

# **Our Place: Area Partnership Board supported by Cheshire West and Chester Council – A proposal for establishing Locally Integrated Services in Ellesmere Port**

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# **Our Place: Area Partnership Board supported by Cheshire West and Chester Council – A proposal for establishing Locally Integrated Services in Ellesmere Port**

**Vision: A 10 year programme that will focus on:**

- **reducing Children and Young People's inequalities**

**As a consequence**

- **will significantly improve public service outcomes in 10 neighbourhoods which make up Ellesmere Port**
- **reduce public sector resources by 15% over three years through the establishment of a single resource plan**

## **Introduction:**

Cheshire West and Chester Local Authority was formed in April 2009, and incorporates the predecessor authority areas of Ellesmere Port and Neston, Chester City and Vale Royal district councils, together with Cheshire County Council's functions for that geography.

In 2007 Cheshire West was ranked 178 most deprived out of 354 local authorities on the Indices of Deprivation. The overall quality of life is very good for most residents and employment and income levels are within the national average. This is not the case for many residents of Ellesmere Port however where there is clear evidence of a continuing dependency culture that has not changed over the last 15 - 20 years.

It is not entirely understood why this is the case but it is clear that the policies of the former County Council (which gave insufficient priority to Ellesmere Port) and the former Borough Council (which provided an old fashioned "you get what is best for you" service) have not helped. This former two tier local government system led to disjointed and inefficient use of resources and in the case of the Borough Council those services that were provided were of poor quality, particularly housing management. As a result of this paternalistic approach the new council of Cheshire West and Chester (CWaC) inherited a much undeveloped community.

Since 2009 CWaC and its partners have begun to address these inequalities by concentrating on five contributing and complementary themes. Unless we address these issues the cycle of benefit dependency, low skill base and lack of aspiration will continue.

This proposal builds upon the firm foundations the Area Partnership Board (APB) Partners have signed up to under the five themes indicated below. These themes will inform the formulation of the commissioning specification for integrated service delivery with improved out-comes for the customer. As well as recognising the 15% efficiencies the authority is putting in place to enable re-investment in only those services that will make a difference and contribute to reducing in-equalities in Ellesmere Port.

1. Focusing on skills and confidence to improve employability and promoting a culture of enterprise
2. Wellbeing of children 0-15 adopting the Best Start in Life principles
3. Reduction in under-age teenage pregnancies
4. Community Safety with interventions to reduce ASB, illegal money lending and domestic abuse and its impact on children
5. Releasing the community and resident potential

## **The Area focus:**

Ellesmere Port is situated on the estuary of the River Mersey at the base of the Wirral peninsula and benefits from good communication links with the neighbouring cities of Chester, Liverpool and Manchester and has a strong manufacturing sector and retail base. The area experienced large scale growth and development in the 1960s with the establishment of extensive council housing to accommodate new residents from neighbouring Liverpool.

Ellesmere Port is a town of two halves for example the deprivation levels are much higher in the Westminster Lower Super Output Area (LSOA) which sits within the bottom 3% most deprived, whereas Willaston & Thornton is within the 4% most affluent LSOA's.

In the context of factors that contribute to Children and young People's inequality the most significant challenges in the area relate to poor health outcomes, low community aspirations, community safety – specifically arson and anti-social behaviour – and relatively high levels of unemployment with a lower skill base.

Ellesmere Port housing stock is still managed by and in the ownership of the local authority following a failed transfer ballot by the former Ellesmere Port and Neston Borough Council. The current estimate for tackling the backlog of repairs is over £100m and the 30 year cost of maintaining the stock to decent homes standard is £305m. At present pending the outcome of the governments review of the working of the Housing Revenue Account there is no route open to the council to rectify this problem. To partially improve things the council is part way through a process of outsourcing the management of the stock to the private sector or a social housing provider. However, whilst this will improve the quality of the management this will not deal with the backlog of repairs or enable all the properties to be brought up to the decent homes standard.

The vast majority of Children and Young People who suffer inequalities live in the most deprived communities and in the same homes that fail to meet the decent homes standard so this is clearly a priority for the council.

A significant proportion of public sector resources across West Cheshire have been directed to addressing the issues in the area which have not, related to the level of resources allocated made any significant differences to people lifestyles or choices.

To illustrate what life is like in many parts of Ellesmere Port the following is a typical but real example of a family who are included in a direct intervention programme. This one problem family in Ellesmere Port with 5 children recorded a team of 24 professionals from statutory agencies working with them continually for a period of 18 years.

- making a conservative assumption of professionals spending 25% of their time for a period of 18 years this equates to £4.5m of resource for little improvement
- In addition they received benefit payments in excess of £20k per annum
- There is also substantial evidence of un-quantified environmental and neighbourhood costs – caused by wider disruption in the neighbourhood

This is the result of “silo” working which still continues despite many attempts over that time to “information share” to achieve more efficient service delivery and better outcomes for the family.

The second example is HHEET (Housing Health Employment and Enterprise) project designed to ensure residents have the confidence and skills to enter the job market and remain in employment because of the work.

The recession has hit the Ellesmere Port community hard with unemployment rates in the more deprived area increasing significantly resulting in high levels of unemployment. Recent research into the impact of worklessness within Ellesmere Port identified some of the barriers to work by long-term unemployed residents.

These barriers relate to low aspirations and face multiple barriers including debt and ill health that prevent them from positively progressing. Reaching and engaging these individuals requires significant time and resources to develop awareness, trust and understanding followed by the long-term bespoke personal support, confidence building and peer mentoring often required to help people overcome their particular barriers.

The culture of worklessness within many parts of Ellesmere Port is now so deep-rooted that it requires a new service offer to meet the specific needs of these communities.

The diagram below outlines the customer journey, which is very focused on building confidence and involves a Single Team delivery model across Ellesmere Port's target areas to tackle worklessness.

