

**Report to the LAA Task and Finish Group on 21st September 2007
and
Report to the Warwickshire Public Service Board on 25 September 2007**

Local Strategic Partnership Update

Recommendation

That the LAA Governance Task and Finish Group considers the contents of this report and makes any recommendations it feels appropriate to the Public Service Board for further consideration.

That the Public Service Board considers the contents of this report and any verbal recommendations from the LAA Governance Task and Finish Group.

1. Introduction

- 1.1 The last LAA Governance Task and Finish Group was held on 22nd May 2007. At this meeting the Group received a discussion paper on the district level arrangements across the county. This paper included an overview of the stage reached by each LSP in their respective review processes, a draft terms of reference for the LSPs and a draft terms of reference for the district level themed partnerships. In the interests of ensuring a continued focus on narrowing the gap and effective delivery at a local level, the Task and Finish Group was keen to encourage the LSPs to complete their reviews and develop fit for purpose arrangements in the context of the new LAA.
- 1.2 With this in mind, the Task and Finish Group requested that a further report be brought back to them setting out the outcome of the LSP reviews and recommending that the Public Service Board should also be made aware of the outcome of the review process.
- 1.3 At its meetings on 10th July, the Public Service Board considered the draft terms of reference for the LSPs and district level themed partnerships. It resolved to they should be circulated to LSPs for consideration and that the LSPs be encouraged to review their arrangements at the earliest opportunity.
- 1.4 This report is intended to update members of both the Task and Finish Group and also the Public Service Board in relation to the progress made by the LSPs in reviewing their arrangements. Any comments made by the Task and Finish Group will be reported verbally to the Public Service Board given the proximity of the meeting dates.

2 Warwick LSP (Warwick Partnership)

- 2.1 The partnership re-structured to more effectively address the LAA last year. The partnership has an Executive Group which meets regularly and is supported by Peter Hunter, WCC Area manager and Liz Young, Policy Officer at WDC. Membership of the Executive Group is as follows;

Nominating Body	Representatives
Warwick District Council	2 x representatives - Chris Elliott, Chief Executive and Cllr. Michael Coker, Council Leader
Warwickshire County Council	2 x representatives - David Carter, Strategic Director, Performance and Development and Cllr. Sarah Boad, Chair WCC Warwick Area Committee
Warwickshire Police	1 x representative - Chief Inspector Richard Long - Police Sector Commander
Warwickshire PCT	1 x representative - Helen King - Senior Officer, Warwickshire PCT
CVS Warwick District:	2 x representatives - Stephen Nightingale, Chief Officer and Deb Saunders, Chair.
Total	8

- 2.2 In addition, the partnership has 8 themed partnerships as follows;
- **Culture Group** - Chaired by Tom Dobedoe, voluntary sector representative, supported by WCC Leisure Department. Membership comprises a mix of community and voluntary and public sector representatives with an interest in arts, sport and culture.
 - **Housing Group** - Chaired by Warwick District Council – group largely focussed on District Councils housing role.
 - **Safer Communities – South Warwickshire CDRP** - Emerging South Warwickshire Crime and Disorder reduction partnership acts as the Safer Communities theme group. It remains to be seen how this will work, operating on a South Warwickshire, rather than district basis.
 - **Stronger Communities – group in formation**
 - **Environment Group** – Chaired by WDC Chief Planner, supported by Action 21. Good mix of C&V sector and statutory agencies.
 - **Health** - Warwick District health and Wellbeing Group. Supported principally by PCT and Warwick District Council. Broad membership balancing providers and users.

- **Area Community Learning Partnership** - Chaired by Area Education Officer, bringing together representatives of community learning providers.
- **Children's Partnership for Action Group** - Chaired by WDC Strategic Director and serviced by WCC CYP&F Directorate. Mainly service provider focussed. This is intended to be the district level themed partnership for the CYPF block.

