○ Worklessness (NI 153)</li> <li>○ Business Registration (NI 171) etc.</li> </ul> </li> <li>• Need for enhanced partnership arrangements and effective representation to support the economy, employment and skills.</li> <li>• Further evidencing need through data collection and from public consultation to draw down resources to tackle pockets of disadvantage and economic need.</li> </ul>
<p><b>Safer and Stronger Communities</b></p> <ul style="list-style-type: none"> <li>• Within CWAC Cheshire Fire and partners will produce a good performance in NI 33 – Arson Incidents. This will reflect a 20% reduction.</li> <li>• Domestic abuse - reward grant, leading lights national accreditation</li> <li>• ‘Cooldown’ project received highly favourable national evaluation</li> <li>• Successful Anti Social Behaviour projects in Ellesmere Port and Local Criminal Justice Board</li> <li>• Neighbourhood Management (Blacon, Lache et) Parish Plans</li> <li>• Data Sharing between Fire and PCT’s on over 65’s</li> </ul>	<p><b>Safer and Stronger Communities</b></p> <ul style="list-style-type: none"> <li>• NI 4 – ‘People who feel they can influence decisions locally’ and NI 21 – ‘Local concerns about Anti Social Behaviour and Crime’. A long term partnership based confidence plan required,</li> <li>• NI 30 – ‘Re-offending rates of prolific and priority offenders (PPO)’ is currently underperforming. The actual number of PPO’s is very small, however they have a disproportionate affect on the crime figures and the fear of crime.</li> <li>• A number of areas in this theme are likely to be adversely affected by the economic situation including: – e.g. Vacant units – Graffiti, vandalism etc.</li> <li>• Community Safety – levels of crime have increased in Ellesmere Port over the last year.</li> <li>• Reducing the number of people killed or injured on the road is also an issue that has recently experienced an increase across the area (NI 47) although the overall trend over the past 5 years in declining.</li> </ul>
<p><b>Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>• NI 186 ‘Per capita reduction in CO2 emissions in the Local Authority area’ and NI 191 ‘Residual household waste per household ‘ LAA targets met or exceeded</li> <li>• Sustainability education through schools – received international recognition</li> <li>• Ashton Hayes 20% carbon reduction</li> <li>• Cheshire and Warrington Improvement Efficiency Partnership bid / Climate change</li> <li>• Vision 2050, a Sustainable future for Cheshire West and Chester</li> </ul>	<p><b>Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>• Mainstreaming sustainability in strategic projects and planning (waste, etc.)</li> <li>• Transport across West Cheshire, including business mileage etc</li> <li>• More and better engagement and advice to be offered to the public relating to sustainability via a range of communications modes</li> <li>• Procurement – compliance with sustainable strategy</li> <li>• Mechanisms and monitoring to be in place to run “Carbon Trading” by 2010</li> </ul>

	<ul style="list-style-type: none"> <li>• Waste volumes. Addressing the levels of waste collected and cost of waste disposal and collection. High levels of waste were highlighted as an issue for the County Council, Vale Royal and Chester City Council. (although being addressed and impact of waste PFI)</li> <li>• Planning. Understanding the reasons for a high percentage of successful planning appeals in the Chester City Council area.</li> <li>• Decent Homes - A significant issue is to ensure that you have a plan and funding to meet the Decent Homes standard in council homes in Ellesmere Port.</li> <li>• Local Environment - Improving street cleanliness and levels of litter, graffiti and fly posting in Chester and levels of graffiti in the Vale Royal area and Ellesmere Port.</li> </ul>
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6.2 It is vital that good practice is recognised and that potential red flags are addressed. The Audit Commission will not allocate a red flag for an area of poor performance if they are satisfied that robust, plausible and reasoned plans are in place to bring performance back on track.

## 7.0 Indicative Route Map

7.1 Taking these key areas of future work forward we are developing a Cheshire West and Chester area route map. An indicative route map is included in Appendix 2 but requires further input from key partners. The final route map will enable partners to ensure existing, ongoing and new activities and workstreams (e.g. LAA key workstreams, Indicator Delivery Planning, Sustainable Community Strategy refresh, etc.) are co-ordinated around the key areas identified as part of the self assessment process. It will also reinforce the importance of these areas of future work and allow partners the full overview of CAA priority areas.

## 8.0 Next Steps

8.1 To move this piece of work forward the following next steps are proposed:

(i) Finalise key findings and route map in consultation with thematic leads and the Local Strategic Partnership.

(ii) Establish CAA – Area Assessment action group

(iii) Initiate full self assessment to be completed in June/July and shared with the Audit Commission.