## The nature of the challenge in Ellesmere Port: The customer journey



### Six Stage Client Journey

- Engagement,
- Assessment Advice and Guidance,
- Employability,
- Transition to Work,
- Sustainable Retention, Workforce Development
- Requires joined up working between employment and skills providers and other support providers
- Requires more intensive work in areas of deprivation

This approach of silo service delivery shows one example of how ineffective the huge amounts of public sector spending have been in addressing the multiple problems of this family but delivering very poor out-comes.

### The Challenges to Reducing Children and Young People's Inequalities

The communities who are most suffering issues of deprivation are un-surprisingly mirrored in the geography of the social housing estates which also includes high levels of right to buys that are now in the private rented market.

The balance of home-ownership and working families is well below the wider borough average. The housing stock will not meet the decent homes standard by the end of 2010 as it is required to do and the management of the stock is still poor despite rapid improvement under CWaC.

A detailed analysis of the information and intelligence available for the area reveals a number of headline statistics:

- The unemployment rate in Ellesmere Port in December 2008 was 3.5%, compared to 2.6% across Cheshire West and Chester;
- 16% of the working age population claim at least one benefit, the highest rate of any area in the borough;
- The average household income in Ellesmere Port in 2008 was £32,700 – 9% below that for Cheshire West and Chester and 5% below the UK average;
- 16 LSOAs in Ellesmere Port are in the lowest 20% for children in need according to the 2009 Child Wellbeing Index;
- The under age conception rate in Ellesmere Port is 43 per 1,000 females aged 15-17 years, the highest rate of any area in the borough.
- 500 reported incidents of domestic violence

More detailed intelligence and statistics are available separately (File too large to email)

## **The Current Public Sector Resources**

As a newly formed Unitary Authority the level of historic expenditure patterns across the APB area in Ellesmere Port is limited. In addition, the predecessor district authority did not record expenditures on a neighbourhood basis. Whilst the Authority will be able to develop the funding analysis, at this stage only an indication of the areas of expenditure and the potential budgets that could be included in an APB pooled arrangement are provided. For the Local Authority the value of the gross revenue budgets, as summarised in Appendix A, is approximately, £42m. Partnership organisations have confirmed their engagement and commitment to this initiative and are now determining the extent of the funding they can pool. It is anticipated that efficiencies of up to 15% can be delivered, which based on the local authority figures alone would release £6m over three years for a combination of reinvestment and delivery of savings targets. If rolled out across the Authority, this would equate to £30m.

The area is already benefiting from over £100m of capital investment for the new Academy and the Education Village. Through a review of the assets held by all partners, including a potential rationalisation of various administrative and operational bases, further investment is anticipated from the capital released.

The next stage is for the Council and its partners to undertake the detailed service delivery and budgetary analysis over the next two months, culminating in the Single Resource Plan.

The table in Appendix A indicates the significant levels of resources available

## **The Response so far**

### Wider Context

Despite these challenges the town offers the opportunity to contribute to the economic well being of the wider authority through the recent multi-million pound investment in the Education Village which will include a new college of further education that is focused on vocational and entrepreneurial business development. The new college includes a community hub which includes managed workspace for partners to deliver local health, financial inclusion business and employment services.

The welcome announcement by Government with funding for building the new Academy in 2012 enables us to plan now for how the curriculum can influence and assist in raising aspirations by improving the skills of young people to meet the emerging demands of the new employment markets across the authority. As well as unleashing the potential of young people to encourage a culture of enterprise linked to the massive physical regeneration programme planned for Ellesmere Port through the private sector.

The potential will also arise to co- design services between the new Academy, West Cheshire College the council and the University of Chester who are interested in establishing a base in the town.

These opportunities are real with proposals from Peel Holdings being considered for along the waterfront, investment in the heritage sites linked to the National Waterways Museum and the land availability to provide over 7000 new homes means this town has the potential too really and contribute to the wider economic, cultural and well being of Cheshire West & Chester.

Against this background of huge economic opportunity and Ellesmere Port being a relatively modest proportion of the CWAC borough it is possible to see that the overall vision is achievable if this new way of working is adopted by all the statutory and voluntary partners. This proposal will make this vision a reality ace.

Good relationships exist with the GPs of Ellesmere Port and exploratory discussions are currently taking place to dovetail the GPs new commissioning role with the wider ambitions of this bid. Meetings are established in October 2010 to agree the detailed process.

### Local Context

In April 2009, the council and its partners as part of their strategic governance of CWAC established an Area Partnership Board (APB) for Ellesmere Port which brought together all the major organisations (police, health, colleges, schools, DWP and voluntary sector) that deliver services across the patch.

It was decided through the use of evidence and tested through extensive consultation with residents and practitioners that its prime focus should be on reducing inequalities in children and young people this was communicated as “improving the life chances of children and young people”.

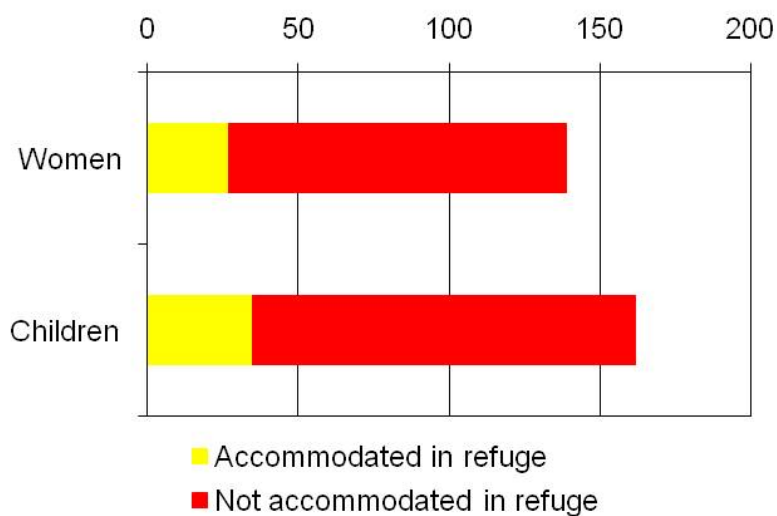
Extensive research and intelligence was commissioned to understand the socio-economic profile of the area and to identify the factors that contribute to Children and Young Peoples inequality and as a result partners audited their delivery activity around this theme and identified any gaps or overlaps.

