

**DERBY CITY
PARTNERSHIP**

**REVIEW OF DCP
STRUCTURES**

Consultation Report

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1. Introduction

- 1.1 This report presents the findings of the recent review of Derby City Partnership's role and structures. Derby City Partnership (DCP) was formed in 1995 and since 2002 has acted as the Local Strategic Partnership (LSP) for the City of Derby. It serves as the partnership of partnerships across the City and brings together some 250 separate organisations.
- 1.2 The review has sought to understand the current roles and responsibilities of DCP, to gauge how these might change in the period up to 2010 and make recommendations on the **optimal structures moving forward**. Work on the review has been led by Regeneris Consulting, with valuable inputs from the DCP Director and team.
- 1.3 An overview of the existing DCP structure is provided in Appendix A. **This report assumes some basic knowledge of the work of DCP and its current structures.**

Layout of the Report

- 1.4 Section 6 of the report presents a revised structure for DCP moving forward. The revised structure is derived from a series of recommendations provided in Section 5. The underpinning rationale for the recommendations and changes to the DCP structure is provided in the earlier sections of the report.
- 1.5 Members of the Partnership are encouraged to discuss the findings of this review with the DCP Director and provide feedback before **24 March 2006**. A series of consultation questions are provided in Section 7 together with instructions on how to submit your responses. The DCP Board Away Day on 31 March will be used as an opportunity to elicit further feedback from the Board on the report.
- 1.6 From April onwards the DCP Team will draw up an action plan in response to the findings of the review, and subsequent feedback from partners.

Approach to the work

- 1.7 The review is based on **three main elements of fieldwork**:
- Face to face interviews with 35 key stakeholders across Derby. This included all board members and the chairs and contacts of each of the City Executives and board sub groups.
 - Five specially convened workshops, involving around 50 local partners.
 - A web-based survey designed around some of the core questions addressed in the face to face interviews and workshops. The survey was sent to all members of the Partnership and 25 responses were received.
- 1.8 The review has also piggy backed a number of existing partnership meetings, most notably two meetings of the joint Strategy Co-ordination and Local Area Agreement Group and a session of the Chairs and Contacts group. These collectively involved around 30 members of the Partnership.
- 1.9 In conducting the review, lessons have also been distilled from the experience of other LSPs across the country. Westminster, Sheffield and Manchester were areas that featured most prominently in this exercise¹.

¹ These three LSPs have all either conducted recent reviews of their structures or have been identified by external bodies as high performance partnerships.

2. Why have the review?

- 2.1 All good organisational structures evolve to meet emerging challenges and opportunities. Partnership structures are no different. The shape of DCP has evolved incrementally in recent years, but never in response to an objective assessment of the roles and responsibilities of the Partnership and the appropriateness of the organisational structure. The DCP Board and team are firmly of the view that now is an opportune time to step back and reflect on the configuration of the partnership. This view is fuelled by three key factors:
- First, the **local partnership environment has changed considerably** in the last 18 months or so. Numerous new organisations and partnerships have emerged alongside DCP, including Derby Cityscape URC, the City Growth Board and the Derby Community Network. In parallel there has been considerable re-configuration of public services in the City (e.g. the momentum building around the integration of children's services) and a growing appetite locally for more effective engagement with individual neighbourhoods in policy making and service planning.
 - Second, the last year has seen a substantial amount of **reflection nationally on the emerging role of LSPs**. Under the umbrella of the local:vision debate, the Office of the Deputy Prime Minister (ODPM) has instigated a series of discussion and consultation papers around the role of Local Strategic Partnerships. This is most explicit in the December 2005 Consultation Document *Local Strategic Partnerships : Shaping their Future*, which was in part informed by a large scale national evaluation of LSP performance.
 - Third, the advent of the **Local Area Agreement** which is beginning to place new demands on LSPs, in terms of designing and delivering integrated activity and more effectively managing performance.
- 2.2 All of the above represent important changes to the context within which DCP operates. The DCP review is, in part, designed to ensure that the structure of the partnership allows the City to best respond to the challenges and opportunities which are emerging.

3. Reflections on current performance

Summary of key successes
<ul style="list-style-type: none"> ➤ A mature partnership ➤ Exceptionally well administered ➤ Key source of information, with strong communications ➤ Broad representation ➤ Successful mechanism for co-ordinating funding bids ➤ Vehicle for elevating (some) core cross cutting issues ➤ Some clear examples of co-ordinated, multi agency activity
Summary of main frustrations
<ul style="list-style-type: none"> ➤ Accommodating the dual responsibilities of information sharing and strategic leadership at the Board ➤ Confusion on the role of certain DCP groups ➤ Failure to capture full value of the City Executives ➤ Concern that certain issues are not on the DCP "radar" ➤ Poor linkages across the Cities ➤ Limited engagement with local people/elected members ➤ Limited success in taking on cross cutting issues ➤ Insufficient policy and foresight support.

- 3.1 A key part of the review was to understand reflections from partners on the role and performance of DCP to date. The fieldwork tools were designed to both elicit areas where partners felt DCP had been particularly successful, but also their frustrations.

Key successes

- 3.2 DCP is viewed as one of the longer standing city partnerships in operation across the UK. As such it benefits from a **mature outlook** on partnership working across all sectors within the city, with a clear recognition of the value of partnership working.
- 3.3 Consultees have pointed to the strong culture of partnership working across Derby, with partners generally well informed on the rationale and potential payback from working in partnership. This sets DCP apart from a number of other Local Strategic Partnerships.
- 3.4 There is a clear consensus emerging from the review on the **strength of the administration systems** in place within the DCP Team. There was widespread acknowledgment that the organisation and co-ordination of DCP business is first class (this includes the organisation of meetings, minute taking and the various communication methods deployed by the DCP Team).

"Partners in Derby are much keener to come to the table [in comparison to other LSPs]...partnership working is how we do business"

DCP Review Workshop

- 3.5 Over 60% of respondents to the web survey rated communications as good or excellent, with a further 26% rating them as average. The principal communications channels all received positive feedback:
- 70% of respondents rated the Derby City Partnership Week as good or very good (22% had no particular view and 8% considered it poor).
 - 57% rated the Link Newsletter as good or very good (40% had no particular view and 4% considered it poor).
- 3.6 Overall the presence of the DCP Team, and the DCP Director in particular, was cited by many of those interviewed as a key strength of the Partnership.
- 3.7 The DCP Team has worked hard to ensure **wide ranging representation** on the Partnership structures. Against the backdrop of relatively poor engagement of the private sector in LSPs across the country², DCP has managed to secure a reasonably healthy input from the Derby business base. The meetings between the Vice Chair of the Board, other private sector representatives on the Partnership and the DCP Director have enabled issues and frustrations from the private sector to be raised and will be a useful vehicle moving forward.
- 3.8 The initial work of the Derby Community Network (DCN) in facilitating the engagement of community sector representatives on all the main groups in the Partnership was seen as valuable. Consultees were quick to acknowledge that the work of DCN was still in its infancy and there was potential to capture much more constructive input from the voluntary and community sector in the future work of the Partnership.
- 3.9 Whilst there is further hard work ahead in terms of maintaining and building engagement of both the private sector and the community and voluntary sector, there was a clear feeling that DCP had some **healthy building blocks in place**. The challenge of more broadly based engagement with residents and neighbourhood structures was seen as a key future challenge (see frustrations).
- 3.10 The Partnership can point to some clear successes in securing **external funding** for the City, according to consultees. Much of this success can be attributed to the foresight of the Strategy Co-ordination Group working alongside the Derby City Council External Funding Unit. The City has generally spotted funding opportunities early and responded quickly with well co-ordinated submissions.
- 3.11 Of the 35 face to face interviews undertaken as part of the review, over 40% mentioned the ability to secure external funding as one of their top three successes of the work of the Partnership.
- 3.12 DCP has acted as a useful vehicle for **elevating certain cross cutting themes** into the consciousness of partners and policy makers across the city. The example that has been most readily cited by consultees is the work of the Marketing Group in promoting the issues of image and profile across the Partnership.