- 2.3 There are concerns however over the effectiveness of many of the theme groups and steps are being taken to re –launch some and generally reinvigorate the groups.
- 2.4 There is also felt to be a lack of consistency in the theme groups, with some comprising service providers with ability to resource initiatives and drive forward proposals, whilst others act more as consultative fora, dominated by the community and voluntary sector, providing views and shaping services locally but not able to deliver because of the lack of service provider engagement and commitment.
- 2.5 There was a very well attended LSP Community Conference in June this year that sought to provide an opportunity to look forward to the development of a new Sustainable Community Strategy aligned with the LAA. An issues paper has been produced as a basis for developing these local priorities and actions that will be developed by the theme groups. These will be considered and refined by an autumn Community Conference before moving to a draft Sustainable Community Strategy.

3. Rugby LSP (currently Rugby Forward)

- 3.1 The Rugby Forward Board last met on the 28 February 2007. There was a generally held view that the LSP was no longer fit for purpose as constituted and a recognition of the need to streamline the Rugby LSP and to put in place the necessary structures and processes to refocus the organisation and enable it to achieve its desired outcomes with regards to strategic and partnership working in the Borough. This, together with the changing partnership framework in which the Rugby LSP is operating, both nationally and in Warwickshire, have provided the catalyst to review the structure and governance arrangements.
- 3.2 As a result, and based on discussions held over recent months with key partners, the following structures are proposed for the Rugby LSP;
- Management Board (possibly supported by an Officer Coordinating Group – which is not seen as part of the formal structure)
 - 6 Theme Groups / Partnerships mirroring the blocks of the LAA
 - LSP Advisory Forum
- Support to the LSP will be shared equally between the Borough Council and the County Council as part of a new approach to joint working.

3.3 Members of the Management Board are expected to be of sufficient seniority to be able to make decisions on behalf of their organisation and to allocate appropriate resources, or to be able to ensure that all necessary approvals have been obtained in advance. It is proposed that membership of the restructured Management Board is as follows;

Nominating Body	Representatives
Rugby Borough Council	1 x elected member representative, supported by a non voting lead officer
Warwickshire County Council	1 x elected member representative, supported by a non voting lead officer
Warwickshire Police / Police Authority	1 x representative
Warwickshire PCT	1 x representative
Voluntary & Community Sector	1 x representative
Education / Learning Sector	1 representative
Chamber of Commerce	1 representative
Warwickshire Association of Local Councils	1 representative
Total	8

* A standing invitation will also be made to a representative of the Government Office for the West Midlands in a non-voting advisory capacity.

- 3.4 Six of the board members will be linked to one of the six themes within the Warwickshire Local Area Agreement / the Rugby Sustainable Community Strategy. The Chair will not be linked to a specific theme.
- 3.5 It is proposed that six theme groups / partnerships will be established, in alignment with both the themes of the Rugby Sustainable Community Strategy and the LAA themed blocks:
- Children & Young People
 - Stronger Communities
 - Safe Communities
 - Healthy Communities & Older People
 - Economic Development and Enterprise
 - Climate Change and the Environment
- 3.6 Membership of the theme groups will be determined by the theme groups themselves, subject to approval by the Management Board. It is proposed that the detailed role of the themed groups follows the terms of reference as endorsed by the Task and Finish Group and the Public Service Board.
- 3.6 It is also proposed to establish an Advisory Forum, made up of a wider cross section of organisations / community representatives whose role would be to support and advise the LSP Management Board in its delivery of the objectives in the Rugby Sustainable Community Strategy and the local delivery of objectives in the Warwickshire LAA. The forum would act as a consultative body and ‘sounding board’ to assist the LSP board in developing an appropriate vision for the Borough and in delivering that vision.

3.7 The LSP has been working on the development of a new Sustainable Community Strategy for Rugby (2007-2010) which has been aligned with the Warwickshire Local Area Agreement and includes the six themes, which match the six blocks within the LAA. It is recognised in its present form that the Sustainable Community Strategy provides a sound basis for future discussion and development but requires refining and adoption by a new LSP Management Board. The draft Strategy is therefore currently with key partners for consideration and endorsement on this basis. The delivery of the Sustainable Community Strategy will be a key action for the Rugby Local Strategic Partnership.