This informed a common action plan and the partners agreed to align resources to focus outcomes around five key themes indicated above.

An example is outlined in the following diagram which identifies the problem and then the steps partners are taking to co-design a more effective approach to Domestic Violence.

The driver being the concern being those 112 women and 127 children, whilst presenting themselves at the refuge, could not access the service.

## Improving outcomes for victims of domestic violence: Needs gap – Ellesmere Port, 2009/10



Source: Cheshire Domestic Abuse Partnership

### Refuge referrals in Ellesmere Port, 2009/10

	Women	Children
Accommodated	27	35
Not accommodated	112	127
Totals	139	162

### The Current APB Commissioning Model (as applied to the Domestic Abuse issue)

Using a traffic light model (shown below) the main stages necessary to develop the commissioning specification is shown. This includes the incorporation of a wide range of views from users groups, front line delivery staff and other agencies voluntary and statutory that have a role in delivering the domestic abuse service. This process results in an agreed co-design of the new service.



It is only when the APB (which is the commissioning body) is satisfied that these stages have been completed that the commissioning contract is let. The delivery agent has therefore to demonstrate how the consortium will operate to achieve the service standards and out-comes expected i.e.

- Continuous development of the service and resourcing the community through capacity building and devolving services to a local level
- Achieving the out-comes included in the Service Contract
- Reporting on satisfaction of the service from service users

This approach has proved to be an effective route to co-designing services because it ensures the buy in at the start of the main agencies involved but more importantly engages with practitioners and user groups to change the offer to reflect the needs of the customer.

## Releasing Potential

From April 2011 the APB will be responsible for administering a Single Resource Budget that will support the service design and commissioning as well as the local neighbourhood plans.

The approach in the past has been to consider communities and residents in challenging areas as problems – whereas the principles and the approach the authority and its partners want to adopt is to view residents as ‘assets’ who will, with the right level of support, contribute to improving the economic and social fabric of CW&C.

The active involvement of residents and communities working with public agencies to improve their quality of life is crucial to the ability of us being able to achieve a wide range of the ‘Our Place’ priority to reduce in-equalities. Only by supporting and encouraging residents to exercise their rights and responsibilities and participate actively in the community can we improve local democracy, leadership and community empowerment and achieve our vision of vibrant, sustainable and resilient communities. This approach reflects and embraces the new coalition government’s vision and policy aspirations around the Big Society.

A key element of the releasing potential of residents and communities is to encourage and increase the levels of volunteering in local communities. We will do this by encouraging and supporting individuals to participate in community activities as volunteers, community leaders or members with the APB acting as the enabler to make it happen.

This will include recognising the value of volunteers through an annual Our Place community champion’s award scheme and also working with local services and businesses to develop a funding stream to develop positive rewards to accompany volunteering. We will work with the local volunteer bureau to publish and promote the opportunities for volunteering locally.

To demonstrate a new start the APB has adopted a common brand for Ellesmere Port, under which all projects, programmes and service delivery will embrace. This brand is ‘Our Place’ with the strap line *Making a Difference*.

The Board felt this was important for two reasons:

- It provides a common brand for co-location of staff and resources
- It ensures the community is not blinded by logos and numerous agencies and groups but recognises that ‘Our Place’ is the brand to deal with the issues identified previously

The focus in the first 12 months of the programme is to significantly build confidence in communities and to demonstrate that we are listening and responding to their issues.

## Enhancing Democracy

Politics in Ellesmere Port is polarised between two political parties. In order to try to refocus the energies of council members work is underway on the development of a local cabinet consisting of the local ward councillors and providing public accountability for the effective and appropriate use of localised budgets. The Council has engaged Cllr Richard Kemp, Deputy Chairman of the Local Government Association, to work with the local ward members to re-focus their local role as 'Cabinet Members' for their wards – leading change and service improvement.

This model provides a vehicle to support wider regeneration and complement and assist in the delivery of key national objectives particularly the building of the Big Society, the dismantling of organisational silos to deliver Local Integrated Services and the creation of Single Resource Budgets against which services will be commissioned. It also complements the Government's desire to link capital investment with wider community benefits and social cohesion.

## Devolving decisions and resources to Communities

Communities do not recognise authority or regional boundaries, what they recognise are their own natural neighbourhoods and one of the major issues to be addressed is the insular nature of some of these communities. Historically Ellesmere Port residents have had major industry, housing, retail and community facilities on their door step, but as these industries have invested in higher skilled workforces this has resulted in those communities who would naturally work in those industries to be excluded from the opportunities.

A key element of our 'Releasing Potential' will be to demonstrate to the residents that the new authority provides a wider offer to residents of Ellesmere Port. For Chester as centre for cultural and service industries is a key economic driver where jobs in the service industry are growing as well as exploiting the connectivity of the town to other major cities in the region to the residents of Ellesmere Port.

However it is recognised that we need to start by building confidence in neighbourhoods so a significant amount of time has been spent working with residents and Ward Members to define natural neighbourhood boundaries and within those neighbourhood boundaries what are the common issues residents want addressed. In Ellesmere Port 10 neighbourhoods are now identified and within each of those neighbourhoods will be a local neighbourhood plan, developed by the residents with the authority and resources to make a difference. (Refer to Appendix B for examples of the work underway in Ellesmere Port)

Over the last six months neighbourhood plans are emerging for two of the 10 neighbourhoods, led by the community, local schools and the third sector using the approach of participatory appraisal and budgeting.

These plans involve residents designing and setting the standards for residents through 'good neighbourhood agreements' a local plan to deal with community safety, improving the environment and young mums mentoring programme to reduce social isolation and health and well being.