"It is hard work keeping the private sector on board...I think DCP is more successful than others"

DCP Review Interview

² See ODPM. National Evaluation of LSPs. Interim Report. August 2005.

- 3.13 The work of the Marketing Group acts as an example of what can be achieved in positioning and promoting a core cross cutting theme for the City, and also provides some lessons on the requisite personalities and tactics (although it has been pointed out as part of the Review that not all cross cutting themes will be as inherently captivating as the theme of marketing).
- 3.14 Consultees have pointed to some **clear examples of integrated activity** within the City Executives. There are examples where the presence of the City Executive has facilitated joint working, achieving outcomes that may not have materialised had any one agency been working in isolation. Some examples provided by partners include the work of the Community Safety Partnership and an increasingly joined up approach to City Centre development issues.
- 3.15 The Review has identified some extremely positive feedback on the work of the Partnership. DCP is considered to have in place some good building blocks for the future, both in terms of the culture of partnership working it has instilled across the City and the structures it has put in place.

"The Marketing Group has given the Board new energy... it is a topic which is close to many of our hearts"

DCP Review Workshop

Frustrations

- 3.16 Whilst acknowledging the complexities involved in managing and facilitating a multi headed, city wide partnership, the review has identified a number of frustrations with respect to the work of DCP. Many of the frustrations emanate from a desire for greater clarity on roles and responsibilities of various parts of the partnership. There is a feeling that roles and responsibilities have become somewhat clouded over time, as new tasks and individuals have been bolted onto existing structures.
- 3.17 In relation to the work of the Board, some partners have expressed concern over the apparent **dual responsibility** of information sharing and strategic leadership. There is a general perception that the Board focuses too much on the former, at the expense of the assertive leadership task associated with setting strategy and charting the long term future of the City.
- 3.18 Whilst the terms of reference of the Board clearly point towards assertive leadership and setting of strategy, there is a feeling from consultees that the size and configuration of the group has made this task more difficult. Partly as a reaction to this, the Board has tended to focus on tasks associated more with information exchange and the slightly more passive forms of performance management. It is also widely acknowledged that the growing range of government led "LSP type" responsibilities within the Partnership has made it increasingly difficult to engage in genuinely long term and strategic thinking about the future roles and functions of Derby.
- 3.19 This dual responsibility appears to be leading to some confusion on the role of the Board amongst partners. This is borne out by the web survey responses; 39% of respondents disagreed and a further 13% disagreed strongly with the statement "the current role of the board is clear to all partners". Similar views were expressed at all of the five Review workshops.

"We seemed to have lost the high level strategic thinking on the future of the City that was always a hallmark of (the old) DCP"

DCP Review Interview

- 3.20 Consultations have also revealed **some confusion** over the role of the Strategy Coordination Group (SCG) and its relationship to the Board. Many attendees at the Review workshops had little contact with the SCG and were unsure of its role. Of the web survey respondents, 34% disagreed with the statement that the role and remit of the SCG was clear, while a further 21% disagreed strongly.
- 3.21 Those that have had contact with the SCG or are members of the group generally welcomed its role. It was seen as predigesting much of the public sector agenda ahead of board meetings and acting as a useful fulcrum for the public sector leaders to come together.
- 3.22 Some views were elicited on the role of the External Funding Management Group (EFMG) in the context of the Local Area Agreement. A number of consultees suggested that *if* the DCP Cities were increasingly structured around delivery co-ordination tasks, then it was logical that oversight for the deployment of relevant segments of external funding should be carried out within these same Cities. Whilst these functions could perhaps be assisted by some centralised support via the existing External Funding Unit, the case for a centralised Funding Management Group was becoming less strong in the eyes of some stakeholders.
- 3.23 The **bidding for external funding** was, however, seen as an important task moving forward for the Partnership. There was a strong view that this should continue to be a key responsibility of the Strategy Co-ordination Group (or associated sub group).
- 3.24 There were views expressed from consultees that DCP is **failing to capture the full potential of the City Executives**. Each of the Cities perform a range of quite different functions, with no generic terms of reference to shape activity. Whilst each City produces an annual DCP action plan, their other roles and functions differ quite widely. Some are actively involved in strategy setting, agreeing priorities and even the act of beginning to pool and align budgets. Others are used as more of an information sharing vehicle and a general opportunity for networking around a set of common interests.
- 3.25 This array of responsibilities can make it more difficult to capture inputs in a systematic way. Some have called for tighter terms of reference around the Cities (based on delivery co-ordination tasks) and the establishment of some minimum expectations from the Cities in terms of their ability to assertively manage and co-ordinate sizeable blocks of service delivery within a partnership context.
- 3.26 Within the Cities, there is a clear consensus that the remit of the City of Opportunity is too broad and the energy of its component parts needs to be released.
- 3.27 There are some clear messages emerging in the Review that certain important issues are **falling between the cracks** in the DCP Cities. Key issues that are failing to feature prominently enough on the DCP radar relate to strategic land use issues, housing and transportation. Partners recognise the importance of picking up these more explicitly within the work of the Partnership moving forward, particularly in the advent of the Sustainable Community Strategy which calls for much greater interaction between those preparing the Community Strategy and the Local Development Framework (see next section).
- 3.28 **Linkages across the cities are generally perceived as somewhat limited**. The review team observed some healthy dialogue at a recent City Growth meeting on the role of the environment within economic development issues – but this was outside the work of DCP.

"The five Cities all exist for very different reasons"

DCP Review Workshop

The Chairs and Contacts Group has promoted some cross fertilisation of ideas, but this has been limited.

