

Annex B

Analysis of Key Corporate Risk 3 – EFFECTIVE AND STRONG PARTNERSHIPS

1. As requested at the last A&G meeting, this Annex provides a more detailed analysis of KCR3, Effective and Strong Partnerships.
2. The description of this risk is as follows; Failure to ensure partnership arrangements are fit for purpose to effectively deliver outcomes. In order to continue to deliver good outcomes and services, the council will have to enter into partnerships with a multitude of different organisations whether they are public, third sector or commercial entities. The arrangements for partnership working need to be clear and understood by partners to ensure they deliver the best possible outcomes.

Risk Detail

Failure to effectively monitor and manage partnerships

3. A city runs on a complex set of interactions between people, communities and organisations. The interfaces between organisations are often characterised as partnerships, representing joint working around shared agendas.
4. Partnership working is often incorrectly viewed through a narrow lens of boards and meetings. Whilst boards or meetings may provide a framework or forum for partnership working, the most important element of partnership is the relationship itself. It is this which will ultimately determine its success or failure.
5. A key failure would be to neglect consideration of the state and quality of the relationships between key partners and key individuals.

Partner (especially NHS, Academies) financial pressures may affect outcomes for residents

6. Across many organisations, financial pressures mean difficult decisions are taken on the services which are delivered. This can have significant impact on residents. The result of this may be worse outcomes for individuals, whilst the need to mitigate this may impact on services from other organisations.

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Unilateral decisions made by key partners may affect other partners' budgets or services

7. Linked to the above, decisions on service provision from one organisation may affect demand for services in other parts of the system. If these decisions are not clearly understood by all partners, this could have impact on wider service availability, quality and budgets.

Implications

8. The implications for the Council include;
 - Key partnerships fail to deliver or break down
 - Misalignment of organisations' ambitions and direction of travel
 - Ability to deliver transformation priorities undermined
 - Adverse impact on service delivery
 - Funding implications
 - Reputational impact

Controls

9. The controls in place include;

Account management approach to monitoring key partnerships

10. Recognising the need to maintain relationships between key organisations and key individuals, we have adopted an account management approach. This identifies the key organisations and the contacts to which we need to ensure the council is well linked, and monitors on a quarterly basis the contacts and discussions that have been had. Each Corporate Director and the Chief Executive lead on specific relationships. This approach was initiated in April 2018 and will be monitored quarterly.

Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG)

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11. In order that CYC's partnership working is as effective as possible, it is critical that there is broad appreciation within the council of which areas are working with different partners. To support this, internal working groups such as the Creating Resilient Communities Working Group (CRCWG) meet regular to understand what is happening across particular agendas.
12. In doing so, a greater degree of join-up can be achieved across the council, which in turn allows greater coherence across partnership working.

Reviewing working approach of Health and Wellbeing Board

13. Over the past 6 months, the Health and Wellbeing Board has been considering how it works and structures itself. This included discussion at a development session on the main purpose of the board and how working approaches could best support the achievement of the required outcomes.
14. There was recognition that the formal committee-style approach of board meetings is useful for some of the statutory functions of the board, and ensuring transparency, but is not necessarily well suited to the development of strategic alignment across the organisations.
15. More informal development sessions have been a part of the board's approach since its inception, but have previously focussed on aspects of how the board works, rather than the health and care system itself. The board has agreed to revise these development sessions to become workshops where key priority issues for the whole system can be discussed and strategic positions identified.
16. Board communications have also been reviewed with a proposal to use a campaigning approach which highlights a small number of key messages at any one time, better promoting the strategic leadership of the Health and Wellbeing Board on the most important agendas. This will also help to ensure the transparency of activity related to the workshop sessions.

York Health and Care Place Based Improvement Partnership

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17. Following the CQC review last autumn of the Health and care system in York, an action plan was developed to address the recommendations of the review.
18. To oversee the implementation of the action plan, the York Health and Care Place Based Improvement Partnership has been established. This consists of the most senior officers of the key organisations across the health and care system in York. The group will take a programme approach around the delivery of a single action plan for the city, initially focussed on the CQC recommendations but also expanding to address wider challenges, framed within the Health and Wellbeing Strategy agreed by the Health and Wellbeing Board.
19. This aligns with the locality approach being adopted across the wider Humber, Coast and Vale Sustainability and Transformation Partnership (STP) area.
20. Partners will be releasing an update communication after each meeting, which can be used by partner organisations to keep their workforce and customers aware of progress.

Safeguarding Board revised governance in place

21. The Children and Social Work Act 2017 removed the statutory requirement for Local Safeguarding Children Boards, and replaced with a new requirement for locally defined Safeguarding Partnerships.
22. The key safeguarding partners under the new arrangements (the council, the Clinical Commissioning Group and the Police) have been developing proposals for how this new safeguarding partnership will work and the transition from existing arrangements.
23. Members will recall that City of York Safeguarding Children Board was graded “Outstanding” by OFSTED in 2016 (at the time only the second board in the country to have been so) which has provided assurance that existing partnership arrangements are strong. The approach will be, therefore, to retain much of the existing good practice, taking the opportunities to change areas where it is felt there can be improvement.

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24. The statutory guidance associated with these changes is not expected to be published until later this month. Following this, the Safeguarding Board will review the latest draft proposals, before they are finally ratified and published for implementation in the Autumn.

York Central Partnership

25. The York Central Partnership is an example of a formalised set of partnership arrangements for the specific delivery of a project. In these cases, clear and robust governance is put in place to ensure clarity, accountability and clear decision-making.

26. The partnership of Homes England, Network Rail, the City of York Council and the National Railway Museum bring together funding streams to support the delivery of infrastructure and land assembly, working collaboratively to support the development.

Outstanding Actions

27. The controls for this risk represent ongoing activities, so will continue to be a part of the approach to partnership working.

28. In particular, the changes described above for the Health and Wellbeing Board approach are being implemented now and the first workshops under the new arrangements will take place over the coming months.

29. The revisions to the Safeguarding Children Partnership arrangements will be implemented later in the year.

Risk Rating

30. The gross risk score is 20 (likelihood probable, impact major). After applying the controls detailed above the net risk score is reduced to 14 (likelihood possible, impact moderate).