

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Cabinet

**Date of Committee** 20th October 2005

**Report Title** Review of the Warwickshire Strategic Partnership

**Summary** To consider and make proposals for the development of the Warwickshire Strategic Partnership. These comments will be used in discussions with partner agencies with the aim of creating an effective partnership to lead the development, delivery and performance manage the Warwickshire Strategic Partnership Plan, Warwickshire's Local Area Agreement and our Local Public Service Agreement.

**For further information please contact:**

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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)
- Other Elected Members  .....
- Cabinet Member  Cllr Farnell, Cllr Stevens
- Chief Executive  Jim Graham – comments incorporated
- Legal  David Carter - comments incorporated
- Finance  .....
- Other Chief Officers  COMT meeting 5<sup>th</sup> September. Noel Hunter –

Comments Incorporated, Martyn Davey "fine with me".

- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  Report back to Cabinet on the proposed new Warwickshire Strategic Partnership - its structure, membership, roles and responsibilities
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  Partner agencies

## Agenda No

**Cabinet - 20th October 2005.**

### **Review of the Warwickshire Strategic Partnership**

#### **Report of the Assistant Chief Executive and County Solicitor**

##### **Recommendation**

That members makes any comments it considers appropriate and agrees to consultation on the future arrangements for the Warwickshire Strategic Partnership.

### **1.0 Background**

- 1.0 There is increasing interest in developing a strong and effective Warwickshire Strategic Partnership (WSP). Currently, although we have a number of structures in place which could constitute the Warwickshire Strategic Partnership this has been at best an “advisory model” (as defined by ODPM’s research into Local Strategic Partnerships). As a result of this, and also the County Council’s own review of their involvement in partnerships, a number of exercises have been undertaken to gather data and perceptions of the Warwickshire Strategic Partnership. These have included:
- Desk top research into the structures of the Partnership
  - Consideration of effective performance management best practice
  - Interviews with members of the County Leaders Group (undertaken by LINKS Consulting)
- 1.1 Nationally, there is also increasing interest in strengthening Strategic Partnerships. This is seen through:
- LPSA 2 – the second round of Local Public Service Agreements (LPSA2) focuses on a partnership approach.
  - Local Area Agreements (LAA) – guidance from ODPM identifies that LAAs should be developed from local priorities created by Strategic Partnerships and that any agreement would need to be agreed and delivered through the Strategic Partnership.
- 1.2 Therefore it is imperative that the WSP is enhanced so as to be able, through partnership, to deliver these activities.

## **2.0 The Current Warwickshire Strategic Partnership**

- 2.1 The current Warwickshire Strategic Partnership is at best a number of affiliated groups. The County Leaders Group, although having an identified role, acts primarily as an advisory group. Below that is an officer group, the Warwickshire Strategic Partnership Working Group, and beyond that specific theme groups.
- 2.2 In terms of delivery we do have in place a number of effective theme groups. Those that have been in place for period of time and have a clear focus on the delivery of the previous Strategic Plan, have shown results. However this is not the case in other areas where groups were not formed or did not have a clear focus.

## **3.0 Issues the Partnership needs to tackle**

- 3.1 As mentioned there is a willingness to create an effective, decision-making countywide Warwickshire Strategic Partnership. There are many drivers for this including:
- The need to effectively implement the Warwickshire Strategic Partnership Plan (WSPP)
  - To take forward a clear partnership approach to LPSA2
  - To be able to develop a positive, partnership owned, LAA.
- 3.2 Recent consultations have identified a number of issues to be addressed including the need to;
- Effectively use the influence of the existing members (for example the County Leaders Group, comprises some key influential individuals within Warwickshire - we should be capturing their skills more effectively).
  - Create a strong body that can successfully align resources in their own organisations to tackle joint issues (linked to LAAs).
  - Create a clear performance management process,
  - Have a clear strategic board to direct and steer the overarching work of the partnership including the Warwickshire Strategic Partnership Plan, LAAs and LPSA2.
  - Have a strong voice to influence at sub-regional, regional and national levels
  - Have clear mechanisms for directly delivering the actions in the Warwickshire Strategic Partnership Plan
  - Have clear mechanisms to gather views and to assist community engagement and participation
  - Have clearly delegated roles and responsibilities for individuals involved in the Partnership to ensure communication and agreement within individual partner organisations and link with district based LSPs.
  - Ensure that there is a forum to allow chairs of each priority group to meet, to discuss cross cutting issues.

## **4.0 Suggestions for the Development of the Partnership**

- 4.1 There are numerous ways in which we could create a more effective Partnership. However with the incoming LAA there is a clear need for new governance arrangements that are robust and explicit. These arrangements

will focus on elected members and leaders of other funding bodies having a clear decision-making and executive role to direct the working of Partnership activities including our future LAA.