- 3.29 The findings from the interviews and results of the web survey amplify these points. Some 13% of respondents agreed or agreed strongly that linkages across the five Cities were good, considerably less than the 42% who either disagreed or disagreed strongly.
- 3.30 The lack of dialogue between the Cities is holding back not only effective communication but also joint working. There was a view expressed amongst some consultees that DCP had missed significant opportunities for the Cities to input into and collaborate on joint projects because of the way in which individual cities can operate in isolation.
- 3.31 Another frustration emerging from the review was that **engagement between DCP and both local people and elected members is somewhat limited**. The view was that awareness of DCP amongst the resident base is limited, and that the active engagement of elected members was limited to a small number of the DCP groups.
- 3.32 Derby is no exception to many LSPs in respect of these observations. National evaluation work on LSPs has pointed to systematically poor levels of engagement with residents and local politicians. It remains a key challenge for both DCP and most other LSPs moving forward. The Review has, however, identified significant appetite for wider public engagement through the development of area and neighbourhood working in the City.
- 3.33 Partners have suggested that DCP could have much **more aggressively promoted certain cross cutting themes** across the Partnership. These are discussed in more detail in Section 5 of this report. There appears to be a clear consensus on what the most important cross cutting themes are and why there is a need to promote them. The frustration emanates from the belief they have not been visible enough in the work of the Partnership. Particular frustrations were expressed in respect of neighbourhood renewal and issues around the environment and sustainability.
- 3.34 There is a clear need to look at new ways of promoting the cross cutting issues across the Partnership. Consultees stressed that much could be learnt from the experience of the Marketing Group, which was viewed as a successful mechanism for pushing the concept of image and branding across the whole of DCP.
- 3.35 A view expressed amongst some consultees was that the important **policy and foresight** functions that underpin strategy development are (i) too dispersed across partners in the City and (ii) insufficiently woven into the day to day work of the Partnership. There was a belief that some consolidation of policy expertise across the City was required moving forward.
- 3.36 All of the frustrations referenced in this section are picked up in the Recommendations section of this report (Section 5).

"DCP means little to the man on the street"

DCP Review Interview

4. Future roles for DCP

Summary

Partners are keen to see DCP continue some of its *existing roles*, namely:

- Acting as the “partnership of partnerships”, and disseminating information throughout the network.
- Providing clear guidance and leadership in the development of the Community Strategy – with a lead role in subsequent performance management.
- Providing strong leadership and advocacy for the city
- Promoting cross cutting themes
- Providing a vehicle for the co-ordination of funding bids

There is also appetite for DCP to adopt *enhanced or additional roles*, partly influenced by the challenges and opportunities set out by government in recent consultation on roles of LSPs . These centre on:

- Recapturing the future facing debates on the long term future of the City
- The continued evolution into a partnership recognised for its delivery co-ordination capabilities. This will involve the main parts of the DCP infrastructure actively engaged in strategy setting, exploring the added value of integrated working, pooling/alignment of resources, joint commissioning and proactive review and evaluation. This evolution will also imply much more explicit engagement with the development of the Local Area Agreement.
- A partnership equipped to develop and implement a *Sustainable* Community Strategy, forging new links with those charged with land use and infrastructure planning.
- A partnership which much more fully engages with area and neighbourhood working, forging better connections with residents and elected members.

- 4.1 A central part of the Review was to elicit the views of partners on the roles and responsibilities for DCP moving forward. Only once we are clear about roles and responsibilities can the substantive question of the appropriate form begin to be answered. All too often reviews of this nature get drawn into issues of organisational form too early, circumventing the crucially important issue of what it is the partnership is seeking to do and why.
- 4.2 There is a clear appetite for DCP to continue building on its *existing* functions. These centre on:
- The continued dissemination of information across a wide range of stakeholders in the City. The role of DCP as the central fulcrum for partnership working is seen as extremely valuable and there is widespread support for DCP to continue with this core function. Maintaining the current breadth of representation across the Partnership will be vital in the ongoing delivery of this task.

- The provision of clear guidance and leadership in the development of the Community Strategy – with a lead role in subsequent performance management of the Community Strategy. There is a clear opportunity to increasingly position the Community Strategy as *the* long term blueprint for the future of the City, giving the Strategy added credibility across the partnership.
- Strong and assertive leadership. Consultees are clear that the Partnership (and the Board in particular) should be viewed as the key advocates for the City, championing the case for Derby in national and international arenas.
- Promotion of certain cross cutting themes within the work of the City Executives and across the Partnership more generally.
- Coordination of bids for external funding, which is seen by many partners as one of the core roles of DCP.

Enhanced or additional roles

4.3 The work of LSPs is not static. Current government consultation points to a number of new roles and responsibilities for LSPs and the Review has identified other roles for DCP moving forward. The principal opportunities centre on:

- Recapturing the high level, future facing thinking that was a hallmark of the early work of the Partnership.
- The continued evolution of the Partnership into a much more proactive delivery co-ordination body.
- Moving into the territory of the Sustainable Community Strategy, and much more explicit engagement with partners involved in strategic land use planning.
- More explicit engagement with local areas and individual neighbourhoods in planning policy.

Future facing thinking

4.4 A number of consultees are firmly of the view that DCP has lost its ability to engage in genuinely long term and strategic level thinking about future roles and functions of the City. This is viewed to have coincided with the growing range of government led “LSP type” responsibilities within the Partnership.

4.5 It has been suggested that moving forward there should be a clear expectation placed on the DCP Board to fulfil this role as the “crystal ball” for the City. The Board should increasingly ensure that all activities for the Partnership are rooted in a long term view on the future of the City, in terms of changing demographics, the evolution of the business base and the physical fabric of the City and its communities.

Evolution into delivery co-ordination

4.6 Recent government guidance makes numerous references for LSPs to evolve from largely advisory bodies to more assertive co-ordinators of delivery. What this means in practice is more involvement in strategy setting, exploring the added value of integrated working, pooling/alignment of resources, joint commissioning and proactive review and evaluation.

4.7 DCP has made considerable progress on this already. Parts of the City of Opportunity Executive are actively engaged in these proactive forms of delivery co-ordination and the beginnings of similar activity can be witnessed in other Cities. There is a clear appetite

amongst partners to ensure that this way of working is much more systematically embedded within the work of the Cities moving forward.

Sustainable Community Strategy

- 4.8 There is a clear push in the world of LSPs for a move to *Sustainable* Community Strategies. One of the implications of this shift is much more explicit engagement between LSPs and those charged with strategic land use planning, housing policy and transportation within a locality.
- 4.9 Partners already recognise that many of these issues are far too detached from the work of DCP and see the advent of the Sustainable Community Strategies as a helpful driver in rectifying this. There is a real opportunity to increasingly position the Local Development Framework (LDF) and associated materials as documents developed with widespread and genuine engagement with all parts of the Derby community.

Neighbourhood working

- 4.10 Promoting more effective engagement with localities as a part of policy making process is a high priority for national government. The Labour Party manifesto outlined a clear commitment to empowering local people to trigger action in response to persistent problems. ODPM's "Why Neighbourhoods Matter" document emphasises the importance of connecting citizens with service design in public institutions and the role of councillors as civic and community leaders. This thinking permeates the recent government consultation papers on the future roles of LSPs.
- 4.11 The Review has identified widespread support for this way of working to be embedded across the Partnership, building on the existing momentum in taking area and neighbourhood working forward across the City.

