

Outcomes of the Staffordshire Partnership Joint Executive and Strategic Boards September - November 2010

Staffordshire Strategic Partnership – A New Way of Working

The Future Staffordshire Partnership Environment



Fewer Shared Partnership Priorities

- The Executive and Strategic Boards agreed that the partnership needed to be more focussed on less priorities.
- The boards established a multi-agency task and finish group to develop an approach to agreeing fewer shared priorities.
- The board discussed what the possible small number of priorities could be, with a particular focus on those issues where we could have the biggest impact through partnership working.
- A long list of priorities were tested with the broader partnership at the Staffordshire Hundred event.
- The following priorities were reached following the range of discussions.
- The first task of the new Strategic Board will be to finalise the priorities.

The Shared Partnership Priorities

Outcome 1: Staffordshire will have a thriving economy.

To achieve this we will:

- develop a more business-friendly environment;
- brand and market Staffordshire as an aspirational place to live, work, visit and invest regionally, nationally and internationally;
- raise aspirations and improve the attainment of skills linked to employment opportunities.

Outcome 2: Staffordshire will be a safe, healthy and aspirational place to live.

To achieve this we will:

- reduce the impact to the individual, community and society caused by alcohol misuse;
- positively support the ageing population;
- reduce crime and the fear of crime;

The Health Sector challenged whether this should be focussed on healthy life-style choices rather than just alcohol. A majority of partners felt that this would be too broad. TBD by new Board.

Developing Key Principles for the Strategic Partnership

- The Strategic and Executive Board multi-agency task and finish group developed a proposal for the future partnership environment.
- This work included establishing core principles for the future strategic partnership environment.
- The principles reflected feedback from both boards, and other partners at a range of events.
- These principles were tested with organisations and eventually agreed at the joint Strategic and Executive Board workshop in November 2010.

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The Key Principles

New Partnership Environment built on the following core principles:

1. We must be more efficient, which means less bureaucracy associated with partnership working.
2. Partnership working built on formal relationships, conversations and trust, not reliance upon formal meetings. This means we do not wait for the next meeting to do business.
3. Less large meetings involving every organisation with an interest in the subject matter, instead smaller groups focussed on accountable and responsible individuals.
4. The partnership environment must be flexible to allow engagement of the appropriate partners at the appropriate times.
5. A shared number of smaller priorities, with a focus on delivering outcomes that are enhanced through partnership working and do not duplicate the day job.
6. We must take a “problem solving” approach based on empowered joint lead commissioners engaging partners to develop the right solutions to meet needs.
7. Not all partnership arrangements have to feed into the governance of the Staffordshire Strategic Partnership.
8. We must meet statutory responsibilities, whilst making the arrangements ‘work’ for Staffordshire.
9. Local solutions must be designed to meet local needs.