## Health and Wellbeing

Improve health and wellbeing to help everyone live longer, safer, healthier lives.

### 1.0 Local Needs and Priorities

1.11 Current situation - Within the Health and Wellbeing partnership theme, local needs and priorities are being identified and addressed through a number of mechanisms. These include:

1.12 The Joint Strategic Needs Assessment (JSNA). This document is a shared statement on the health and social care needs of people living in the Cheshire West and Chester area, between the Council and Primary Care Trust. This has been informed by comprehensive local data and service user input. The JSNA:

- identifies the health and well-being needs of the local population
- identifies any groups whose needs are not being met
- provides information which can be used in the planning, development and delivery of health and well-being services for the next three to five years, and sets a clear direction for the next ten years
- helps reduce health inequalities

1.13 The document provides a summary about what we have found out so far and what we think the priorities are for improving the health and wellbeing in Cheshire West and Chester.

1.14 The Adult Social Care and Health directorate within Cheshire West and Chester council is significantly increasing integration with the Primary Care Trust (PCT). This means: jointly commissioning services for mental health, learning disabilities, older people and long term conditions; and developing an integrated community provider service. Its main activities are to:

- Meet the social care support needs of adults and their carers
- Develop, with partners, a network of preventive services across the authority
- Maintain people's independence and promote their health and wellbeing
- Help reduce health, economic and social inequalities
- Ensure the authority enables people to play a fuller part in society by increasing access to employment

- Improve numbers of those living independently through the availability of Extra-Care housing and ensure the Authority commits to housing for vulnerable groups
- Expand volunteering, both by service users and by others for the benefit of service users
- Protect people in vulnerable situations and manage complex relationships

1.15 In addition to these two key areas of work, further areas include:

- Delivering the government's transformation agenda for adult social care. This means:
  - introducing personal budgets;
  - developing and implementing a strategy for prevention and early intervention;
  - improving our advice and information we offer to all people with support needs.
- Taking forward our ambitious Extra Care Housing Strategy.
- The Active Ageing Strategy which involves a contract with Age Concern to deliver a wide range of activities targeted at the over 55's.
- Primary Care Trust lead initiatives around:
  - Communications & Engagement Strategy,
  - Engagement workshops on specific themes,
  - Social Marketing Strategy
- The PCT publishes results of consultation on website; and reports at each engagement event actions taken; service specific surveys (eg 18 weeks) result in actions plans to take account of the views received
- Information shared at Joint Commissioning team and National Indicator/LAA levels.
- Health: World class commissioning strategic plan 2008 (<http://www.wcheshirepct.nhs.uk/>) This uses evidence from intelligence to inform priority programmes. Assurance by external ( NHS) scrutiny on annual cycle
- Cheshire West and Chester's Adult Social Care and Health Directorate has a dedicated consultation and engagement team which ensures that service users have the opportunity to influence the commissioning of services.

1.16 Future Action - Within the Health and Wellbeing partnership theme there are a number of areas of future work that will strengthen the extent to which local needs are addressed:

- Ensuring access to social care is fair and personalised, provided in the right place at the right time and with a focus on prevention as well as support; to ensure that people are better informed for making choices about lifestyle and the care they receive.

- Increasing commitment to meaningful engagement with our stakeholders: service users, carers, 3<sup>rd</sup> sector, private sector, Area Partnership Boards, Community Forums etc.
- Modernisation of council in-house provider services.
- Develop a strategy for improving services to people with learning disabilities, in line with Valuing People and Valuing People Now.
- Improving our response to the growing numbers of people with dementia, in line with the National Dementia Strategy.

## 1.2 Performance against priorities

1.21 Good practice - There are a number of areas within this partnership theme where good practice has been identified:

- Extra Care Housing Strategy. Health and Wellbeing is being promoted by having a wide range of communal facilities to promote "active ageing". This includes a health suite for exercise activity, a library and internet facility, craft and activity space as well as a multi purpose "village hall " space.
- Learning Resource Network is a partnership between the local authorities and the private and voluntary social care employers in Cheshire to develop the social care workforce. The LRN has developed a joint workforce strategy and is addressing three key areas:-
  - workforce planning,
  - recruitment of the future workforce,
  - developing and qualifying the current workforce
- Health and social care awards – Three areas are being put forward for consideration in 2009/10
- World Class Commissioning report recognised the PCT moving from turnaround to transformation with an ambitious vision underpinned by clear processes structures and working practices.

1.22 Areas for Improvement – These are the potential significant concerns about future improvement within this theme that are currently being actioned.