The role of the DCP Team

- 4.12 The Review has identified two core roles for the DCP Team moving forward. These two roles are based on the belief that the DCP team should both *support* the work of the Partnership but also *direct and shape* it.
- 4.13 In its support capacity the Team will need to carry out:
- The administrative tasks which underpin the work of the Partnership
 - Facilitation of certain Partnership meetings and tasks
 - Maintaining representation and participation, and associated training
 - Communications and dissemination work
 - Performance management responsibilities (working alongside the DCC Performance Eye system).
- 4.14 These tasks are essentially the same responsibilities that occupy a large proportion of the available resource within the DCP Team currently.
- 4.15 A number of consultees have called for the Team (and the DCP Director in particular) to have the freedom to take on a slightly more assertive role in shaping and directing the work of the Partnership. These demands will mean the DCP Team doing more in terms of:
- Challenging the work of the various DCP groups, ensuring they are being appropriately led and achieving results.

- Continuously benchmarking the structure and performance of the Partnership against best practice from elsewhere.
- Assimilating policy foresight and intelligence, in order to better inform and guide the work of the Partnership.
- Developing the long term strategies, and action plans, that shape the work of DCP.

4.16 Whilst these tasks do feature in the work of the DCP Team currently, some consultees have suggested they be more explicit moving forward and occupy an increasing proportion of the time available across the team.

5. Recommendations

Summary of Recommendations

R1 : Establish a new DCP Forum. A series of twice yearly State of the City updates would provide members of the forum with an insight into new policy developments in the City and information on the progress being made in taking forward the Community Strategy.

R2 : Create a new streamlined DCP Board. Key role is to chart the long term future of the City and lead the development and performance management of the Community Strategy (which needs to be increasingly positioned as the long term *City Plan*).

R3 : Rebrand the Strategy Coordination Group as the Derby Integrated Services Board. Tighten the terms of the reference for the group and disseminate across the Partnership, clearly explaining the respective roles of the Integrated Service Board vis a vis the DCP Board.

R4 : Disband the existing External Funding Management Group, with responsibility for deploying external funding placed with the group, or delivery block, with whom the funding resides. A new External Bidding Group be established to act as a sounding board, as and when required, for the bidding work of the External Funding Unit.

R5 : Reconfigure the existing City Executives into five new *Delivery Boards* covering Safer, Stronger, Cleaner, Greener City, City Growth, City of Learning, Healthy City and City for Children & Young People.

R6 : Develop new generic Terms of Reference for the Delivery Boards which make explicit expectations in terms of delivery co-ordination. This will entail setting strategy, exploring the added value of integrated working, pooling/alignment of resources, joint commissioning and proactive review and evaluation.

R7 : Identify and appoint five cross cutting advocates covering the themes of image/marketing, environment and sustainability, culture, neighbourhood renewal and the city centre. Each advocate would be the figurehead for a series of support groups.

R8 : Develop a remit for the cross cutting advocates and their support groups. This will focus on ensuring these themes are prominent in all key strategies covering the City, identification of their own priorities for action and generally improving awareness and understanding of these issues across Derby.

R9 : Position the emerging model of area and neighbourhood working (as being driven forward by the current Community Safety Partnership) as the mechanism for other DCP Cities to build local issues into service planning. Task the new Derby Integrated Services Board with driving forward this way of working.

R10: The DCP Team configures itself to better deliver the dual responsibilities of supporting *and* directing the Partnership. It may be the case that additional resource is required to manage the support work of the Partnership. This would allow the DCP Director to devote more time and effort to shaping and influencing the work of DCP.

- 5.1 The purpose of this section of the report is to set out the proposed recommendations for change. All the recommendations are designed to either (i) build on the existing successes within the Partnership, (ii) address some of the frustrations elicited through the research or (iii) ensure DCP has the right structures in place to meet some of the emerging expectations, internally and externally, for the Partnership in the future.
- 5.2 A number of core principles have been adhered to in building up the recommendations:
- We should not readily dismantle structures, only where there is a clear rationale for doing so. There is much about DCP that works well and this should be maintained.
 - Whilst the external expectations of LSPs in the future is an important consideration, DCP should not become a clone LSP purely configured to meet the aspirations of government. DCP needs to be rooted in the issues that are important for Derby.
 - The logic of form following function. All the recommendations ensure that the structure of DCP is built around the core responsibilities of the Partnership. A key outcome of this review has to be greater clarity on the roles and responsibilities of the partnership, and a structure that better reflects these.

Role of board & current sub groups

- 5.3 The review has identified a clear need to separate off the two current functions of the DCP Board. It is recommended that the policy update, information sharing and more passive forms of performance management can be accommodated in a series of twice yearly *State of the City* updates via a wider **DCP Forum**. There are numerous examples of this approach being used in other city wide partnerships and it will help maintain the existing breadth of partner representation in DCP.
- 5.4 All activities for the Forum could be timed to coincide with a number of the existing DCP communication and dissemination events, particularly DCP Week.
- 5.5 Key roles around setting and monitoring the overarching strategy for the City and advocacy/leadership for the City should be taken on by a somewhat **streamlined DCP Board**. Key functions of the streamlined Board would include:
- Charting the long term future of the City, articulating the future role(s) of the City in the next 10 to 15 years from an economic, social and environmental perspective.
 - Clear leadership in the development and performance management of the Community Strategy. There is a clear opportunity via the shift to Sustainable Community Strategies to change the perception and role of the Community Strategy in the City. It should be viewed increasingly as the long term strategic blueprint for the development of the City and its residents and businesses – Derby's *City Plan*.
 - Acting as advocates and ambassadors for the City.
 - Ensuring the key cross cutting themes for the development of the City remain prominent and feature in the work of all delivery partners across Derby.
- 5.6 Whilst the Board should continue to be representative of the various interest groups across the City, it should be based on those with a clear capability and appetite for strategic decision making. The cross cutting theme advocates (see later recommendation) would be positioned as members of the Board with a key advisory role.
- 5.7 A streamlined Board has been suggested by a wide range of partners, although many of these same partners were quick to stress the dangers of creating an elitist Board which

detached itself from the rest of DCP. Partners will need to achieve the streamlining whilst at the same time ensuring the Board is fully integrated with and responsive to the aspirations of the wider Partnership.

Recommendation 1 : Establish a new DCP Forum. A series of twice yearly *State of the City* updates would provide members of the forum with an insight into new policy developments in the City and information on the progress being made in taking forward the Community Strategy.

Recommendation 2 : Create a new streamlined DCP Board. Key role is to chart the long term future of the City and lead the development and performance management of the Community Strategy (which needs to be increasingly positioned as the long term *City Plan*).

