

Review of Torbay Strategic Partnership Membership and Governance

Torbay Strategic Partnership

1. What are we trying to achieve for our communities?

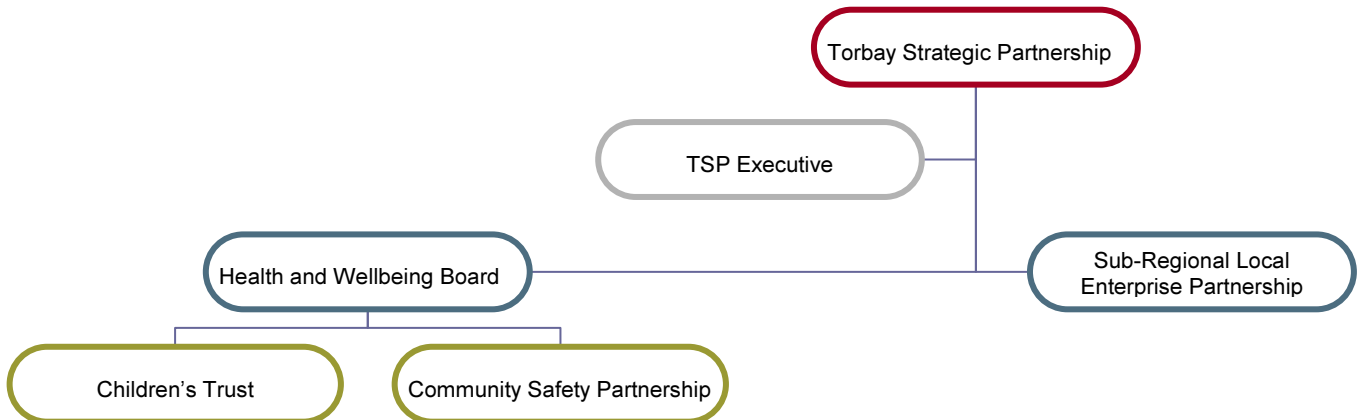
- 1.1 It is clear that 2011/12 will be a year of change and transition for Local Strategic Partnerships as a result of government policy changes. This provides an opportunity to review the shape and purpose of the partnership in Torbay. Further details of the emerging partnership environment and options to consider can be found at Appendix 1 to this report.
- 1.2 Key changes include the introduction of Health and Well Being Boards and Local Enterprise Partnerships. In response it has been agreed that the number of Torbay Strategic Partnership meetings be reduced from 6 to 3 per year and that 3 Shadow Health and Well Being Board meetings take their place (this was agreed by the Partnership under the ten day rule).
- 1.3 Key activities for the Partnership over the next 12 months are:
- Refreshment of the Community Plan;
 - Community based/pooled budgets and/big society;
 - Payment by results/Local Investment Trusts; and
 - TSP Forum events.
- 1.4 Proposed membership Structure

Recommended Structure for 2011 /12	
Category/Organisation	Representative
Mayor of Torbay	Gordon Oliver
Devon and Cornwall Constabulary	Chief Superintendent Steve Swani
Devon & Somerset Fire & Rescue Service	Steve West
Torbay Care Trust	Chair of Care Trust - Anthony Farnsworth
Voluntary and Community Services	Chair of CVS - Liam McGrath
Business Sector/Economic Development Company	Simon Wilson
Children's Trust	Carol Tozer
Community Partnerships	Dave Hodgetts (Chair of Management Group)
Housing Partnership	Julian Tuck
Further Education	Stephen Criddle
Chair of Overview and Scrutiny (Observer)	Councillor John Thomas
Torbay Council (Lib Dem)	Councillor Steve Darling
Torbay Council (Con)	Councillor Dave Thomas
LEP Representative or Private Sector	To be determined

- To be discussed at the meeting – requests for representation from Brixham Town Council and the English Riviera Tourism Company.

Brixham Town Council	Jackie Stockman
English Riviera Tourism Company	Chair

1.5 Relationship with others Boards



2. Relationship to Community Plan

2.1 A fit for purpose structure and constitution for the partnership is required to develop and deliver the Community Plan.