4. Stratford LSP

4.1 The Stratford LSP has completed its restructuring process and is now focusing efforts on making sure that the new partnership is working effectively and that the new theme groups are developing.

4.2 The newly structured LSP has adopted a terms of reference and has a Core Group with representatives as follows;

Nominating Body	Representatives
Stratford on Avon District Council	1 x representative
Warwickshire County Council	1 x representative
Warwickshire Police	1 x representative
Warwickshire PCT	1 x representative
Stratford Council for Voluntary Services	1 x representative
Coventry and Warwickshire Learning & Skills Council	1 representative
Warwickshire and West Midlands Association of Local Councils	1 representative
Six district level themed groups	6 – 1 x senior representative from each of the six themed groups
Total	13

*The Core Group shall be able co-opt up to a maximum of 2 non voting members.

4.3 In addition, the LSP has six theme groups, based on the six LAA themes. Each group is considering a standard terms of reference and adapting it to suit their own particular circumstances. The aim is for the theme groups to be strategic groups with actions being undertaken by task & finish groups. Each themed group is represented on the Core Group. In addition, the respective District Council Portfolio holders who sit on the district themed groups also sit on the corresponding county wide themed partnerships.

4.4 The theme groups are currently completing their action plans for 2007/08 and are being encouraged to start thinking about their action plans for 2008/09 and their three year strategic plans. These will take account of LAA and Community Plan priorities. The Partnership will also be preparing a new Sustainable Community Strategy beginning in January 2008 with aim of completing the process by September 2008.

5. Nuneaton and Bedworth LSP

5.1 The LSP is still undertaking its review process. The current membership of the LSP Executive Board is set out below, however the LSP is intending to “refresh” membership soon, to also include Chairs of the themed groups in line with changes to the wider LSP governance arrangements.

Nominating Body	Representatives
Nuneaton and Bedworth Council	2 x representatives (Cllr Ian Lloyd and NBBC Regeneration Manager)
Warwickshire County Council	3 ? x representatives (Cllr Richard Chattaway, WCC Area Manager, and WCC Head of Young People’s Services)
Warwickshire Police	1 x representative
Warwickshire PCT	1 x representative
Warwickshire Fire and Rescue Service	1 x representative
Coventry and Warwickshire Learning & Skills Council	1 representative
The Chamber of Commerce	
Job Centre Plus	1 representative
Coventry and Warwickshire Connexions	6 – 1 x senior representative from each of the six themed groups
Advantage West Midlands	
Total	13

5.2 The LSP currently has 4 Themed Groups;

- **Stronger Borough** - incorporating sub themes: (i) Supporting Communities, (ii) Housing, (iii) Learning and also incorporating the Community Involvement Forum
- **Safer Borough**
- **Healthier Borough**
- **Sustainable Borough** – incorporating (i) Environment, (ii) Travel and Accessibility, (iii) Town Centres and Economic Development

- 5.3 In addition, the LSP has an Advisory Group made up of the current Chairs of the four Themed Groups, the WCC Area Manager, NBBC Regeneration Manager, Pride in Camp Hill Project Director and NBBC Corporate Director (Chair).
- 5.4 The membership and role of the themed groups and the advisory group is also currently under review.
- 5.5 The LSP also has a Community Involvement Forum. This sits within the Stronger Block and meets 6 times a year to engage local people in the work of the Stronger Block and the wider LSP. This body also links with the Community Workers Network, which has links to fora such as the Extended Service Clusters. The Forum also links with bodies such as the Disability Forum and The Older Peoples Forum.
- 5.6 The Borough Council has just reviewed and published its new Sustainable Community Strategy for 2007 –2021 and is dovetailing its arrangements into delivery of the LAA locally with the strategy using the Theme Groups and their delivery mechanisms as the main driver. The arrangements for this are currently being revised and reviewed in accordance with the recommendations from the LAA Task and Finish Group.