Current board sub groups

- 5.8 The existing Strategy Coordination Group appears to perform a valuable role within the Partnership. Unfortunately its role is not clear to many partners and its relationship to the current DCP Board is equally unclear. It is recommended that the terms of reference for the Strategy Coordination group are revisited and the roles and responsibilities are made more explicit to all partners.
- 5.9 The key roles for the Strategy Coordination Group moving forward should centre on:
- Promoting integrated, multi agency work on public services in the City
 - Taking the lead on the development and implementation of the annual Local Area Agreement in the City.
 - Overview for performance managing the implementation of the LAA, acting as a central hub for the performance management regimes of the individual Cities
 - Assisting the Board, where appropriate, in the performance management of the Community Strategy.
 - Managing the deployment of external funding that cannot easily be delegated to any individual city.
 - Coordinating bids for external resources for the City (possibly with the help of a separate sub group, see below)
 - Overseeing the arrangements for the integration of neighbourhood and area working across the Partnership.
- 5.10 Many of the Round 1 and Round 2 Local Area Agreement pilots have put in place a similar group addressing this range of functions. The group should be clearly positioned as a sub group of the Board and not a rival. The respective role and remits of the Board and the Strategy Coordination Group should be made clear to all partners.
- 5.11 There is an opportunity to rename the Strategy Coordination Group. The current title implies that the group takes forward one of the key tasks of the Board in respect of the design and management of overarching strategies for the City. *Integrated Services Board* or *Public Service Board* are labels used elsewhere. In terms of both the range of responsibilities and membership, the Strategy Coordination Group already resembles the model of a Local Public Service Board as originally promoted by the Innovation Forum in 2004. The proposed name change would help to make the role of SCG in this arena more explicit. There would,

however, be a continued role for the private and community and voluntary sectors on this group, if this was felt to be appropriate.

Recommendation 3 : Rebrand the Strategy Coordination Group as the *Derby Integrated Services Board*. Tighten the terms of the reference for the group and disseminate across the partnership, clearly explaining the respective roles of the Integrated Services Board vis a vis the DCP Board.

- 5.12 The review has established that as part of a reconfigured set of City Executives based increasingly on the effective co-ordination of delivery, the responsibility of performance managing the deployment of any external funding might not be centralised. Rather responsibility should be lodged with that group, or delivery block, with whom the funding resides (perhaps with some centralised officer support via the existing External Funding Unit where necessary). It is recommended that the existing External Funding Management Group be disbanded.
- 5.13 Partners are clear on the need for centralised support and guidance on bidding for external resources. The degree to which Derby has used centralised coordination to successfully bid for external funding has been cited as a key strength of the Partnership.
- 5.14 It is recommended that a new External Bidding Group be established to act as a sounding board, as and when required, for the bidding work of the External Funding Unit. The group, which would be positioned as a sub group of the Integrated Services Board, would help co-ordinate large scale bids for external resources across the City and across a range of thematic areas.

Recommendation 4 : Disband the existing External Funding Management Group, with responsibility for deploying external funding placed with the group, or delivery block, with whom the funding resides. A new External Bidding Group be established to act as a sounding board, as and when required, for the bidding work of the External Funding Unit.

- 5.15 The Marketing Group is seen as an excellent way in which to promote and position a key cross cutting theme for Partnership working. The review has elicited some comments about the need to strengthen the membership of the group, but the positioning of marketing as a key cross cutting theme with centre of DCP should remain unaltered.

The Five Cities

- 5.16 The review has identified a clear opportunity to clarify and strengthen the role of the existing five City Executives within the Partnership. The main opportunity surrounds tasking the City Executives to more explicitly take forward the co-ordination of delivery within their policy area. This will require the Cities to build on their early work around setting strategy, exploring the added value of integrated working, pooling/aligning resources, joint commissioning and proactive review and evaluation.
- 5.17 In parallel, partners would need to draw a clearer distinction between those Executives that have the capacity, resource and rationale to take forward the tasks associated with delivery co-ordination and those that are more appropriately positioned as cross cutting themes. It would also allow partners to bring into play those issues that have historically not featured on the radar of DCP.

- 5.18 There is clear appetite and momentum within the *existing* City Executives for this more explicit remit of delivery co-ordination. Some of this momentum exists at the level of the current City Executives, some of it resides in City Executive sub groups. It is recommended that partners go with the grain of this momentum and configure the City Executives (which could be more appropriately labelled as Delivery Boards) on the following five groups³:
- Safer, Stronger, Cleaner, Greener City
 - A broadly based Community Safety Partnership
 - Accommodating local environmental issues and community cohesion in its broadest sense.
 - City for Children and Young People
 - Elevating the work of the Children's and Young Peoples Partnership to one of the City Executives
 - Building on the existing momentum around joint working and integration of services.
 - City Growth
 - A revamped Prosperous City Executive, working to deliver the aspirations of the new Derby City Growth Strategy
 - More explicit coverage of strategic land use and transportation issues – the main, but not only, avenue through which the Local Development Framework becomes more immersed in the work of the Partnership.
 - Healthy City
 - Focussing on the health of the City in its broadest sense
 - Building on the existing integrated working.
 - City of Learning
 - Broadly based learning partnership, taking strategic lead for co-ordination of all aspects of training and learning within the City
 - Taking lead role on employer led skills
- 5.19 The Delivery Boards would be high level executive groups and each would decide on the most appropriate support infrastructure in terms of sub groups. To more effectively delineate between the strategic decision making tasks for each group and wider information sharing needs, there may be a requirement for each group to consider the use of a wider network to supplement the work of each Delivery Board.
- 5.20 The Boards should be tasked with developing a sharper focus on the activities that genuinely require a partnership approach and the added value of integrated working. Individual Boards should work in close co-operation to tackle the integrated nature of the challenges faced by the City.

³ Note : these are working titles for each group, for illustrative purposes.

Recommendation 5 : Reconfigure the existing City Executives into five new *Delivery Boards* covering Safer, Stronger, Cleaner, Greener City, City Growth, City of Learning, Healthy City and City for Children & Young People.

Recommendation 6 : Develop new generic Terms of Reference for the Delivery Boards which make explicit expectations in terms of delivery co-ordination. This will entail setting strategy, exploring the added value of integrated working, pooling/alignment of resources, joint commissioning and proactive review and evaluation.

- 5.21 It is recommended that the existing expertise within the Cultural and Environment Cities is repositioned within the DCP structure to support the work of the new Culture and Environment/Sustainability cross cutting advocates (see below). These are vital parts of the DCP infrastructure and it is important that the skills and insight from the groups are retained within the Partnership.