3. Recommendation for decision

3.1 That the membership for 2011 be agreed.

3.3 That 2 forum events take place during 2011/12.

3.4 That the partnership team make appropriate amendments to the constitution.

Contact Officer: Bernard Page
 Representing: Torbay Council
 Telephone no: 01803 207021

Background

What is a LSP?

A Local Strategic Partnership (LSP) is a single body that:

- Brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together;
- Is a non-statutory, non-executive organisation;
- Operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow action to be determined at community level.

Core tasks for an LSP

- Prepare and implement a Community Strategy for the area
- Bring together local plans, partnerships and initiatives
- Negotiate and deliver the local area agreement (programme cancelled by coalition government)

General Expectations

- Involve local communities
- Bring together public, private, community and voluntary sectors
- Operate at a strategic level
- Be effectively led
- Work as a genuine partnership
- Ensure community priorities are reflected in service delivery
- Be accountable to local people

How can partnerships add value?

- Achieve more that you can on your own
- Provides space for independent thinking
- Brings new people into projects
- Builds local confidence
- Present a more credible and trustworthy picture to national government and investors
- Overcomes short-termism of politics and business
- Brings in investment
- Better co-ordinated services
- Provide long term thinking
- Eventually provide a higher quality of life

Structure – Prior to May Election

- **TSP Board** Meets 6 times a year
- Engages with a wide range of stakeholders through the **TSP Forum** which meets twice a year in a workshop format
- Is supported by the **TSP Executive**
- Terms of reference
 - The role of the Partnership is to develop and deliver a vision for the future of Torbay that meets the aspirations of local people and which promotes the social, economic and environmental well-being of the Bay
 - Agree the Strategic direction of the Community Plan and Local Area Agreement, taking into account the views of the Torbay Strategic Partnership Forum and Torbay Council's Overview and Scrutiny Board
 - Agree financial resources for the delivery of the Local Area Agreement
 - Ensure that appropriate staffing resources within the officer support team are available to support the Partnership
 - Monitor, intervene, challenge and champion the delivery of the Local Area Agreement and Community Plan
 - Make six monthly progress reports to the Government Office for the South West
 - Report progress to the community through local media and newsletters to stakeholders; and
 - Review and implement changes to the overall partnership structure for development and delivery of the Community Plan and Local Area Agreement

Membership

Category/Organisation	Representative
Mayor of Torbay	Nick Bye (Chairman)
Torbay Council	Councillor Steve Darling
Devon and Cornwall Constabulary	Chief Superintendent Steve Swani
Devon & Somerset Fire & Rescue Services	Steve West
Torbay Care Trust	Anthony Farnsworth
Equalities Lead	Councillor Louisa Aiton
Stronger & Healthier SCP & Third Sector Lead, Voluntary and Community Services	Rose Sanders
Torbay Development Agency Board	Simon Wilson TDA (Vice-Chairman)
Learning for the Future - Children's Trust SCP	Carol Tozer
Pride in the Bay SCP	Vacancy
Torbay Strategic Economic Partnership	Vacancy
Community Partnerships	Dave Hodgetts
Older Persons Board	Philip Yould - Interim Rep
Housing Partnership	Julian Tuck
Further Education (Observer)	Stephen Criddle
Chair of Overview and Scrutiny (Observer)	Councillor John Thomas
Brixham Town Council (Observer)	Jackie Stockman

Partnership Achievements in Torbay

In Torbay the Local Strategic Partnership has brought together key players to;

- Develop and deliver current Community Plan Turning the Tide for Torbay – Currently under review
- Deliver the Local Area Agreement
 - Achieved nearly 90% of targets, bringing in £1.7m reward
 - Brought in voluntary, private and public sectors to deliver priorities in a joined up way, avoiding duplication of effort
 - Innovative approaches to delivery
 - Effective performance management – jointly agreed recovery plans to keep performance on track
 - Moving resources where needed to ensure delivery
- Manage the impacts of government funding cuts to ensure a co-ordinate approach cuts in public service delivery, minimizing the impact that cuts in one are may have on another
- Having a clear direction has contributed a reduction in duplication of effort, encouraged outside investment into the Bay, and has resulted in successful funding bids.