## **Moving from where we are now to a Local Integrated Service (LIS)**

The foundations are in place to move to LIS. We have:-

- Strong and working partnership governance
- Identified what needs to be done to meet our aspiration
- Strong and working relationships at a grass roots level with all partners
- A track record of resource pooling
- Demonstrated service co-design involving practitioners and residents
- Have the communities signed up to what we want to do
- started to show real improvements to service delivery
- have begun to empower communities
- clear about what we need to do next

In terms of the housing stock and housing management we have commenced a process to procure a new partner to better manage the housing stock and to contribute to the social regeneration of Ellesmere Port through active involvement in the LIS.

Cheshire West and Chester Council has a proven track record in resource efficiency as it has already delivered £43 million of Year 1 savings following LGR this significantly exceeding the £15 million expected, by radically reviewing services and outsourcing provision including waste and leisure services.

Cheshire West and Chester and its partners are committed to delivering a LIS approach and would welcome the opportunity to engage with central government and other pilot areas to both share and learn from best practice.

This proposal seeks to shift the scale of our approach and as committed APB partners specifically to

- Release capital asset value and investment to improve employment and enterprise opportunities and resources for service improvements as well as reviewing which assets can be owned and managed by local communities.
- Develop better housing with new investment and better management: exploring opportunities to look at investment models to address the issues in the social housing stock.
- Provide a single pathway for residents to focus on reducing incidents of illegal money lending, ASB and domestic abuse using the voluntary and faith health and statutory sector to provide one single point of access.
- Develop local skills and employment: providing a proactive service which works with the Education Improvement Partnership, local businesses, and supports sustainable and long term employment for long term unemployed residents

- Tackle the root causes of poor inequalities refocusing the work of the commissioning GP's, education and voluntary sector through a hub and spoke approach focusing on the Wellbeing Centre in the town Centre and delivering locally in the 10 neighbourhoods.
- Re-design all services that contribute to the five themes using our established approach to service co-design

## **Local Integration of Services and Resources**

### Area Partnership Board (APB)

The remit of the APB will be to commission services, based on the approach and principles of service design using resources and staff from a single resource budget.

Therefore the principles that will underpin the APB are

**Integrated commissioning = improved service offer = improved out-comes for the customer = better value for money**

The Area Partnership Board under the Brand of 'Our Place' will act as the main LIS commissioner with a newly formed Community Interest Company (CIC) and a single resource budget drawn from partners.

By adopting this approach the anticipation is to see real reductions in

- Management costs
- Cost and out-come counting
- On-costs of the different organisations
- Better outcomes through reduced duplication and focusing allow constrained resources to match local priorities.

Therefore the APB will be responsible for:

- a) Strategic commissioning of local neighbourhood services;
- b) Asset rationalisation and shared resources
- c) Data sharing Protocol
- d) Achieving resource efficiencies; and
- e) Making a real difference at a local level

### Housing Management Contractor

The new housing management partner (to be appointed May 2011) will be expected to be at the heart of the transformation of services and outcomes within the Ellesmere Port community. All partners are of the view that this new and integrated approach to service delivery with its linkages to economic investment may generate "value" which could provide more opportunity to tackle the backlog of repairs and decent homes issues.

## Arms Length delivery vehicle

Residents want action quickly and do not understand the bureaucracy and red tape agencies and partners have developed – therefore it will be important the Area Partnership Board is re-acting quickly to what is needed as well taking a longer term view on the ambition to reduce inequalities in Ellesmere Port.

The delivery vehicle being proposed is a around the model and ethos of a **Community Interest Company** (CIC) – as the ‘co-designer and deliverer’ of neighbourhood services: Appendix D provides initial thoughts on the governance arrangements but this will be further developed with in-put from partners and but more importantly the community to which this company will be accountable to for service delivery.

The sustainability of the CIC will be strengthened by the opportunity to integrate the proposed housing management contract of the local authority housing stock in Ellesmere Port into the CIC. In Appendix C the structure of the APB, the CIC and the economic regeneration vehicle show how all of these different bodies will work to achieve the objective of reducing inequalities in Ellesmere Port.

The Community Interest Company would draw human resources from the Council and other public sector partners, volunteers and mentors from the local community to:

- deliver a new 3\* housing management service;
- co-design and manage local services in relation to youth provision, community safety, the environment, health and wellbeing and worklessness
- deliver improved services and increased efficiencies through a new service offer
- Manage budgets linked to commissioned services
- provide effective community engagement, involvement and empowerment; and
- re-invest accrued savings or surpluses back into the local community.
- be part of the Ellesmere Port Development Board (private sector led) that will ensure large scale physical regeneration benefits residents of Ellesmere Port

The major advantage to the APB and the CIC is the access to those hard to reach residents and the focus they will provide on releasing the potential of residents to improve service delivery.

Refer to Appendix C for delivery model structure and Appendix D for governance arrangements.

## Why Cheshire West and Chester?

As highlighted through this proposal, Cheshire West and Chester Council and our partners are committed to making a difference and reducing the in-equalities that have existed in Ellesmere Port for too long. The approach therefore is to agree a common set of principles as the foundation on which the five themes and common action plan has been developed.

As well the partners recognise that there are different challenges in each of the 10 neighbourhoods which require a more tailored approach to those neighbourhoods as well as agreement on the over-arching themes which require re-design of services and pooling of budgets. The commitment of the board is to real localism – placing communities more firmly at the heart of what we do and how we do it.

The partnership has numerous strengths which we feel place us in an ideal position for helping develop and deliver the more radical aspirations of the Coalition Government and assisted in Cheshire West and Chester delivering significant achievements in year 1 following local government re-organisation.

In summary, this partnership has demonstrated it can deliver:

- Over £43 million of Year 1 savings following LGR, significantly exceeding the £15 million expected, by radically reviewing services and outsourcing provision including waste and leisure services.
- Established shared services for transactional back office functions and ICT to secure economies of scale. These shared services are currently being developed and the Authority is positioning itself as a market leader in the field.
- Starting to re-align the asset base of all public sector assets to deal with obsolete assets and create new assets which better meet customers needs, for example West Cheshire College Campus and Academy in Ellesmere Port.  
(refer to Appendix F Asset Map)
- Through the common delivery plan have already adopted Big Society themes by engaging with residents through establishing community forums, reviewing funding arrangements to community groups, introducing devolved elected Member budgets and seconding officers to support the third sector assembly to ensure local community and voluntary groups represented and supported
- As a new partnership it does not have an embedded and entrenched culture of a long-standing silo delivery but is prepared to embrace change, innovation and efficiencies in very short timescales.