- Addressing the performance gaps identified in the Commission for Social Care Inspection assessment of our predecessor council, for 2008-09. Specifically:
  - increasing the numbers of older people helped to live at home;
  - strengthening our offer to carers;
  - expanding volunteering;

- taking our safeguarding performance from good to excellent
- improving our ability to respond to the needs of diverse groups.
- ‘Joined up’ working practices are being put directly into place to address areas of working that have been criticised in the past.
- A large potential risk in the handover of supporting client data systems is being mitigated with present interim arrangements
- Lifestyle indicator on Smoking (NI 123). Smoking cessation services in the West have recently been reviewed by the Tobacco Control national support team

### **1.3 Gap analysis and future planning**

1.31 Taking this area of work forward combines the activities raised in the points above into a focused work programme that is currently in development. This programme is built around the following themes:

- Citizenship, inclusion and active engagement
- Prevention and minimum intervention
- Home based and ongoing care and support services
- Long term care
- Learning Disabilities and Mental Health
- Transitional working – between Child and Adult care / Hospital and community care
- Individual Commissioning & Prevention – To be developed
- Social Care Provision – To be developed
- Strong Governance arrangements within the PCT. Scored green by World class assurance assessment

## Children and Young People

Safeguard and encourage our children and young people to be involved in decision making, secure their well being and develop the skills and opportunities they need to build positive futures.

### 2.1 Local Needs and Priorities

- 2.11 Current situation - Within the Children and Young People theme, local needs and priorities are being identified and addressed through a number of mechanisms. These include:
- 2.12 The Children's Trust is being reformed this year with clearer goals and will enjoy high profile membership. It will be chaired by Cheshire West and Chester Chief Executive Steve Robinson.
- 2.13 The Children and Younger People Plan has been assessed by OFSTED as providing a sound evidenced approach to local needs. It sets out clear priorities to be taken forward in the Cheshire West and Chester area.
- 2.14 The Joint Strategic Needs Assessment (JSNA). This shared statement on the health and social care needs of people living in Cheshire West and Chester which the Council and Primary Care Trust have a duty to undertake and use to develop and improve services. The JSNA:
- identifies the health and well-being needs of the local population
  - identifies any groups whose needs are not being met
  - provides information which can be used in the planning, development and delivery of health and well-being services for the next three to five years, and sets a clear direction for the next ten years
  - helps reduce health inequalities
- 2.14 The document provides a summary about what we have found out so far and what we think the priorities are for improving the health and wellbeing in Cheshire West and Chester.
- 2.16 Within CWAC council the Children and Young Peoples Directorate main activities are to:
- Improve outcomes for all children, young people and families with a particular emphasis on the most vulnerable groups;

- To safeguard children from harm or neglect; to support schools, families, and individuals to achieve their best;

2.17 Working with the Children's Trust to:

- Concentrate efforts on vulnerable children and families who are 'at risk' of poorer outcomes and life chances and thereby 'narrow the gaps';
- Focus on communities (by place or type) that have higher concentrations of need and vulnerability;
- Organise for and actively promote prevention and early intervention as the basis for responding.

2.17 In addition to these key areas of work, further areas of work to meet local and needs and priorities include:

- Consultation through various resources such as:
  - Tell Us survey
  - Children's Centres. Direct consultation at a local level
- Child Care Sufficiency Assessment – A statutory annual assessment is carried out.
- The Anti Bullying Strategy has recently been launched based on a wide evidence base.
- Aiming High for Disabled Children – This has been developed over the past 12 months and is now in a state of readiness to delivery for Cheshire West and Chester
- Family Information Service – A local service to provide free and confidential advice on child care with a free phone number for parents
- The Youth Parliament will continue and be built upon within Cheshire West and Chester.

2.18 Future Action - Within the Children and Young People theme there are a number of areas of work that are setting out future actions to meet local needs and priorities; including priorities for:

- The new Children's Trust will be constituted in 2009/10. A report is going to Cheshire West and Chester Local Strategic Partnership for approval. We will continue to build and formally constitute a strong multi-agency partnership focussed on making an impact on improving outcomes for children.
- The Children and Young People's Plan. This is due to be refreshed in line with the new Local Government and Partner arrangements for April 2010. A new plan is due in 2011.
- Reviewing 'Safeguarding' in Cheshire West and Chester in light of Lord Laming's report and the Common Assessment Framework. This reflects the national agenda for closer data

sharing and a one record system across Partner organisations

- Children's Centres Phase 3 Capital Programme. Completion of Phase 3 Capital Programme enabling all Centres to achieve 'designation' by March 31<sup>st</sup> 2010, and full delivery of planned services by March 31<sup>st</sup> 2011.
- Engagement with Area Partnership Boards
- Joined up intelligence in relation to Children and Families across all Partners
- Joint working with Safer and Stronger on Alcohol related poor outcomes for Children
- Joint working/funding on Domestic Abuse. This has a particular focus on 0-5 year old children