Cross cutting themes

- 5.22 The review has already identified that some, but not all, of the important cross cutting themes that should shape policy making in the City and the work of partners are insufficiently prominent within the Partnership.
- 5.23 There is a clear consensus that three of the most important cross cutting themes are:
- Image, marketing and profile of the City, which impacts on the work of most delivery partners across the City
 - Culture and the role of culture in both economic development, social cohesion and a vast array of other issues.
 - Environment, and the wider issue of sustainability. Again this should cut across and shape the work of most delivery partners.
- 5.24 The two other cross cutting themes that have been most frequently identified (and which happen to be the two cross cutting priorities of the new Community Strategy emerging for the City) are:
- Neighbourhood Renewal, and the concept of raising the “performance” of Derby’s most disadvantaged areas.
 - The City Centre as a key driver for enhancing the image and economic performance of the City.
- 5.25 It is recommended that DCP seeks to raise the prominence of these themes within the work of the Partnership. One way of achieving this is through the nomination of an individual advocate for each of the cross cutting themes. This individual would be the figurehead for a series of thematic support groups. For many of these cross cutting themes, the beginnings of such a group are already in place within the Partnership (the Marketing Group, the Environment City Executive, the Cultural City Executive etc). Best use should be made of this existing infrastructure in shaping the work of the advocates.
- 5.26 The advocate would need to be passionate about their agenda with good powers of persuasion and would be a member of the new streamlined Board.

- 5.27 The role for each advocate and his/her underpinning group would include:
- Ensuring these themes are prominent in all key strategies covering the City, both those generated by the Board and by the City Executives/Delivery Boards.
 - Identification of their their own priorities for action and ensure these are woven into relevant action plans and DCP priorities.
 - Monitoring progress and performance (where appropriate)
 - Generally improving awareness and understanding of these issues across Derby.

Recommendation 7 : Identify and appoint five cross cutting advocates covering the themes of image/marketing, environment and sustainability, culture, neighbourhood renewal and the city centre. Each advocate would be the figurehead for a series of support groups

Recommendation 8 : Develop a remit for the cross cutting advocates and their support groups. This will focus on ensuring these themes are prominent in all key strategies covering the City, identification of their own priorities for action and generally improving awareness and understanding of these issues across Derby.

Neighbourhood engagement

- 5.28 The existing Community Safety Partnership (which under an earlier recommendation would be elevated to one of the five City Delivery Boards) has taken a lead role in preparing plans for more effective engagement with areas and neighbourhoods in service planning. Under these proposals the next financial year (2006/07) will see:
- The establishment of local area planning teams within all five Area Panel areas. These teams will consist of Chief Officer lead, local resident involvement, elected members, key agency staff, community and faith leaders, and community network representatives. By the end of 2006/07 the vision is that these forums will be robust enough to develop locality planning and resource allocation process ion a number of service areas.
 - The implementation of neighbourhood management structures in five priority neighbourhoods (Osmaston/Allenton, Sinfen, Normanton, Austin Estate and Stockbrook). The neighbourhood management model will focus initially on cleaner environments, stronger communities and community safety.
- 5.29 The proposals represent a vital piece of infrastructure both for the Community Safety Partnership and other policy based partnerships in the City (indeed the Children's and Young People Service are already built into the 2006/07 pilot work).
- 5.30 The emerging model of area and neighbourhood engagement should be positioned as *the* key mechanism for all DCP Cities (or Delivery Boards) to engage with, where appropriate. The precise nature of this engagement will need to be developed in dialogue with each City as the

results of the initial 2006/07 work become apparent. There is a clear role for the Strategy Coordination Group (or new Derby Integrated Services Board) to champion this way of working within DCP and ensure widespread awareness and take up.

Recommendation 9 : Position the emerging model of area and neighbourhood working (as being driven forward by the current Community Safety Partnership) as the mechanism for other DCP Cities to build local issues into service planning. Task the new Derby Integrated Services Board with driving forward this way of working.

DCP Team

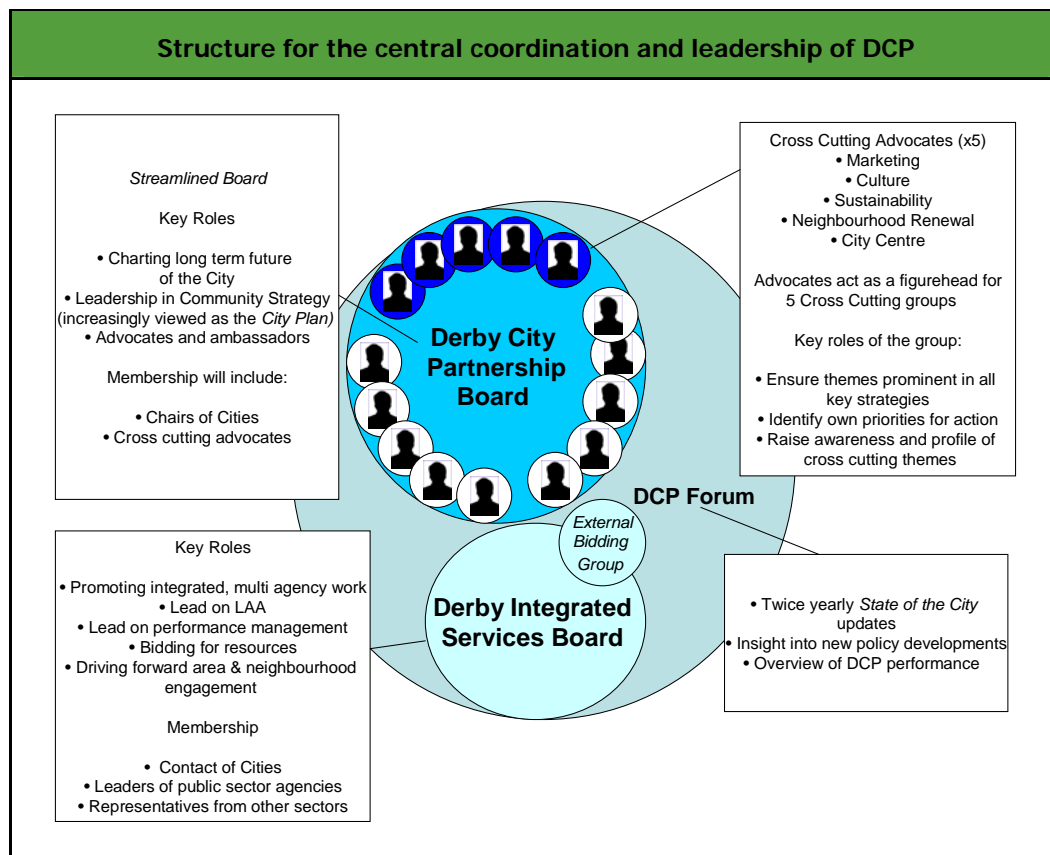
- 5.31 Moving forward, the DCP Team needs to have the capacity and resource to continue with existing responsibilities in support of the Partnership, namely:
- The administrative tasks which underpin the work of the Partnership.
 - Direct facilitation of certain Partnership meetings and tasks.
 - Maintaining representation and participation, and associated training.
 - Communications and dissemination work.
 - Performance management responsibilities (working alongside the DCC Performance Eye system).
- 5.32 As stated earlier, a number of consultees have called for the Team (and the DCP Director in particular) to have the freedom to take on a *slightly more assertive role in shaping and directing* the work of the Partnership. These demands will mean the DCP Team doing more in terms of:
- Challenging the work of the various DCP groups, ensuring they are being appropriately led and achieving results.
 - Continuously benchmarking the structure and performance of the Partnership against best practice from elsewhere.
 - Assimilating policy foresight and intelligence, in order to better inform and guide the work of the Partnership.
 - Developing the long term strategies, and action plans, that shape the work of DCP.
- 5.33 It is recommended that the Board examines the structure of the DCP team in light of these dual responsibilities. It may be the case that additional resource is required to manage the support work of the Partnership. This would allow the DCP Director to devote more time and effort to shaping and influencing the work of DCP, as outlined above.