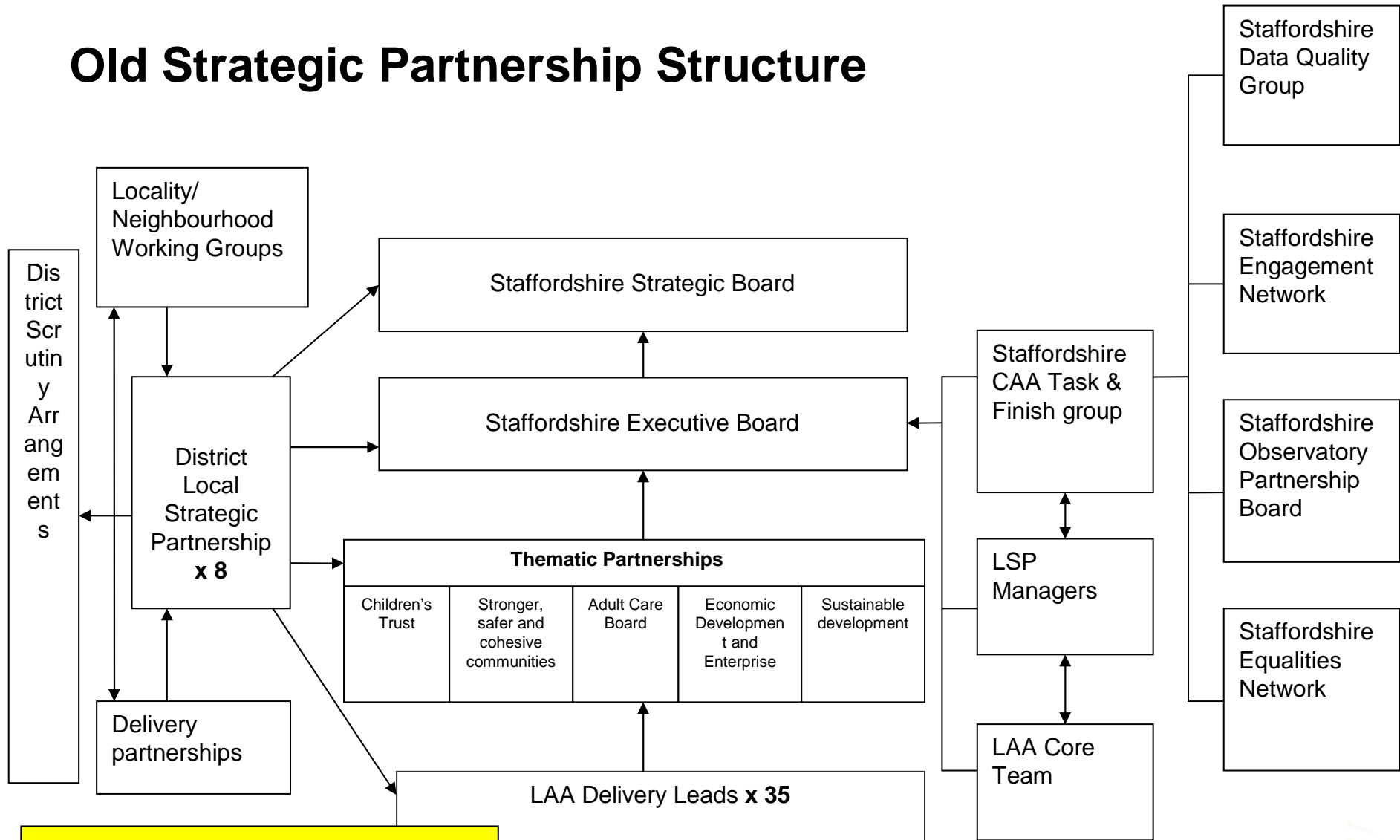
The New Strategic Partnership Environment

- At the Joint Executive and Strategic Board workshop on the 18th November 2010, the boards tested and tried to “break” the new structure.
- The boards agreed to implement the new arrangements, whilst being flexible enough to adapt to changing demands.
- A number of issues were raised as part of the workshops that need to be considered as the new arrangements are implemented, including:
 1. The Strategic Partnership needs a shared intelligence base.
 2. Accountable & responsible individuals must have sufficient resources and influence to make a difference as required.
 3. Commitment of the right partners is vital so that resources follow.
 4. We must remain focussed on the small number of shared priorities and not allow new priorities to be added in an ad hoc manner.
 5. Communication is absolutely key if we are to rely on individuals more and more.
 6. New ways of communicating must be developed to support the new arrangements.