National Policy - Context for developing partnership arrangements

- Since May, the coalition government has announced a number of policy shifts that have implications for the size, focus and function of public services generally and for bodies such as Primary Care Trusts specifically.
- Proposals in the Health White Paper would bring new responsibilities, and statutory footing, to the Health and Wellbeing Board which is likely to necessitate changes in remit and membership. Similarly, the government is pursuing changes that will impact on Children's Trust arrangements and Community Safety Partnerships,
- The Home Office plan to repeal some regulations relating to Community Safety Partnerships in order to increase flexibility, but the statutory duty on partners to work together will remain.
- The formation of the Local Enterprise Partnership working at a sub regional level on economic issues, with Torbay joining forces with Devon, Plymouth and Somerset creates opportunities and challenges to ensure that Torbay's priorities are taken on board at a national and sub-regional level
- Payment by results is currently being piloted for more widespread introduction from 2012/13. Negotiations and delivery of payments by results will require similar partnership arrangement to those developed for Local Area Agreements
- The relationship with the voluntary sector and the delivery of the Big Society agenda will take on a higher profile. Government has already revised its 'Compact with the sector and the Torbay Strategic Partnership has revised its compact in response.

Little has been said nationally about LSP's. However, government has removed many of the past drivers for LSP business such as CAA and LAA's and the 'watching' establishment around LSP's such as the Audit Commission and Government Offices. While the coalition government places less emphasis than the previous government on formalised local partnership arrangements, collaboration and joint working remain a key part of the national agenda on health reform, policing, and economic development. Partnership relationships with the not-for-profit sector are central to government plans for the Big Society.

These developments make for a shifting and uncertain landscape for partners and partnership working, and also a rationale for fewer process-oriented meetings responding to a centrally set regulatory framework. It creates space to focus conversations between partners on more strategic Torbay issues. This gives us an opportunity to rethink the way we enable those conversations, building a more agile and flexible model that will be responsive to Torbay's priorities.

Options for Future Delivery

Given the uncertainty, including those around Health reforms 2011/12 is likely to be a year of transition. Torbay along with other Council's is reviewing partnership arrangements. Devon commenced this process on the 18 May and has already decided to cut the number of meetings held by the Partnership Board to three and to run two forum events a year. This matches views that have emerged in Torbay following a workshop event in March to consider options for the introduction of Health and Well Being Boards.

The deregulation initiatives of the coalition government offer us an opportunity to seize – to remove processes that we recognise duplicate effort with little value and introduce a model that feels different and is conducive to facilitating strategic debate and direction.

This could involve strengthening the active thematic partnerships whose business would be focussed on delivering outcomes against the Bay's priorities. In this more agile model of partnership working, time limited groups could also be created to take forward particular issues that might sit outside the remit of the thematic partnerships. This would also provide an opportunity to review the membership of the groups to ensure they include all key players.

The formal LSP could be remodelled around a coordination role with the Deputy Mayor and representatives of thematic groups and a representative of the voluntary sector. Key Partnerships would be Health and Well Being Board, Children's Trust, Community Safety and Local Enterprise Partnership. The Torbay Strategic Partnership would have responsibility for the strategic overview of partnerships in the Bay and convening larger partnership events focussing on big issues for the Bay. This group could meet three times a year to review the strategic agenda, convening up to two partnership forum events a year.

This innovative approach seizes the opportunity offered by a reduction in regulation and shows that we are able to demonstrate added value through our partnership working. It offers a real opportunity to lift the bureaucracy and shift to a more strategic position.

It creates capacity and energy to have focused time limited groups on issues that might be at risk of falling between the gaps.

The larger scale partnership events focusing on big issues, also give us an opportunity to have big conversations with our wider partners and stakeholders.

Partnership working between councils and other local agencies is key to redesigning public services, and to ensuring good outcomes at lowest cost.