## **2.2 Performance against priorities**

2.21 Good practice - There are a number of areas within this partnership theme where good practice has been identified:

- Children's Centres – Self assessment was rated highly by inspectors
- CLLD (Communication, Language and literacy Development) in nursery and reception classes
- Aiming High for Disabled Children – This has been developed over the past 12 months and is now in a state of readiness to delivery for Cheshire West and Chester

2.22 Areas for improvement – These are the potential significant concerns about future improvement within this theme that are being actioned.

- Safeguarding. Child Protection and the supporting systems – This area has been recognised as weak and is a high priority area with new resources to resolve the long standing issues.
- Private fostering – Looked After Children. The Ofsted annual performance assessment for Children and Young People highlighted the need to ensure that robust arrangements relating to child protection services are in place.
- NI 56 – Obesity in primary school age children in Year 6
- NI 112 - Under 18 conception rate – There is a national support team inspection on the 12<sup>th</sup> May 2009
- All partners will be encouraged to share data on a timely basis.
- There are upcoming inspections which will be challenging
  - Fostering – July 2009
  - Adoption – Unknown date of inspection
  - Private Fostering - Unknown date of inspection
  - Also the Youth Offending Team inspection in July 2009

## **2.3 Gap analysis and future planning**

2.31 Taking this area of work forward combines the activities raised in the points above into a focused work programme that is currently in development. This programme is built around the following:

- Building Schools for the Future. Submitting a 'readiness to deliver' submission for delivering BSF transformational schemes in Winsford and Blacon. Our target date for submitting the 'Readiness to Deliver' is September 2009.
- Ellesmere Port Academy. We will support and sponsor the development of an Academy in Ellesmere Port, and in particular we will work to engage the new Academy and its primary schools in the Children's Trust arrangements.
- There is a need for a GIS based data system along the lines of COSTAR or DORIC to be adopted within Children and Young People.
- Future research and analysis which will feed into future Children's Plan and Sustainable Community Strategy
- All partners will be encouraged to share data on a timely basis.
- Communication and engagement will be encouraged by holding Children's Trust meeting around the Cheshire West and Chester area.
- A consultation process between the public and the Children's Trust will be put into action.

## Jobs and Enterprise

Promote economic wellbeing, growth, employment, skills, learning and investment to improve prosperity across our area and in particular in the most disadvantaged communities.

### 3.1 Local Needs and Priorities

3.11 Current situation - Within the newly refreshed Jobs and Enterprise theme, local needs and priorities are being identified and addressed through a number of mechanisms. These include:

3.12 As a key partner, the Regeneration & Culture Directorate within Cheshire West and Chester is committed to ongoing engagement with private sector through regular events, job fairs, network events etc, key account managers, “Forging Links” in Vale Royal etc.

3.13 Cheshire West and Chester will:

- Work in partnership and attract external and European funding to support the private sector through business support to generate business growth, business enterprise a stronger visitor economy, and an environment for effective recruitment and retention of a skilled and productive workforce.
- Deliver major regeneration programmes such as Chester Renaissance, Ellesmere Port Waterfront, Weaver Valley and the Rural Programme.
- Improve access to employment for all sectors of the community, increase the skills of those in employment and enable learning that supports socio-regeneration outcomes around community and personal capacity and wellbeing.
- Enable the provision of high quality library, museum, arts, heritage and leisure services and facilities to increase economic impact.
- Enable the provision of high quality recreation and green spaces services and facilities to improve health and well-being.
- Production of an integrated cultural strategy to increase economic impact.

3.14 Key partners including Job Centre Plus, Business Link, and the Learning Skills Council all engage with customers and providers and collect vital intelligence which is shared between partners. This data which is available at different geographic areas (neighbourhood, area

partnership boards and whole authority) needs to be built upon and shared more effectively.

3.15 There continues to be significant consultation/engagement on Physical Regeneration projects e.g. Chester Station, Amphitheatre etc – Engagement with Children through SEEN Project.