The New Strategic Partnership Environment

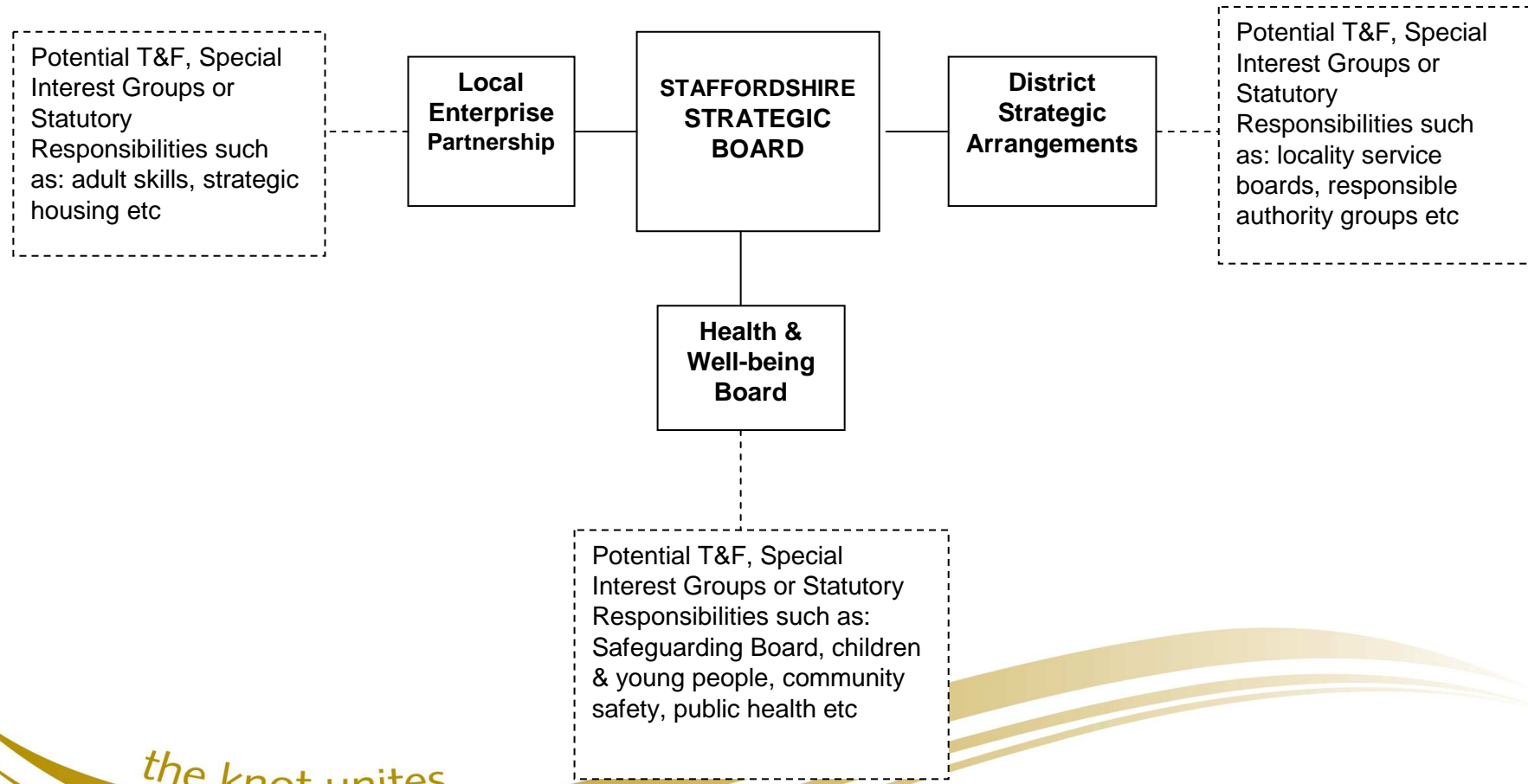
- The new partnership structure will focus on a small number of key boards required to deliver the shared priorities for Staffordshire and localities.
- The joint Executive and Strategic Board agreed that membership of the new boards shall be based on who is Responsible and Accountable, engaging with those who are Consulted, Influential, and Deliver on a flexible basis.
- It was also agreed that where organisations have a democratic mandate they should be represented by their leader (or relevant Cabinet member), supported by an officer.
- The boards will be used to set direction, empower individuals, check and challenge. They will also need to be flexible to allow for partners to engage as appropriate.
- The boards will make sure that appropriate partnership task & finish groups, special interest groups, statutory responsibilities are in place as needed and finished when the work is done.
- The role of the chair on the boards is very important, they must be well briefed throughout the year so they are able to work with partners in-between meetings to ensure that the partnership remains focussed on its priorities.

Old Strategic Partnership Structure



This diagram illustrates the basic structure of the old strategic partnership environment, it's worth noting that this does not capture all the partnerships operating in this environment. However, a majority of these arrangements were set-up as requested/instructed by government.