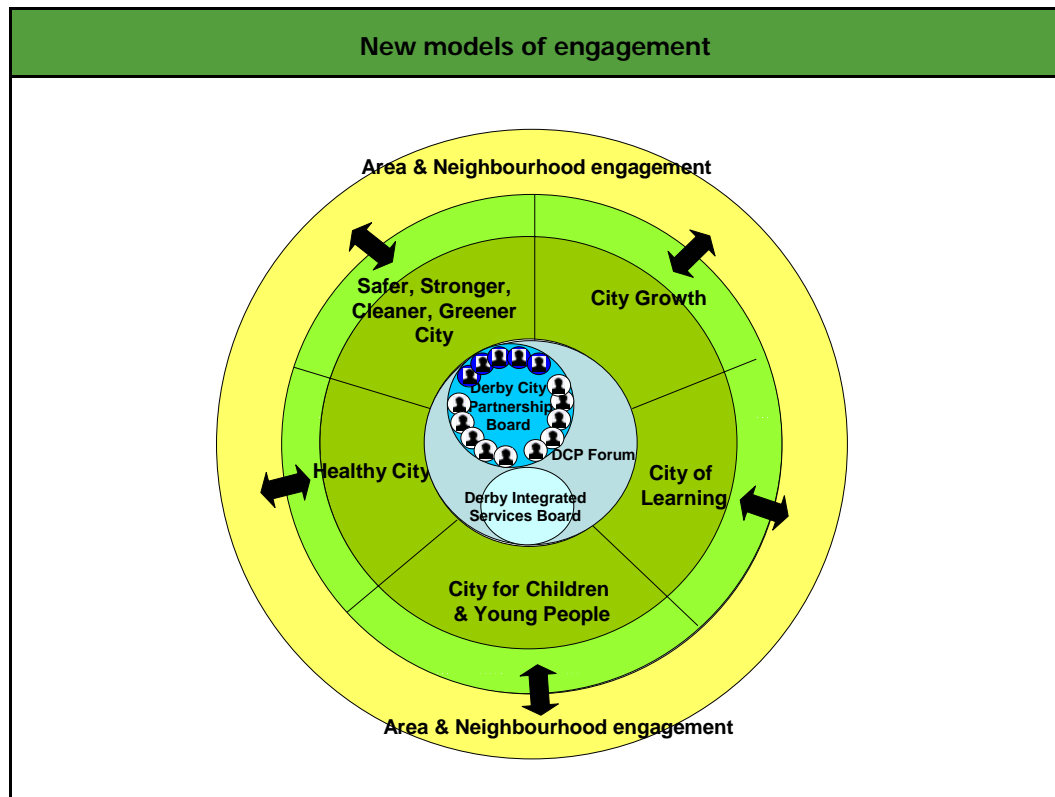
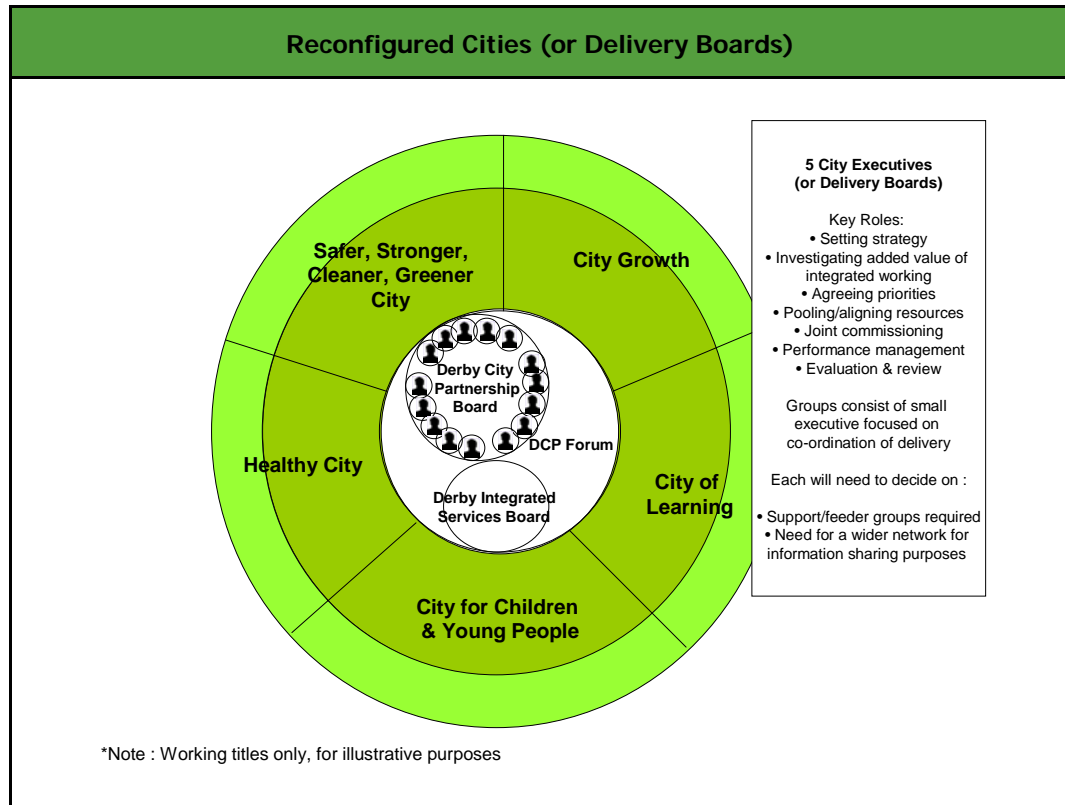
Recommendation 10 : The DCP Team configures itself to better deliver the dual responsibilities of supporting *and* directing the Partnership. It may be the case that additional resource is required to manage the support work of the Partnership. This would allow the DCP Director to devote more time and effort to shaping and influencing the work of DCP.

