

**Staffordshire
Local Area Agreement 2008 – 2011
Final Governance Arrangements
12th September 2008**

LAA GOVERNANCE ARRANGEMENTS

It is important that all partners across Staffordshire are signed up to delivering genuine improvements across the County, with governance arrangements providing an effective and efficient mechanism for managing and supporting partnership delivery. However, no matter how sound the governance arrangements the key to success will be the willingness of organisations to work together.

The arrangements detailed below set out the scope, functions, scrutiny arrangements, membership and frequency of meetings for each element of the governance structure.

Appendix 1 uses a worked example to help illustrate how the governance arrangements will work in reality and is accompanied by a tackling under-performance flow-chart (Appendix 2).

STAFFORDSHIRE STRATEGIC BOARD

SCOPE

This is the Staffordshire LSP which provides strategic and community leadership in place shaping and priority setting for the area, to ensure a better quality of life for residents of Staffordshire through the Staffordshire Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).

FUNCTIONS

- Develop the priorities for the Sustainable Community Strategy.
- Approve the Staffordshire Sustainable Community Strategy.
- Approve the Staffordshire LAA
- Approve the LAA delivery mechanisms and final sign off of the delivery plans
- Hold the Executive Board to account for delivery of the SCS and LAA.
- Approve the financial framework to meet the requirements of delivery plans
- Receive a SCS and LAA performance report from the Executive Board, with a focus on exceptions.
- Coordinate strategic links between the Staffordshire and Stoke LSPs.
- Report back on progress to the wider LSP forum and Staffordshire Communities.

SCRUTINY

As Staffordshire County Council is the accountable body for the Staffordshire LSP (i.e. the Strategic Board), the County Council's Scrutiny Committee will hold the Strategic Board to account through its Partnerships Scrutiny Panel

which includes representatives from the Districts and other partners. District/borough scrutiny panels mirror this arrangement at a local level.

FREQUENCY OF MEETINGS

The Board should meet initially to approve the Sustainable Community Strategy, LAA, and delivery plans and thereafter meet to receive an exception report on performance of delivery plans on a 6 monthly basis.

In the instance that a Thematic Partnership lead raises a performance issue which needs resolving outside of meeting dates the Chair and Vice Chair have the delegated responsibility to make decisions with the appropriate partners and report back to the Board.

MEMBERSHIP

The chair of the Board should be selected by the Leader of the accountable body for the LSP as set out in the 'Creating Safe, Strong and Prosperous Communities Statutory Guidance' (July 2008: paragraph 2.7 ii) "The chair of the Board, whilst appointed by the LSP, will need to be formally recognised by the relevant local authority's executive."

Membership of this Board should be considered to support delivery, and meet statutory requirements:

- Leaders of the accountable bodies for the 9 LSPs.
- Chairs of relevant partner organisations, including business, voluntary and education (including Further and Higher Education) sectors: North and South PCTs, Fire and Rescue Service, Police, Staffordshire Consortium of Infrastructure Organisations, Business representatives (including Executive of LSC), and the Executives of Keele and Staffordshire Universities
- Leader of accountable body for Stoke-on-Trent LSP (observer).
- Government Office for the West Midlands (observer).

- Officers may be required to attend to support their Chairs (observer).

Next Steps:

Agree constitution which will be amended to reflect the proposals (either virtually or at the first meeting of the board).

At the first meeting of the new Board the Leader of the accountable body will take the Chairmanship, or approve an alternative Chair, and the Board will agree a Vice-Chair.

STAFFORDSHIRE EXECUTIVE BOARD

SCOPE

To have a primary focus on the effective delivery of the Local Area Agreement across Staffordshire whilst also considering other areas of concern relating to wider partnership working.

FUNCTIONS:

- Ensure the LAA delivery plans are produced and deliverable, and recommend for sign off to the Strategic Board.
- Hold Thematic Partnerships to account for delivery of the LAA.
- Focus on managing the performance of the LAA Delivery Plans on a quarterly basis by exception and provide mutual assistance in addressing, as appropriate, priority performance issues relating to the delivery of the wider SCS.
- Ensure resource and commitment across the Partnership to deliver the SCS and LAA, holding partners to account and where necessary make recommendations to the Strategic Board on how such issues may be addressed.
- Ensure LAA delivery is cross-cutting.
- Appoint the Thematic Partnership leads, meeting statutory requirements as appropriate
- Provide a link to and from LSPs to enable local performance issues to be raised and addressed in a timely manner.