- Engagement of Members, key stakeholders and communities to develop a set of principles that will determine how resources and services are commissioned to then to devolve service delivery to five local areas by 2012
- A growing community, voluntary and faith sector ready to respond to new challenges.

## **Milestones:**

### 2010-2011

- 1) Review the membership of the APB to reflect the skills, resources and influences to deliver the vision of reducing in-equalities.
- 2) Single Resource Plan in-place with agreement with all key stakeholders and partners with three year efficiencies targets set
- 3) Housing Management Contract designed and tendered
- 4) Development of the Community Interest Company
- 5) Co-location of children and young people services and area partnership team into a locality model
- 6) Co-location of voluntary and faith sectors, health, employment and housing staff to improve employment and skill building offer
- 7) Improved Offer for Domestic Abuse operational
- 8) Implementation commenced of the 'Releasing Potential' programme

## Future Direction of Cheshire West and Chester 2011-2013

From 2011 onwards and progressively **over 3 years the Council** will change and it will be about:-

- Enabling – providing skills to others to help draw in resources. This money will not touch the Council.
- Partner – influencing others who have cash to spend it in a way that delivers the agreed outcomes. Shared planning approach
- Funding – we will have 75% of what we have now. We will use this money to deliver priorities. They will be defined by us in terms of what the government requires us to deliver, residents priorities and political priorities.
- Delivery – we will deliver only those services which are high risk. Likely to be high cost low volume. Everything else will be delivered by others

Implementation of the programme of releasing capital values for reinvestment and reduction of revenue costs. Our approach will be to

- Create our localised structures. We will not create new silos.
- Look at our five areas to see how we would prioritise funding in terms of the evidence available to us.
- Identify those areas that we will continue to deliver directly applying the principles set out above. Everything else will not be delivered by us. We will do this by creating a continuum of high risk to low risk
- To move towards enabling we will identify the resources we need to “Make Markets” to encourage the private and voluntary sectors to take our place in service delivery
- Identify any services that will need to continue to be provided on a borough wide basis for reasons of efficiency even if they are locally influenced

### Prioritising

For each service that the Council currently provides we will apply a test in determining our spending priorities

- Is it statutory?
- Is it evidence based?
- Is it what residents want?
- Is it a Council priority
- Does it contribute to prosperity

### Commissioning:

Using the innovation and new service design being developed through the LIS in Ellesmere Port we will restructure the workforce and maximise the opportunities in the private and voluntary sector to deliver services.

## 2011 -12 Local level Ellesmere Port

- Agreed programme of which services will be reviewed and then re-designed to achieve better outcomes to deliver the vision
- 10 neighbourhood plans in place with local ownership and delivery
- Development of a toolkit to encourage private sector partners to develop apprenticeships and promote enterprise linked to the physical regeneration programme
- The establishment of the HEET Centre operational that will integrate activity throughout the 'customer employment journey' – client engagement; assessment, advice and guidance; employability; transition to work; and retention - through the development of a Single Team delivery model across Ellesmere Port's
- Neighbourhood Environmental enforcement teams in each neighbourhood to tackle environmental issues and make local improvements. This will deliver local people into local jobs with a recognised NVQ at the end of the programme.
- Healthy Living Centre linked with GP commissioning that then re-focuses the work of the Centre on Health and Wellbeing of 0-5 and sexual health and young mothers support. The approach will be hub and spoke with out-reach support into the 10 neighbourhoods

## Appendix A

### Indicative Local Authority budgets for possible inclusion in APB Pooled Arrangement

Budget Area	£'000
Children in Need	920
Children in Care	3,000
Children with Disabilities	510
Children's Centres	810
Early Years	630
Education Welfare Service	130
Excluded Children	380
Extended Schools	90
School Improvement	380
Special Education Needs	130
Targeted & Specialist Support	510
Children's Fund	120
Workforce Development	190
Health & Wellbeing	100
Connexions	960
YOT	240
Home to School Transport	1,910
Anti-Social Behaviour	50
Domestic Violence	20
Community Safety	260
Greenspace	480
Waste Collection	2,510
Streetscene including Grounds Mtce	1,700
Local highways Services (Mtce, safety etc)	1,990
CCTV	100
Public Health Awareness	40
Housing Management Services	17,710
Strategic Housing Services	740
Supporting People	1,910
Spatial Planning	200
Worklessness	770
Regeneration	770
Health and Wellbeing	210
Leisure	580
Civic Hall	170
Community Centres	30
Libraries	90
Car Parks	130
Markets	480
Animal Health	30
Pest Control	60
Dog Warden	20
Licensing	110
<b>Total</b>	<b>42,170</b>

Note:

- 1- The budget areas and values may vary as more detailed work is undertaken
- 2- Partner budgets are not included at this stage

## **Appendix B– Examples of work started in Ellesmere Port**

### **Locality Model for Children’s Services and Area Partnership Working**

We have developed and agreed a model for integrated locality working, the objectives of which are:

- The timely, efficient and effective local delivery of integrated services in response to local assessment of needs;
- Clearly defined roles of the council (or others) as the commissioners, coordinators and/ or providers of services;
- The development of an appropriate local governance model;
- The achievement of cost savings.

The approach will bring together Education Welfare; Mental Health; Connexions; Family Support; Behavioural Support; and Youth Inclusion with Community Safety; Police; Schools; School Nurses; Health Visitors; Children’s Centres and Locality Community Services in the re-design of local services with service users.