6. Moving Forward : A New Structure

- 6.1 It is open to the existing DCP Board to adopt all, some or none of the recommendations in this report. Different combinations of the ten recommendations would lead to different configurations for the Partnership moving forward.
- 6.2 The purpose of this section of the report is to describe a scenario whereby *all* of the recommendations were adopted and to draw out the implications for the structure of DCP.
- 6.3 Adopting the ten recommendations in the previous section would essentially provide a DCP structure with three distinct tiers:
- The central block of the Partnership, consisting of the new streamlined Board, the Integrated Services Board and the DCP Forum. The role of the cross cutting advocates and their support groups would be prominent within this central structure.
 - Five Delivery Boards (remodelled City Executives) tasked with assertive co-ordination of services within their policy/thematic area. The five boards selected for the new structure are based on a pragmatic view on where the appetite and capacity exists currently to take on this role. They also happen to cover the areas where the importance of integrating large volumes of service delivery is greatest.
 - A mechanism for more effectively engaging with local areas in the design and delivery of services.
- 6.4 Each tier is illustrated in the structure charts on the following pages.
- 6.5 The **main changes** from the existing DCP structure can be summarised as:
- Establishment of a DCP Forum, to provide a relatively large group of members with an insight into policy developments in the City.
 - A new streamlined board, who will chart the long term future of the City and lead the development and performance management of the *City Plan*.
 - A tightening of role and responsibilities of the Strategy Coordination Group (around the public services agenda and the Local Area Agreement)
 - A far more explicit focus for the City Executives as co-ordinators of delivery
 - Establishment of the cross cutting advocates.
 - Approaches to neighbourhood and area engagement much more explicit in the day to day work of the City Executives and the Partnership more generally.
- 6.6 There are **numerous benefits** from this structure. The combined effect of the 10 recommendations will:
- Overcome the frustrations from partners on the duality of responsibility on the current Board.
 - Provide greater clarification on the role of the Strategy Coordination Group.
 - Force a more systematic input to the Partnership from the DCP Cities. The existing variety of responsibilities across the Cities serves to confuse many partners on the role of the Cities.
 - Enable DCP to better demonstrate its capabilities on delivery co-ordination.

- Enable DCP to better communicate to government progress in each of the (existing) central LAA blocks.
- Allow some important cross cutting themes to be more visible in the Partnership and better woven into the work of delivery partners.
- Facilitate far more engagement with both local residents and elected members.
- Provide more comprehensive coverage of the themes/policies that are important for the City moving forward, picking up those issues which currently fail to feature on the DCP radar.





Platform for moving forward

- 6.7 As stated earlier, all good partnership structures evolve over time to meet emerging challenges and opportunities. The revised structure will leave DCP well placed for further evolution based on new and emerging opportunities. In particular the structure provides a platform for:
- Exploring how area and neighbourhood working could lead to new models of accountability and governance across the City
 - Taking the pooling and alignment of resources to the next level. Once the Partnership has successfully met the challenge of effective alignment *within* Cities (or Delivery Boards), then opportunities for more widespread pooling across Cities could emerge.

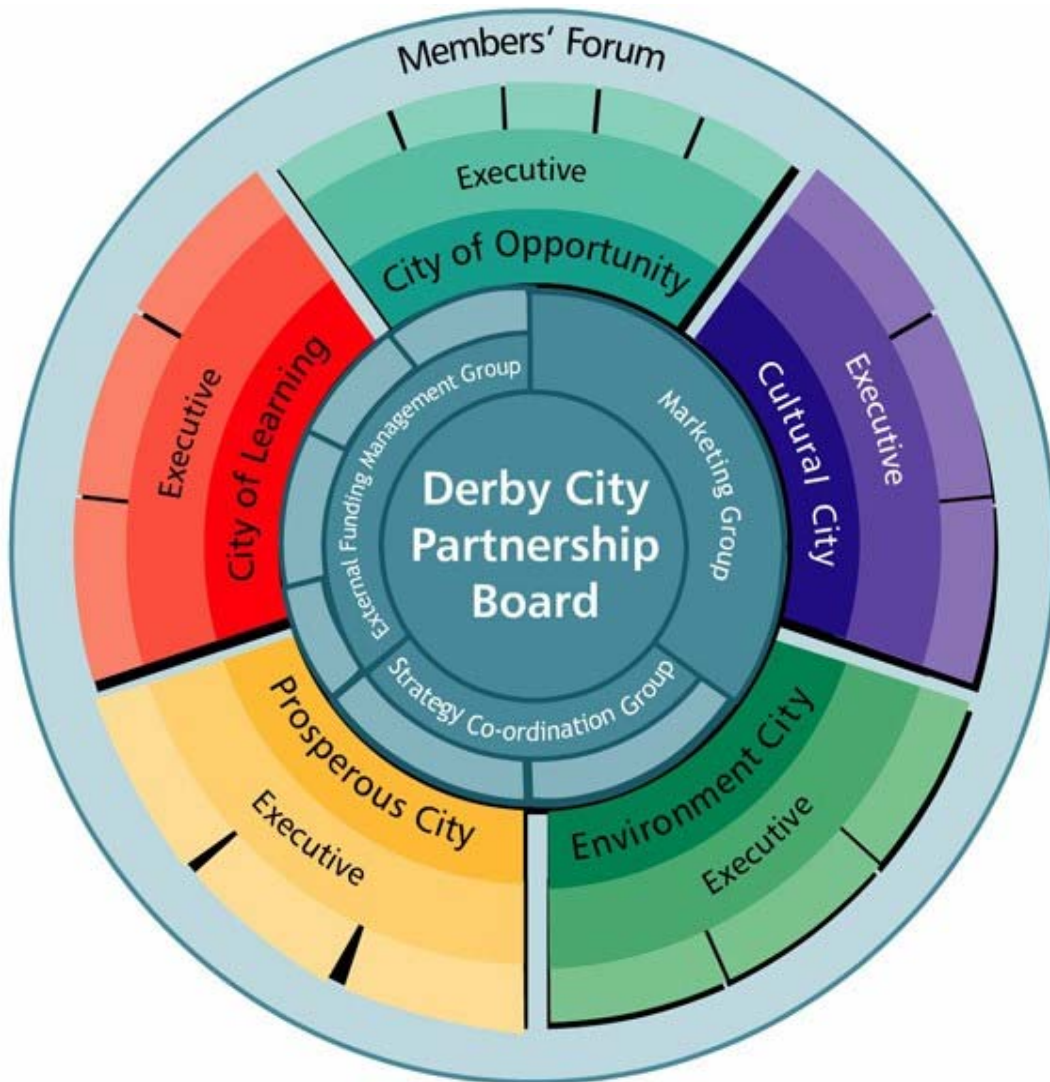
7. Consultation Questions


- 7.1 This report is intended as a platform for further discussion and the DCP team welcome comments on the document, particularly the emerging recommendations. **The closing date for comments is Friday 24 March.** All comments should be sent to:

Helen Osler
Director
Derby City Partnership
Box 2020
Derby DE1 1YL
01332 258507
helen@derbycitypartnership.co.uk

- 7.2 In framing your comments, we would like you to address the following questions:
- Section 4 : Future roles for DCP. Do you concur with this list of potential roles for DCP? Are any roles and responsibilities missing?
 - Section 5 : Recommendations. Are there any of the recommendations you would like to support and/or challenge?
 - Section 6 : What is your overall view on the recommended structure?
- 7.3 The report will be discussed at the 31 March Board Away Day. Comments received by 24 March will be factored into the discussion.
- 7.4 Please do not hesitate to contact the DCP Director should you, or the group you represent, want to discuss the report in more detail before 24 March.

Appendix A Existing DCP Structure





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