SCRUTINY

The Executive Board is held to account for delivery of the LAA and the wider SCS agenda by the Strategic Board.

FREQUENCY OF MEETINGS

The Executive Board must meet on at least a quarterly basis to receive performance reports from the Thematic Partnerships. Extraordinary meetings may be convened by exception if required to tackle delivery issues.

In the instance that a Thematic Partnership lead raises a performance issue which needs resolving outside of meeting dates the Chair and Vice Chair have the delegated responsibility to make decisions with the appropriate partners and report back to the board.

MEMBERSHIP

- Chief Executives of accountable bodies for the 9 LSPs.
- Chief Officers of key delivery organisations: Police, Fire and Rescue, 2xPCTs.
- Directors of core functions for Staffordshire County Council (Social Care and Health, Children and Life-long Learning, and Development Services).
- Relevant AWM representative
- Chief Executive (or equivalent) of an organisation representing the voluntary sector.
- Other representatives (LSC, Colleges, Universities, Business, Connexions, Job Centre Plus and Probation)
- Thematic Partnership leads (if different to the above)
- Audit Commission – Comprehensive Area Assessment Lead
- Government Office for the West Midlands (observer)

Next Steps:

Agree constitution which will be amended to reflect the proposals (either virtually or at the first meeting of the Board).

At the first meeting of the new Board the Chief Executive of the accountable body will take the Chairmanship and the Board will agree the Vice-Chair.

THEMATIC PARTNERSHIPS (formerly Block Partnerships)

SCOPE:

The Thematic Partnerships oversee the development, delivery and management of the LAA and support the delivery of the Sustainable Community Strategy from a thematic perspective. Some of the partnerships may fulfil broader statutory functions.

FUNCTION:

- Oversee the production, and delivery of LAA delivery plans, including reporting up to the Staffordshire Executive and Strategic Boards for approval.
- Ensure appropriate partner engagement in the production, and delivery of LAA delivery plans
- Provide partnership support to the delivery of wider SCS priorities.
- Hold LAA indicator responsible officers to account for delivery.
- Establish fit-for-purpose performance management arrangements that manages performance in a timely manner (at least quarterly), including reporting to the Staffordshire Executive and Strategic Boards.
- Ensure the LAA delivery plans are cross-cutting.

SCRUTINY

The Executive Board will hold the Thematic Partnerships to account for the delivery of the LAA and the wider SCS agenda.

FREQUENCY OF MEETINGS

The Thematic Partnerships should meet as needed to manage the delivery of the SCS and LAA, however, they will need to meet at least quarterly to meet the requirements of performance managing the LAA.

MEMBERSHIP

Thematic Partnerships which have not recently been reviewed should be, to ensure they meet statutory requirements and are delivering effectively. They should however consist of organisations that are responsible for delivery of priorities as part of the day job, with representatives being of the appropriate level to make decisions required to support delivery, including the named delivery leads for the appropriate LAA indicators.

Each Thematic Partnership should include the relevant portfolio holder from Staffordshire County Council's Cabinet. This reflects national guidance and allows an elected member to exercise executive influence and community leadership.

Next Steps:

Review of the Thematic Partnerships which have not recently been considered, to assure they are set up to deliver the new LAA.

Thematic Partnerships to produce a summary of the organisations involved in the delivery partnership arrangements in order to provide the Executive Board with assurance - to be led by the Core Team (Darryl Evers).

DISTRICT LSP

SCOPE

To provide strategic and community leadership in place shaping and priority setting for the area, to ensure a better quality of life for residents through the District Sustainable Community Strategy (SCS).

FUNCTIONS

- Develop the priorities for the District Sustainable Community Strategy.
- Approve the District Sustainable Community Strategy.
- Approve the District Sustainable Community Strategy delivery plans and the resource to support effective delivery
- Ensure the District LSP is engaged in the delivery of appropriate LAA targets.
- Receive District SCS performance reports (which includes contribution to appropriate LAA targets), with a focus on exceptions.

SCRUTINY

As each District Council is the accountable body for the District LSP, the District Council's Scrutiny Committee will hold the District LSP to account.