3.16 In addition to these key areas of work, further areas of work to meet local and needs and priorities include:

- The Local Strategic Partnership will continue to engaged.
- Local level engagement in Ellesmere Port through the Economic Development Zone.
- Member engagement through Prosperity and Regeneration Policy Board
- Responding to need:
  - Responding to the Economic Downturn through Credit Crunch Programme (Chester)
  - Tackling Unemployment – Workability Plus in deprived areas

3.18 Future Action - Within the Jobs and Enterprise theme there are a number of areas of work that are setting out future actions to meet local needs and priorities; including priorities for:

- Upcoming consultation with stakeholder, residents, private sector etc. on North West Development Agency Regional Strategy 2010 (incorporating economic development, housing, planning, culture, transport etc) - <http://www.nwregionalstrategy.com/>
- To work alongside other public funded business support mechanisms such as the “Solutions for Business”.
- Engage the private sector, Regional Development Agency and other Local key partners through the mechanism of the Thematic Partnership.
- Establish formal engagement mechanism between private sector and senior partners (e.g. business forum model)
- Ensure marketing also recognises the needs of businesses (e.g. information to be attached to business rates etc) – Cross partnership campaign on credit crunch assistance / tackling worklessness etc.
- Ensure robust economic research capacity remains in place.
- Further Cheshire West and Chester Member engagement through Policy Development Boards

## **3.2 Performance against priorities**

3.2.1 Good practice - There are a number of areas within this partnership theme where good practice has been identified:

- Ongoing delivery of key regeneration projects – Northwich Vision, Chester Renaissance, Frodsham Forward etc.
- Success of local workability projects to address worklessness
- Early and well publicised response to the economic downturn in Chester and other Districts
- Success of Mersey Dee Alliance – started by local partners, now recognised by NWDA and operating as a key strategic organisation. Recognised as best practice nationally
- Success of local workability Projects has influenced national scheme of local employment partnerships
- Addressed needs of vulnerable people through Business start-up contract, signposting etc.
- Influencing Regional funding to address local needs in rural areas, as the economy of the rural area continues to restructure.

3.2.2 Areas for Improvement – These are the potential significant concerns about future improvement within this theme that are being actioned.

- A number of indicators in this area are likely to be adversely affected by the economic situation including:
  - Worklessness (NI 153)
  - Business Registration (NI 171) etc.
- Need for strong influencing role at Regional forums such as 4NW and at Regional Boards to help shape the Region's Single Strategy in a way that better reflects the needs of West Cheshire.
- Need for more effective sub-regional representation and partnership working through mechanisms such as the Cheshire and Warrington Economic Alliance to support the economy, employment and skills.
- Evidencing need through data collection and from public consultation to draw down resources to tackle pockets of disadvantage and economic need.

### **3.3 Gap analysis and future planning**

3.3.1 Taking this area of work forward combines the activities raised in the points above into a focused work programme that is currently in development. This programme is built around the following:

- Evidence actions to address economic downturn to avoid potential red flag
- Continuing to co-ordinate the partner response to the recession.
- Providing a comprehensive enterprise, investment and skills service maximising the benefits from external funding and international links

- Supporting the recruitment and redundancy needs of businesses and individuals through the economic down-turn
- Need to ensure all groups are supported (older people, other groups) by reviewing supporting people strategy and contracts to ensure appropriate support for vulnerable people within resources and deliver an enhanced options service tackling homelessness alongside social exclusion, worklessness, debt and overcrowding
- Delivering major development and regeneration programmes.
- Positioning the new Authority through effective sub-regional partnership arrangements to take full advantage of the sub-national review.
- Embedding performance management, reporting and COUNT principle
- Need to map individual partnerships in this area, ensure they are supported and fit for purpose
- Need comprehensive support / facilitation to Thematic Partnerships
- Future Economic Development Strategy tying in with Statutory Economic Assessment
- Further synergies with Planning (as per PPS4)

## **Safer and Stronger Communities**

Ensure that communities are not only strong and prosperous, but individuals are safe and secure, with reduced fear of crime and harm.

### **4.1 Local Needs and Priorities**

4.11 Current situation - Within the Safer and Stronger Communities theme, local needs and priorities are being identified and addressed through a number of mechanisms. These include the following:

4.12 Within the Cheshire West and Chester area the main partners within the Safer and Stronger theme enjoy an existing strong relationship. This strong relationship has led to:

- Quick engagement to start the new Crime Disorder Reduction Partnership process with relevant Portfolio Holders
- A well evidenced variety of channels and mechanisms to understand local needs and priorities.
- Cross border cooperation with East etc.
- Domestic Abuse – survivors group ‘out of the shadows’ involved in service design
- Vulnerable Adults needs addressed through Safeguarding Board
- A Partnership Strategic Assessment has been built on local intelligence and informs local plans and issues.
- Cheshire Fire and Rescue Service fire-fighters have undertaken over 2500 Contact Assessments for the over 65 at risk groups in the CWAC area. This has given this group of our diverse community access to the service and an opportunity for us to understand their needs.