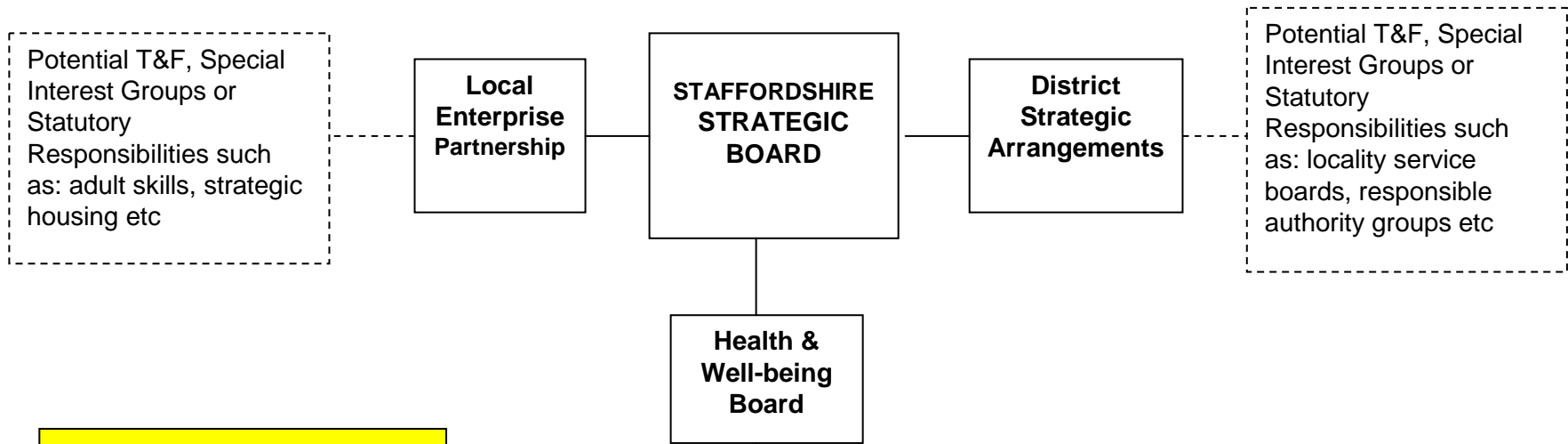
The New Partnership Environment: Structure



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The New Partnership Environment: Structure - Comments

Partnerships that deliver “business as usual” will continue to operate, however they will not formally fall under the strategic partnership structure.