### **Asset Challenge**

The Council is locally asset-rich, holding a mixed portfolio of assets including land holdings, commercial property (e.g. industrial units and retail shops) and operational assets (e.g. schools) which support the delivery of services to the local community. The operational portfolio is shown in detail at Appendix 3. Over the last six months all operational assets, whether freehold or leasehold, have been reviewed and assessed against five categories:

- Fit for Purpose – maintain as at present
- Enhanced utilisation – utilisation issues that require further consideration
- Major investment – future direction needs to be determined as major works are required
- Vision properties – site has medium term potential; to be retained pending future development
- Surplus – not required
- 

As a result, clusters of assets have been identified and each is currently under closer examination with partners to identify enhanced service delivery or efficiency opportunities.

### **Community Engagement**

In April 2009, the Council introduced Community Forums across the borough as one mechanism for local people to engage with local ward Members and officers on issues of local concern. However, a history of low aspiration and low expectation, coupled with a lack of investment in community development and capacity building, means that more innovative and creative approaches are needed to ensure that people feel part of the solution. As such, a range of other tools are being used:

- *School Dinners* – with the full support and involvement of the local Primary School head teachers, a programme of community school dinners are being held across the area. Making the most of the school as the ‘hub’ of the local community, local
- residents are invited to meet and talk over an informal meal. The dinners are a real success story, reaching residents across all generations and building strong community links.
- *Market Stall* – the APB has rented a market stall in Ellesmere Port Market to promote the “Our Place” approach to giving local people a real say in how their communities are run. The stall aims to increase our engagement with communities and grow our resident involvement by providing a fixed but informal place where partner organisations, ward members and local residents can advise on the design and delivery of local services from the perspective of the ‘customer’ and identify solutions to particular problems

### **Community Health Trainers**

Three local women have been employed to promote health initiatives on Stanney Grange such as smoking cessation; breast feeding; supporting individuals in learning how to make better health choices and supporting them in initiating and sustaining appropriate behavioural changes; helping people to find and use the right services; and recording and reporting activity and results.

They will also put together a directory of health services within the area. The health workers are employed through EPNVCO with funding from CW&C and the PCT. The women are currently undergoing training - provided for by the PCT – and from September will work through the local schools and children’s centres.

All the women are mothers - two being single parents – and were appointed as a result of their own life experiences including dealing with domestic violence, single parent issues, raising young children and social housing.

### **Participatory Appraisals**

In March 2010, a group of Warrington residents met with a group of Ellesmere Port residents to undertake a Participatory Appraisal (PA) of the Stanney estate. PA is a tried and tested approach whereby local people actively work together (participate) to assess the needs and strengths of their community (appraisal).

The approach helps people to discuss things that are important in shaping their area and move these ideas forward into action. The three-pronged approach involves the development of a Timeline (to help discover things about the area, highlight important dates and identify key moments that played a part in the development of the area); a **Community Map** (to help discover how people view their area - both positively and negatively; and a **Community Walk** (to observe and note local concerns).

The information gathered is now informing the development of a neighbourhood action plan for the estate and those now trained in PA will work with other local residents to replicate the approach across the “Our Place” area.

## **Community Enforcement**

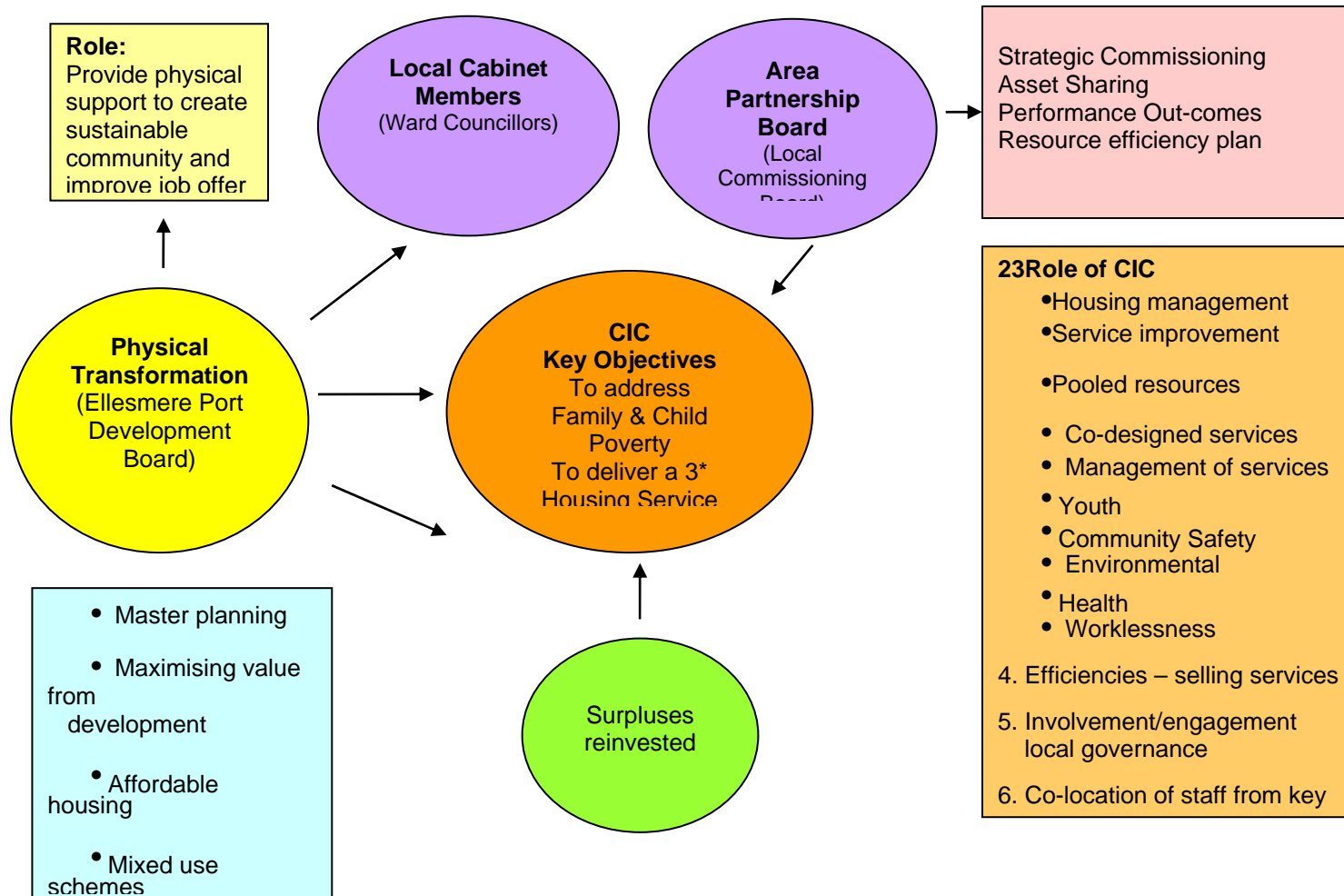
As part of the Council's broader Transformation Programme, we have brought together staff from Trading Standards, Environmental Health, Licensing, Community Safety and Civil Enforcement to create new teams of both front-line enforcement staff, trained and authorised to tackle wide-ranging community concerns and specialist enforcement officers who will investigate and take action in respect of more complex and/or technical cases.