4.13 In addition to these key areas of work, further areas of work to meet local and needs and priorities include:

- Cheshire Police ‘Have your say’ meetings are publicised well in advance across the area and regular written summaries are produced.
- Currently there are 350 members of the CFRS Forum “RESPONSE”. The Unitary Performance Area is to become more active in engaging them in the delivery of service activity.
- Local intelligence via COSTAR e.g. on Prolific and Priority Offenders (PPO) (see forthcoming press release)
- Greater use of MOSAIC data

- 4.14 Future Action - Within the Safer and Stronger Communities theme there are a number of areas of work that are setting out future actions to meet local needs and priorities; including priorities for:
- 4.15 A key area of future work that will be taken ahead quickly this year is the revamp of the Cheshire West and Chester Crime Disorder Reduction Partnership allowing partners to drive change through the:
- Appropriate seniority of members
  - Regular quarterly meetings (possibly bi-monthly, thematic partnerships will need synchronising)
  - Including the CWAC Portfolio Holder in decision making
- 4.16 Additional future work, which is key to the success of the Safer and Stronger theme meeting local needs and priorities will include:
- 'The police are coordinating work to improve how partners can work together to understand and improve public confidence better
  - Future close integration with Area Partnership Boards to facilitate a cycle of engagement
  - Working closely to ensure 'joined up' surveys with a common method and citizen panels, particularly at APB level (index of confidence)
  - The 'joining' of intelligence gathered from CCTV etc (e.g. traffic management, parking, ASB etc)
  - Cross partnership benchmarking against appropriate comparators.
  - Greater understanding of both geographic communities and communities of interest
  - Engagement on SCS – especially picking up on public concerns relating to the effects of alcohol (related to NI 4 and 21)
  - Adopting the 'You said, We did' approach to facilitate common messages and branding
  - The adoption of more innovative channels of communication e.g. Mobile Phones and graffiti – e.g. Cornwall – Telephone surveys
  - A new consultation on CCTV within the Chester area. A possible press campaign in September 2009
  - Renewed partnership based analysis of data
  - Using our own combined partner based workforce as key intelligence on safer / stronger issues
  - Further economic intelligence and analysis to be shared with thematic partnership and to influence future strategies / plan
  - The prototype 'Street Pastor' scheme is being rolled out in the Chester area.
  - The Cheshire Domestic Abuse Partnership (CDAP) will create a new Domestic Abuse strategy and commissioning strategy

- Development of existing West Domestic Abuse forum into a partnership capable of taking over all strategic and operational functions
- We will be seeking national accreditation of our specialist operational provision, West Domestic Abuse Family Safety Unit

## 4.2 Performance against priorities

4.21 Good practice - There are a number of areas within this partnership theme where good practice has been identified:

- Within CWAC Cheshire Fire and partners will produce a good performance in NI 33 – Arson Incidents. This will reflect a 20% reduction.
- Domestic abuse - reward grant, leading lights national accreditation
- ‘Cooldown’ project received highly favourable national evaluation
- Anti Social Behaviour projects in Ellesmere Port and Local Criminal Justice Board
- Neighbourhood Management (Blacon, Lache etc) Parish Plans
- Data Sharing between Fire and PCT’s on over 65’s

4.22 Areas for improvement – These are the potential significant concerns about future improvement within this theme that are being actioned.

- NI 4 – ‘People who feel they can influence decisions locally’ and NI 21 – ‘Local concerns about Anti Social Behaviour and Crime’. A long term partnership based confidence plan required, also these need to have separate follow up surveys more than annually for greater detail.
  - The theory of NI 4 is understood, but the practice needs careful and thorough development.
  - NI 4 staff survey to gather info on where service provision can be improved
  - NI 4 links to Area Partnership Boards need to be developed
- NI 30 – ‘Re-offending rates of prolific and priority offenders (PPO)’ is currently underperforming The actual number of PPO’s is very small, however they have a disproportionate affect on the crime figures and the fear of crime. Halton are a good example in the local area.
- A number of areas in this theme are likely to be adversely affected by the economic situation including: – e.g. Vacant units – Graffiti, vandalism etc.
- Community Safety – levels of crime have increased in Ellesmere Port over the last year.
- Reducing the number of people killed or injured on the road is also an issue that has recently experienced an increase across

the area (NI 47) although the overall trend over the past 5 years in declining.

### **4.3 Gap analysis and future planning**

4.31 Taking this area of work forward combines the activities raised in the points above into a focused work programme that is currently in development.