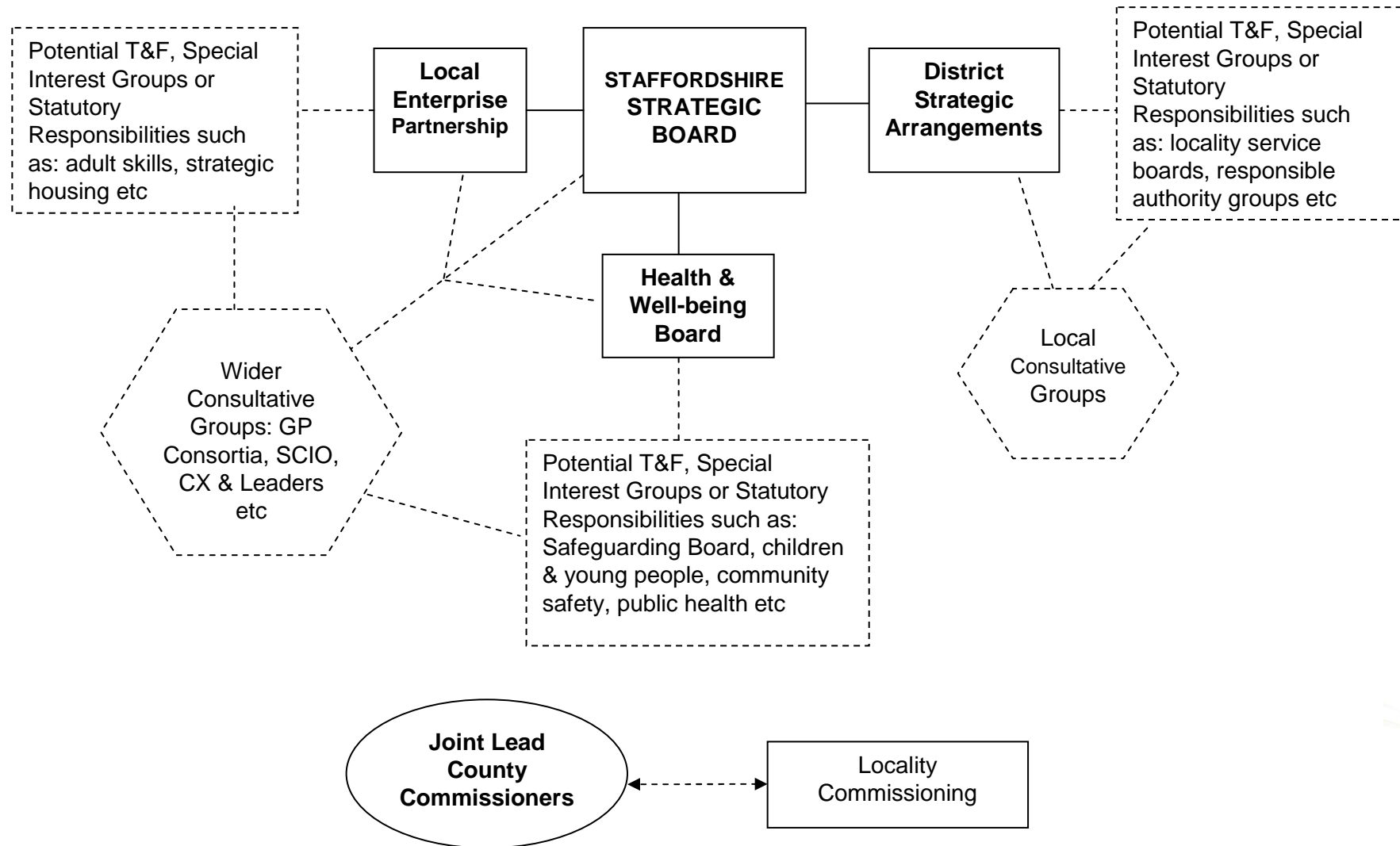


Not only is this a much simpler environment, but it also meets statutory requirements through the two key strategic boards of the LEP & HWbB.

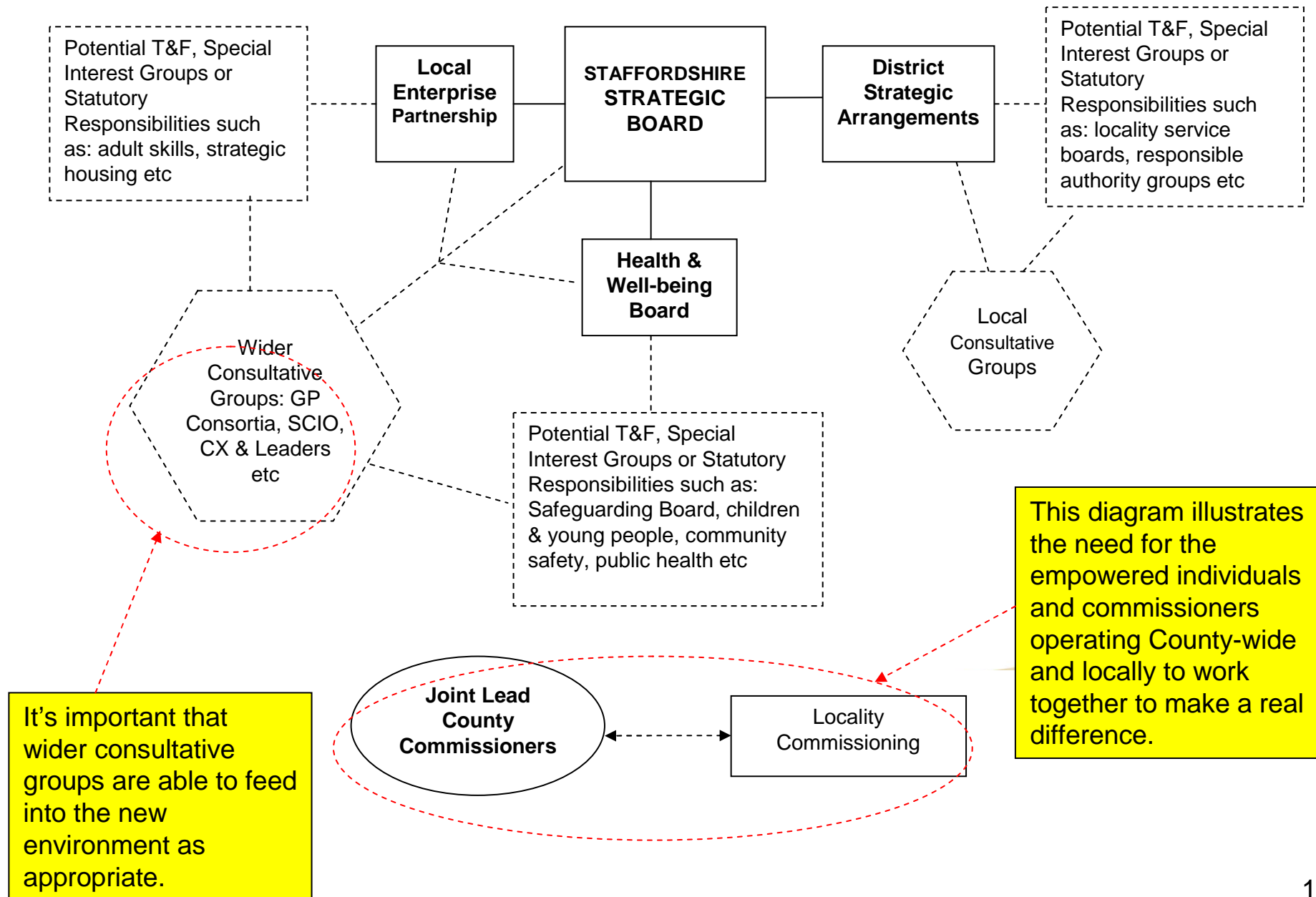
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Proposed Partnership Environment: Structure