Work is currently underway to enhance this offer with the integration of an additional environmental team and approach that will directly take residents from each neighbourhood to tackle environmental issues and make local improvements. This will deliver local people into local jobs with a recognised NVQ at the end of the programme.

Further work is also underway with key partners, particularly the Police, in relation to the ASB offer through the practical establishment and deployment of multi-agency response teams.

## Appendix C – Delivery Model

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## **Appendix D Governance of the proposed delivery vehicles**

### **Area Partnership Board**

Area Partnership Board would be the commissioner and holder of the Single Resource Budget. In the first instance Cheshire West and Chester would be the accountable body – in time this can be reviewed but in the first instance this is the route the partnership board would feel more comfortable with, and complies with current public accounting rules whilst also enabling our community.

There is a fundamental review being undertaken of the membership of the Area Partnership Board to align the partners to the five themes that will reduce in-equalities in Ellesmere Port. A key element of the review will be to recruit community representation, and ensure the third sector as potential deliverers of services are represented on the Board.

The other fundamental change to the current APB structure is the introduction of a Community Scrutiny Panel (CSP). The CSP will be made up of representatives from the 10 neighbourhoods –and the role of the CSP will be to:

- To take an independent view of service contractor performance
- To establish priorities for reviewing services
- Ensure the key stages of service co-design have been followed
- Identify services which can be delivered by residents or other community groups
- Ensure that communities take an active part in defining the local services delivered within the available financial envelope.

A member of the CSP will be nominated to the Area Partnership Board and provide the links with localised neighbourhood plans and budgets to integrated service design and delivery.

It is envisaged that the role of individuals within the community would develop, with strong technical support to allow full training and induction, but always to ensure that the voice of the community is fully represented from the beginning in the co-design of services for the localities.

### **Community Interest Company (CIC)**

The CIC will be the co-designer and deliverer of services and whilst it will be primarily revenue based it is intended that the company will also draw resources from devolved assets with a focus on delivering localised community services, as the physical regeneration within Ellesmere Port develops further.

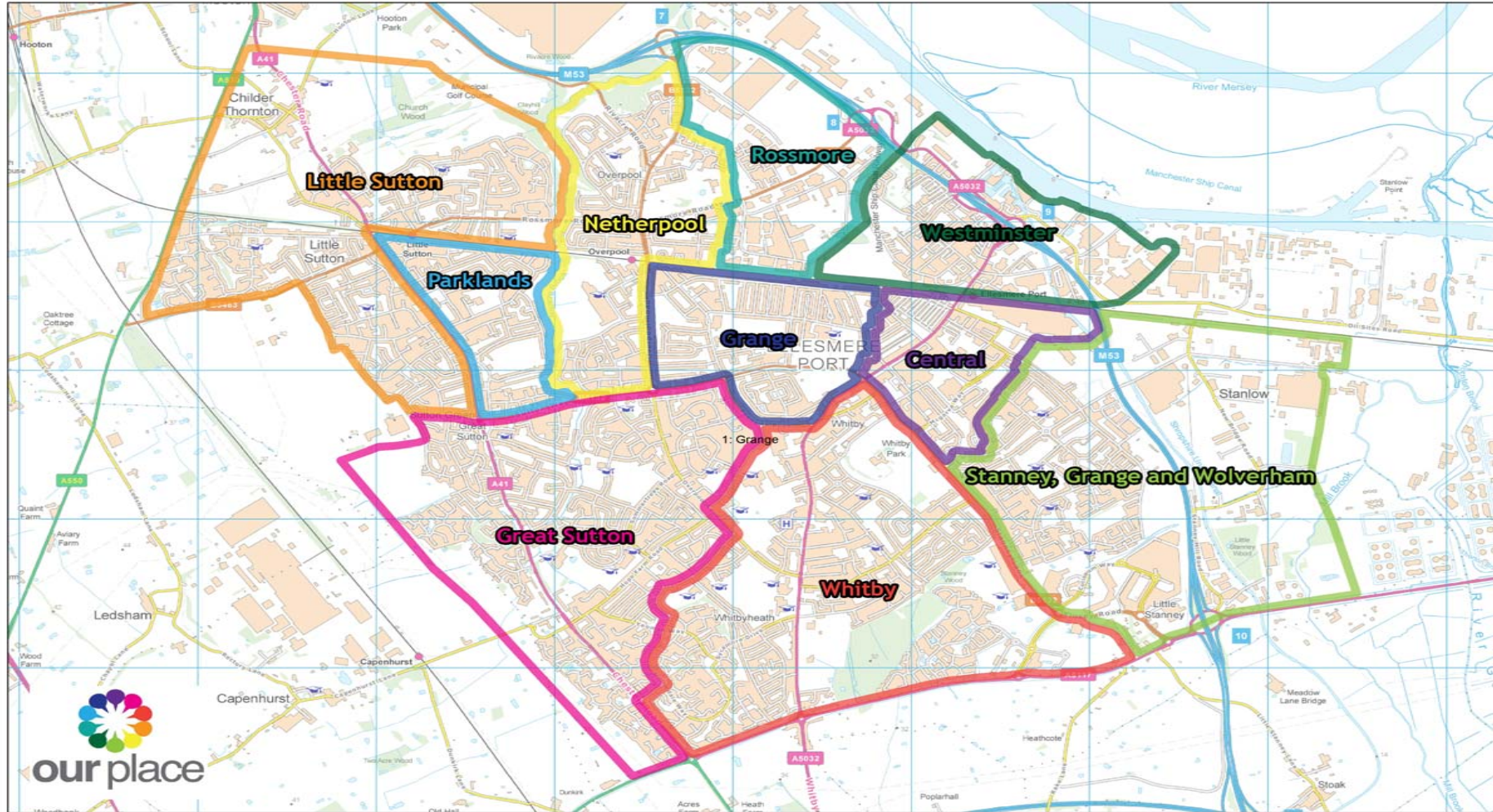
The legal structure of the CIC would be along the lines of an industrial and provident society which runs for the mutual benefit of the community and therefore surpluses are then re-invested back into the overall organisation to provide better services and facilities.