- Economic research and analysis to feed into future plans and strategies
- The long term confidence plan initiative
- Shared consultation, communication and engagement
- Enhance shared intelligence base and benchmarking
- Delivery planning – key partners already identified and first drafts by end of April. Newly established Lead Officers are:
  - NI 4 – Cathy Boyd – CWAC
  - NI 18 – Jon Davidson – Probation
  - NI 20 – John Betts – Police
  - NI 21 – Gavin Butler – CWAC
  - NI 30 – John Davidson – Probation
  - NI 32 – Judith Gibson – CWAC
  - NI 33 – John Salt – Fire
  - NI 47 – Richard Nickson – CWAC (on behalf of Road Safety Partnership)

## Environmental Sustainability

To secure economic and social well being of the area by building a clean, attractive, healthy and sustainable environment for our people to live and work in.

### 5.1 Local Needs and Priorities

5.11 Current situation - Within the Environmental Sustainability theme, local needs and priorities are being identified and addressed through a number of mechanisms. local needs and priorities form the key basis for the main areas of work. These include:

5.12 Cheshire West and Chester partners driving forward the environmental sustainability of our communities. We are aiming for excellent planned and managed waste collection, treatment and disposal, streetscene, highways, transportation, land use planning, building control and environmental services that ensure community involvement in all decision-making for services that are appreciated by our residents and businesses. We will continue to:

- Use a variety of engagement channels to inform priorities in this area including:
  - Sustainability Alliance,
  - Thematic Group,
  - Chester Environment Forum,
  - EPN Air Quality Forum,
  - Low Carbon Communities,
  - Parish Councils and Community Groups
- Develop a strong evidence base on indicators on Co2 , HECA, Groundwork (NI 186)
- Use the 'Mini' Stern report on economic implications of climate change based on sound evidence
- Engage in Cross border cooperation (Cheshire East, Warrington, Halton, Mersey Dee Alliance)
- Consult Members through Scrutiny reviews of climate change (Chester city and CCC) Climate Change champion Cllr Deynem
- Develop the Housing growth point – A strategic planning level programme in North Cheshire
- Local Development Framework – Core Strategy to set priorities and how land use policies might help to mitigate and support adaptation.
- Facilitate public access as a key priority to deliver a sustainable transport policy.

- Ensure that we continue to provide safe, secure and high quality design in all new development which makes a positive impact on local communities
- Conserve and enhance the built and natural environment
- Make robust, transparent and timely decisions on all planning applications
- Deliver sustainable development

5.13 In addition to these key areas of work, further areas of work to meet local and needs and priorities include:

- Manage and co-ordinate the strategic delivery of the Highway & Transportation agenda necessary to meet the authority's statutory obligations
- Deliver an integrated transport function for the whole of Cheshire West and Chester to meet statutory obligations
- Provide transport to education, mainstream and Special Education Needs establishments, and support the transport needs of Adult & Community services
- Operate the concessionary travel scheme for the Council and on behalf of the Cheshire Districts Concessionary Travel Scheme (which includes Halton & Warrington)
- Manage and co-ordinate waste collection, disposal, minimisation and recycling
- Deliver waste treatment facilities through the Private Finance Initiative (PFI) proposals
- Manage and deliver streetscene and public realm maintenance activities across communities
- Improve the quality of the public realm through pro-active awareness-raising and enforcement

5.14 Future Action - Within the Environmental Sustainability theme there are a number of areas of work that are setting out future actions to meet local needs and priorities; including priorities for:

5.15 The newly established Vision 2050 report underwent a large consultation process with a number of local groups and it sets out ten themes for the Cheshire West and Chester area to put in place to achieve a truly sustainable community

- *Community energy and energy efficiency*
- *Transport and accessibility*
- *Resource management and waste*
- *Engaged communities*
- *Low carbon economy*
- *Development and the built environment*
- *Natural resources*
- *Open space*

- *Food and farming*
- *Water and flooding*

5.16 Overall, the report provides an integrated vision of the constraints predicted for the next few decades.

5.17 The key to the success of the Environmental Sustainability theme meeting local needs and priorities will also include future work to:

- Further public engagement with major development programmes (waste, LTP, LDF etc).
- Public engagement on CWAC Sustainability Strategy
- Member workshops and further engagement through PDB and scrutiny
- EMAS (energy management system) to be rolled out – currently used by Vale Royal and Chester City
- Put in place high quality spatial policy through the Local Development Framework (LDF) to support the creation of sustainable communities.
- Develop and deliver the sub-regional housing strategy so that all residents and communities are provided with a variety of housing types in line with their needs, including meeting the needs of vulnerable and homeless people and making best use of existing housing stock.
- Take forward the Growth Point Programme. Announced in December 2005, the Growth Points initiative is designed to provide support to local communities who wish to pursue large scale and sustainable growth, including new housing, through a partnership with Government.
- Ensure integration with Area Partnership Boards
- Engagement on Sustainable Community Strategy.
- Increased usage of S106 notices to support sustainable communities

## **5.2 Performance against priorities**

5.2.1 Good practice - There are a number of areas within this partnership theme where good practice has been identified:

- NI 186 'Per capita reduction in CO2 emissions in the Local Authority area' and NI 191 'Residual household waste per household' LAA targets met or exceeded
- Sustainability education through schools – received international recognition
- Ashton Hayes 20% carbon reduction
- Cheshire and Warrington Improvement Efficiency Partnership bid / Climate change
- Vision 2050, a Sustainable future for Cheshire West and Chester

5.2.2 Areas for improvement – These are the potential significant concerns about future improvement within this theme that are being actioned.

- Mainstreaming sustainability in strategic projects and planning (waste, etc.)
- Transport across West Cheshire, including business mileage etc
- More and better engagement and advice to be offered to the public relating to sustainability via a range of communications modes
- Procurement – compliance with sustainable strategy
- Mechanisms and monitoring to be in place to run “Carbon Trading” by 2010
- Waste volumes. Addressing the levels of waste collected and cost of waste disposal and collection. High levels of waste were highlighted as an issue for the County Council, Vale Royal and Chester City Council. (although being addressed and impact of waste PFI)
- Planning. Understanding the reasons for a high percentage of successful planning appeals in the Chester City Council area.
- Decent Homes - A significant issue is to ensure that you have a plan and funding to meet the Decent Homes standard in council homes in Ellesmere Port.
- Local Environment - Improving street cleanliness and levels of litter, graffiti and fly posting in Chester and levels of graffiti in the Vale Royal area and Ellesmere Port.

### **5.3 Gap analysis and future planning**

5.3.1 Taking this area of work forward combines the activities raised in the points above into a focused work programme that is currently in development. This programme is built around the following

- Need to ensure that Climate Change is a major consideration and cross cutting driver in the development and implementation of Policy for Cheshire West and Chester.
- Need to develop positive planning and development to support sustainable communities and the social and economic well-being of people who live in the area.
- Need to truly integrate environmental sustainability with the drive for economic prosperity and social inclusiveness.
- Develop partnership working where environmental sustainability is taken into account by service deliverers, budget holders, policy makers and elected representatives of communities
- Rapidly progressing the Local Development Framework in line with the approved scheme and with delivery mechanisms
- Putting in place the mechanism to deliver the programme of development for the growth point accessing all available national and European funding and kick-starting the housing market

through working in partnership with the Homes and Communities Agency

<b>CROSS CUTTING</b>	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	M
<b>A. Confidence, influence and engagement</b>												
<i>Aim: A joined up approach to consultation, communication and engagement</i>												
1. Produce and implement partnership consultation and engagement strategy			*									
2. Produce and implement partnership communication strategy - "You Said, We Did"			*									
3. Launch APB's and Community Forums												
4. Consultation on and development of Sustainable Community Strategy												
<b>B. Performance Management</b>												
<i>Aim: A culture of continuous improvement supported by appropriate and transparent performance management arrangements</i>												
1. Clarify lead and contributory partners for LAA targets												
2. Launch Performance Management Framework												
3. Action plans in place to address LAA targets and priority areas for improvement												
4. Quarterly reporting and addressing underperformance												
5. Utilise benchmarking tools to understand relative performance												
<b>C. Sharing Intelligence and Best Practice</b>												
<i>Aim: Information is shared amongst partners to inform responses to collective challenges</i>												
1. Develop shared intelligence systems (DORIC, COSTAR, DORIC etc)												
2. Strengthen data sharing protocols and principles of collaboration												
3. Establish / re-launch cross-partnership research and intelligence network												
4. Shared intelligence and data gathering used to inform the SCS												
5. Understand, collate and cascade green flags across partners												
<b>D. Equality and Diversity</b>												
<i>Aim: A joined up approach to equality and diversity</i>												
1. Establish partnership E&D working group												
2. Baseline current approach to E&D across partners												
3. Produce, implement and monitor a partnership E&D Strategy and Action Plan												
<b>E. Partnership and Commissioning Framework</b>												
<i>Aim: A comprehensive and workable partnership framework to underpin collective planning and action</i>												