6. North Warwickshire LSP (the NW Community Partnership)

- 6.1 The LSP is still undertaking its review process. The current Community Partnership Board has the following membership;

Nominating Body	Representatives
North Warwickshire Borough Council	13 x representatives-Jerry Hutchinson, Chief Executive, Councillors Hayfield, May, Phillips, Officers-Robert Beggs, Paul Roberts, Zoe Evans, Fran Poole, Cheryl Bridges, Clare Eggington, Kirstie Lowerie, Simon Powell, Julie Taylor
Warwickshire County Council	9 x representatives-Dave Clarke, Director of Resources, Councillors Moss, Sweet and Fowler, Officers-Janet Neale (CYP), Bill Basra, Andy Clarke, Richard Tuck, Peter Thompson
LSC/Higher Education	2 x representative Torin Spence (LSC), Rob Thompson (NWAHC)
T&PC	4 x representative Howard Vero, Judy Vero, Dr Bland, Sue Healy,
Business	1 x representative Jason Reakes (BMW)
VCS	6 x representative Jane White Volunteers Centre, Iris Filmer (Older people), Kay Wilson (WRCC), Doreen

	Parkinson (Beeline), Julie Holmes (Victim Support), Kate Morrison (NWCVS)
Warwickshire Police	1 x representative Mike Naughton
Warwickshire NHS	1 x representative Terry Leather
Total	37

- 6.2 The LSP has seven well established Theme Groups;
- Children Young People and their Families
 - Community Life (which includes (i) voluntary and community activity, (ii) choice, access and transport and (iii) decent and affordable housing)
 - Education and Lifelong Learning
 - Environment
 - Health and Wellbeing
 - Local Economy
 - Safer Communities
- 6.3 In addition, the LSP has an officer led co-ordinating group which supports the Partnership Board and a Chairs/ Lead Officers Group which meets quarterly and aims to further reinforce management arrangements, work on cross cutting initiatives and improve communication between those officers who provide general secretariat support to the LSP.
- 6.4 At its meeting in March 2007, the LSP agreed that the existing LSP structure as outline above would be retained but that it would be reconsidered in line with the development of the next Sustainable Community Strategy and the establishment of the LAA. It was agreed that this approach should include a review of the terms of reference for the partnership board and a refresh of the membership of all groups within the LSP.
- 6.2 Since that meeting and as part of the WMLGA/GOWM supported initiative 'Learning to Deliver', the brief for the review has been expanded and now seeks to ascertain the current effectiveness and inclusivity of the LSP in the context of
- Structure
 - Constitution
 - Roles and responsibilities
 - Membership
 - Councillors
 - Linkages with localities.
- 6.3 The basis for the review is an Improvement Plan which was submitted as part of the Learning to Deliver initiative and which was approved by the LSP in June 2007. The fundamental objective underpinning the action plan is to review the LSP to help both local authorities and other agencies involved in partnerships and practices to ensure they are functioning effectively and

inclusively and are continuing to deliver the stated aims and objectives of the North Warwickshire Sustainable Community Plan and vision.

- 6.4 It is envisaged that the review will result in recommendations for improvement to ensure that the LSP is inclusive, effective and fit for purpose to meet the challenges set by the Community Plan and also the wider strategic agenda set by the Local Government White Paper (Strong and Prosperous Communities) and the Warwickshire LAA. The timescales are for completion of the review by December 2007.

7. Conclusions

- 7.1 This report sets out the progress made by each of the LSPs in reviewing their governance arrangements. All LSPs have either undertaken a review of their current arrangements or are currently in the process of doing so (as in the case of Nuneaton and Bedworth, North Warwickshire and also Warwick in relation to their themed groups).
- 7.2 The LAA Governance Task and Finish Group is requested to consider this report and make any recommendations it feels appropriate to the Public Service Board for further consideration.
- 7.3 That the Public Service Board considers the contents of this report and any verbal recommendations from the LAA Governance Task and Finish Group.

David Carter
Strategic Director of Performance and Development
Warwickshire County Council