FREQUENCY OF MEETINGS

The LSP should meet as needed to fulfil its function.

MEMBERSHIP

District LSPs should be reviewed to ensure they meet statutory requirements and are delivering effectively. They should however consist of thematic delivery arrangements that feed into the Thematic Partnerships appropriately. The LSP should be supported by organisations that are responsible for the delivery of their priorities as part of the day job, with representatives being of the appropriate level to make the decisions required to support delivery.

It is desirable that District Council portfolio holders should be involved in the relevant thematic delivery arrangements.

Appendix 1: Worked Example

The new LAA Governance Arrangements should allow a partnership to tackle delivery and performance issues in the most effective way possible. In most cases a problem will be solved by the organisation(s) involved in day-to-day delivery, however, some occasions will require issues to be escalated, how an issue is escalated, who by and to whom, will depend on the problem itself.

Example 1: Tackling Anti-Social Behaviour - Tamworth CDRP is not delivering to target

In this example Tamworth LSP are one of many partners involved in the delivery of NI: 21. Declan Hoare is the delivery lead and he has pulled together key partners to produce a delivery plan, within this plan there are agreed targets and actions for each LSP.

Each District LSP is involved with the delivery of this indicator through its CDRP.

In quarter 2, there are significant performance issues in Tamworth. They have been discussed by the CDRP and LSP, and they feel that they need extra resource to deliver against target in this plan. The local lead feeds this back through Declan Hoare.

Declan includes this as part of his performance report which goes to the Safer and Stronger Communities (S&SC) Partnership (initially through the performance group). This partnership includes a range of organisations who may, or may not, be able to instigate actions to support Tamworth LSP.

S&SC performance group meets and discusses the performance issue, they feel that there are two actions required to turn performance around for this indicator: 1. other LSPs share best practice with Tamworth; and 2. a small amount of additional funding is provided to Tamworth LSP to run a campaign in Glascote on raising awareness around ASB.

The S&SC partnership is unable to find the additional funding required from within the partnership, so they escalate the issue to the Staffordshire Executive Board through Peter Dartford.

The Executive Board receive the Quarter 2 performance report, which includes any actions required of them from the Thematic Partnerships. In this example it includes a report on the underperformance within Tamworth and the proposed actions, specifically the request for additional funding.

The Board discusses the issue and agrees a way forward: 1. existing resources are redirected to support the activity, or 2. other funding streams (such as ABG) are used to support the activity.

The Strategic Board receives the Quarter 2 performance report, including any actions required of them. In this case they are asked to hold the Executive Board to account for their decisions.

The County-wide Scrutiny Panel receives the Quarter 2 performance report and holds the Executive and Strategic Boards to account.

This scenario can also be shown as a table of actions and responsibilities:

Governance	Actions	Responsibilities	Responsible Officer(s)
District LSP - Tamworth LSP	Report on underperformance to CDRP and LSP Management Boards.	Manage day-to-day delivery and performance against agreed targets within LAA delivery plan	Dave Fern (Community Safety Manager)
NI: 21 Delivery Partnership	Discuss performance issues; in this case they agree that Tamworth needs more resource to support delivery of a project in Glascote. Partners do not feel they can provide the resource.	Manage delivery and performance against NI: 21	Declan Hoare (Delivery Lead)
Thematic Partnerships - Safer and Stronger Communities Performance and Strategy Groups	Performance reports discussed by S&SC partnership (through the performance group) - partners feel unable to provide the resource required to support Tamworth.	Manage delivery and performance against the Safer and Stronger Communities indicators.	Cllr Carol Dean (Strategy Group) and Peter Dartford (Performance Group)
Staffordshire Executive Board	Actions required of the Executive Board are reported by Peter Dartford and discussed by the	Monitor and manage the performance of the LAA Delivery Plans on a quarterly basis	Ron Hilton (Chair), Peter Dartford (S&SC Representative), and David Weatherly

	Executive Board. In this example partners working with Tamworth CDRP agree to realign resources to support the project in Glascote.	by exception.	(Tamworth Representative)
Staffordshire Strategic Board	Strategic Board receives performance report including exceptions (and actions taken), and hold the Executive Board to account.	Hold the executive board to account for delivery of the LAA.	John Taylor (Chair),

Appendix 2: Tackling under performance flow-chart