- 4.2 The County Leaders Group presently comprises key influential people in Warwickshire. We need to retain this influence and ownership in the future partnership.
- 4.3 There will also be need of delivery groups, comprising those agencies who will deliver specific areas of work, both in terms of the WSPP, but also future LAA and LPSA2 actions.
- 4.4 In addition, there are a number of critical questions surrounding other Countywide partnership bodies and how these might / or might not, be incorporated into the Warwickshire Strategic Partnership e.g. Warwickshire On-line Partnership, Warwickshire Waste Forum, the Children's and Young People Strategic Partnership Board etc. (Especially as the original concept of Strategic Partnerships was to co-ordinate partnership working and to reduce duplication).
- 4.5 A suggested interim structure for the Warwickshire Strategic Partnership is attached as Appendix A. However as identified there is a medium-term challenge of being able to take forward our Local Area Agreement. Therefore, Appendix B identifies a draft structure based around the LAA functional blocks which it is intended we work towards by the start of the LAA in April 2007. An advisory group is included in Appendix A – Appendix B envisages an executive role for elected members.
- 4.6 If Cabinet agrees, these models would be taken forward for further discussion with the County Leaders Group and our partners more generally with a view to developing robust arrangements for a Warwickshire Strategic Partnership fit for the commencement of the LAA. A further report would be brought back to Cabinet for more detailed consideration after the consultation.

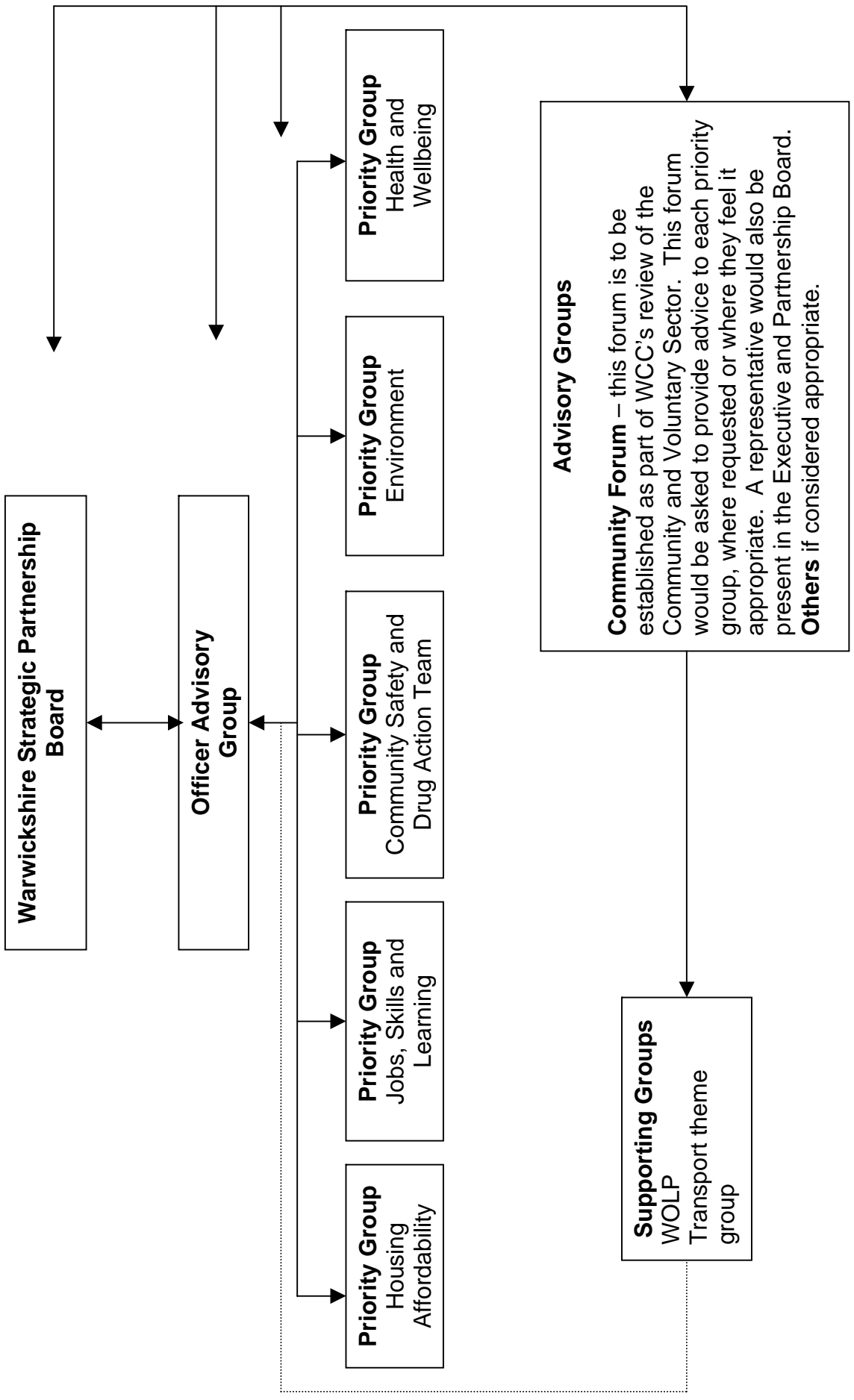
## **5.0 Recommendations**

- 5.1. Cabinet are asked to makes any comments it considers appropriate and agree to consultation on the future arrangements for the Warwickshire Strategic Partnership.

DAVID CARTER  
Assistant Chief Executive and  
County Solicitor

Shire Hall  
Warwick  
16 September 2005

Potential Option for the Structure of the Warwickshire Strategic Partnership



**Advisory Groups**

**Community Forum** – this forum is to be established as part of WCC's review of the Community and Voluntary Sector. This forum would be asked to provide advice to each priority group, where requested or where they feel it appropriate. A representative would also be present in the Executive and Partnership Board. **Others** if considered appropriate.

Proposed Medium-Term Structure of the Warwickshire Strategic Partnership