Proposed Partnership Environment: Structure - Comments



The New Partnership Environment: The Boards

Staffordshire Strategic Board

Meets twice a year to set the vision for Staffordshire. Empower individuals with the responsibility & accountability to the partnership to oversee the delivery of shared priorities. Checking and challenging that the priorities are being delivered and the right partners engaged.

District Strategic Arrangements

Setting the local vision for a district and localities. Contributes to the delivery of the shared strategic partnership priorities as appropriate. Empower individuals with the responsibility & accountability to oversee the delivery of shared local priorities. Checking and challenging that the priorities are being delivered and the right partners engaged. Ensuring that the supporting groups/partnerships are fit-for-purpose and are meeting statutory requirements where appropriate.

Local Enterprise Partnership

Influencing the economic strategy for Staffordshire. Business led partnership to drive economic growth. Supporting individuals with the responsibility & accountability to deliver shared priorities. Checking and challenging that the priorities are being delivered and the right partners engaged. Ensuring that the supporting groups/partnerships are fit-for-purpose and are meeting statutory requirements where appropriate. Providing high quality business advice in support of economic development work programmes. Acting as an advocate on agreed issues & playing an ambassadorial role for Staffordshire .

Health and Well-being Board

Discharge the responsibilities of the statutory Health and Well-being Board. Empower individuals with the responsibility & accountability to oversee the delivery of shared priorities. Checking and challenging that the priorities are being delivered and the right partners engaged. Ensuring that the supporting groups/partnerships are fit-for-purpose and are meeting statutory requirements where appropriate.

The New Partnership Environment: Membership

- Membership of the boards must reflect the new way of working built on formal relationships, conversations and trust, not reliance upon formal meetings.
- The joint Strategic and Executive boards also agreed that the new environment needed less large meetings involving every organisation with an interest in the subject matter, instead they required smaller groups focussed on accountable and responsible individuals.
- Membership of the boards should therefore be based on who is Responsible and Accountable, engaging with those who are Consulted, Influential, and Deliver on a flexible basis.
- It was also agreed that where organisations have a democratic mandate they should be represented by their leader (or relevant Cabinet member), supported by an officer.
- The District Strategic Arrangements, Local Enterprise Partnership and Health and Wellbeing Board membership will be developed following the same principles and statutory guidance (as appropriate).

The New Partnership Environment: Membership

- As the membership of the Local Enterprise Partnership (LEP), Health and Well-being Board (H&WbB), and District Strategic Arrangements are to be developed according to need, the only membership issues considered by the joint Strategic and Executive Board was that of the new Staffordshire Strategic Board.

Staffordshire Strategic Board **Core** Membership:

District Council Representation

Stoke-on-Trent City Council

Staffordshire County Council

Staffordshire Police (Chair/Elected Commissioner and CX)

Staffordshire Fire & Rescue (Chair and CX)

Health Sector Representation (possibly the new Trust or chair of H&WbB Board)

GP Consortia Representation

Business Representation (Chair of the LEP)

Third Sector Representation

Skills Agenda Representation

Remember: although the board has a small core membership, it will need to involve other partners as and when required on a flexible basis.

The New Partnership Environment: Implementation

The next steps for the implementation of the partnership are:

- First meeting of new Staffordshire Strategic Board (SSB) to take place in early 2011 to finalise the small number of shared priorities and the core membership.
- Develop communications strategy and channels for new environment.
- Health and Well-being Board to be established and begin operating by March 2011.
- SSB, LEP, H&WbB, and District Strategic Arrangements to ensure appropriate partnerships are established to deliver priorities by March 2011.
- SSB, LEP, H&WbB and District Strategic Arrangements to rationalise old partnership arrangements by March 2011.

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Key Contacts

Keep an eye on the Strategic Partnership Website for updates:

<http://www.staffordshirepartnership.org.uk/>

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