The CIC will have a clear geographical focus which will be the whole of Ellesmere Port (refer to Appendix F map of the 10 neighbourhoods).

The CIC would issue a community interest statement, confirming the company will serve the community rather than private profit motives and describe the intended activities of the company. For the purposes of registration as a CIC the benefits of its company activity must clearly benefit the community as a whole within a specific location.

The accountable body in the first instance would be Cheshire West and Chester as the Chester but as the company matures and the housing management contractor is appointed the accountability could transfer to another body, alongside public sector financial rules as appropriate.

The CIC will be the single entity that will co-design services that complements the direction of integrated services as well devolving delivery and budgets at a local level to support the implementation of the neighbourhood plans.

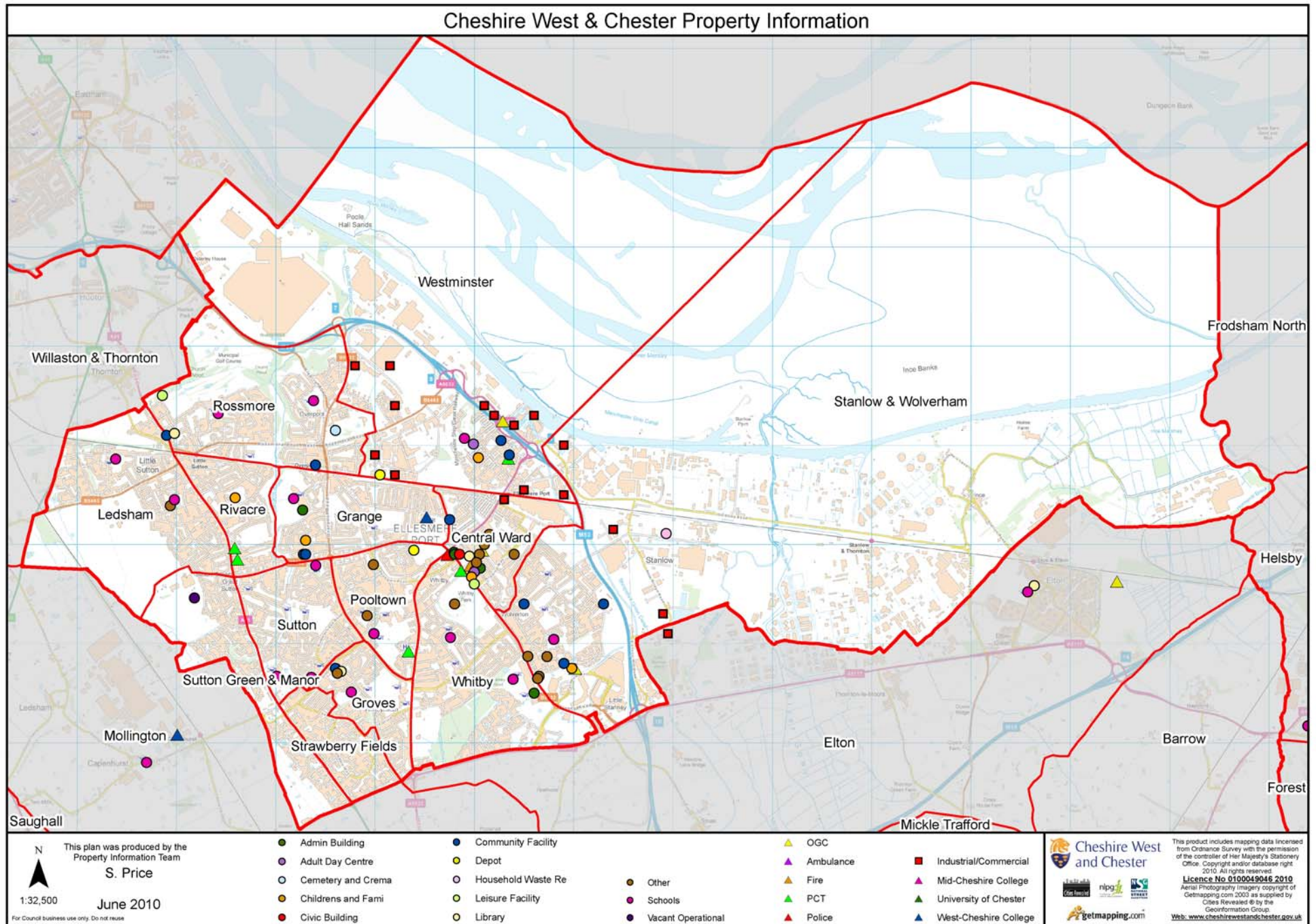


### Ellesmere Port Our Place Neighbourhoods

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# Appendix F – Asset Map for Ellesmere Port

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**Appendix G**

Ellesmere Port Area Partnership Board Membership includes the following organisations:-

Cheshire Constabulary  
Connexions Cheshire and Warrington  
Cheshire West and Chester Borough Council  
Job Centre Plus  
NHS Western Cheshire  
EPNAVCO  
Cheshire Fire and Rescue  
Small Business Representatives

