

WIRRAL STRATEGIC PARTNERSHIP EXECUTIVE BOARD

WEDNESDAY 1ST APRIL 2009

REPORT OF THE DEPUTY CHIEF EXECUTIVE / DIRECTOR OF CORPORATE SERVICES

WIRRAL'S LOCAL STRATEGIC PARTNERSHIP - GOVERNANCE UPDATE REPORT

1. EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to request final approval from board members on the proposals arising from the review of governance arrangements for Wirral's local strategic partnership (LSP).

2. OUTCOME OF LSP BOARD MEETING - DECEMBER 2008

- 2.1. Wirral's LSP Board agreed the following recommendations at its meeting in December 2008:
- 2.2. That the LAA Programme Board be formally recognised as the Executive Board of the LSP and the main decision making body of the partnership;
- 2.3. That proposals are developed to ensure that the role of the Local Strategic Partnership Board in overseeing the long-term aspirations for the borough, and in engaging stakeholders across Wirral in the partnership's agenda, is fully realised and that the LSP board be expanded to create a larger, more consultative group and considers policy review work
- 2.4. That the block leads group be reformed and expanded to include any other relevant staff and that this group provide a management function to the LSP executive
- 2.5. That LSP partners support the development of the partnership's delivery infrastructure and reporting mechanisms where this is appropriate and necessary, i.e. in relation to the thematic partnerships, block working groups and other groups such as the Wirral Equalities Forum and Environmental and Sustainability Advisory Group.
- 2.6. The LSP board requested that further work be undertaken to develop revised terms of reference for the LSP Executive and the LSP Board. This would include membership, roles and responsibilities, reporting structure and the remit for both groups include the development a communications plan for the LSP to be brought to the next meeting of the LSP board in March 2009. This report covers these areas, with the exception of the communications plan, which still needs to be developed.

3. PROPOSED LSP STRUCTURE

- 3.1. This structure reflects the original presentation to the LAA Programme Board and subsequent meeting with the LSP Board. It also reflects good practice guidance from the Audit Commission regarding LSP governance. The following sections cover firstly some cross-cutting issues and then give an update on each component of the partnership.
- 3.2. The representative role played by members of the community and voluntary sector will be managed by Voluntary Community Action Wirral (VCAW), which will be commissioned to develop the engagement network to do this. For clarity, this report refers to VCAW throughout as the lead on representation of the sector. Proposals for spending the additional funding agreed through the LAA reward grant will also be agreed with VCAW by the partnership executive.
- 3.3. The following sections explain the proposals for the changes to the governance structure.
- 3.4. **LSP board → Strategic Partnership Assembly**
- 3.4.1. It is proposed that the LSP board be renamed Wirral's Strategic Partnership Assembly. This group has already agreed to extend the membership to Wirral councillors, and it is further proposed that the group will pursue a wider representation than the existing membership. The current workshop approach will facilitate this, and an assembly / conference approach will be used to run the meeting. This is in line with best practice from LSPs across the country, and will be vital in enhancing the engagement channels required by the comprehensive area assessment process.
- 3.4.2. The LSP Board has already agreed that it should be transformed into a wider partnership forum with a larger number of partners. The Wirral Strategic Partnership Assembly will have an important role of co-ordinating engagement across the sectors. It will consider both current and future policy provision so ensuring that there are a fuller set of views on how Wirral's Strategic Partnership can take forward the priorities for Wirral. This will include an advisory role regarding the following issues:
- National Indicator 7 (NI 7) – *Environment for a thriving third sector*
 - The Sustainable Community Strategy
 - The Comprehensive Engagement Strategy
 - Third Sector Development
 - The emerging Community Cohesion Agenda – NI 35
 - Community Engagement via Area Forums
- 3.4.3. This group's role and responsibilities will focus on a representative function and providing a wider consultation forum on key policies and strategies, and in particular to strengthen the links between delivery partnerships, areas and elected members. A draft terms of reference is included as an appendix. The group will act as an advisor to the partnership executive.

3.5. LAA programme Board → Strategic Partnership Executive

3.5.1. As previously agreed, the Wirral Strategic Partnership Executive (previously the LAA Programme Board) will be the senior decision making board for Wirral's strategic partnership with overall responsibility for the partnership and delivery of Wirral's sustainable community strategy and local area agreement.

3.5.2. The executive's role will be to work collaboratively to ensure the delivery of the objectives and targets contained in the sustainable community strategy and the local area agreement and to remove any barriers or blockages to successful delivery. The board will own the SCS and LAA documents and be responsible for maximising Wirral's performance under comprehensive area assessment (CAA).

3.5.3. The board's membership is:

- Wirral Council
- NHS Wirral
- Wirral University Teaching Hospital NHS Foundation Trust
- JobCentrePlus
- Learning & Skills Council
- Private sector
- Cheshire and Wirral Partnership NHS Foundation Trust
- Merseyside Police
- Community and Voluntary Sector
- Merseyside Fire & Rescue Service

3.6. Block leads group → Management Group

3.6.1. This group will be renamed the Wirral Strategic Partnership Management Group and will take responsibility for managing the delivery plans that respond to the ongoing assessment of local needs and priorities. They will also act to ensure, where appropriate, cross cutting themes are actioned across the thematic delivery partnerships.

3.6.2. The Management Group will be chaired by the Council's Deputy Chief Executive and will have representatives from each of the thematic delivery partnerships, the LSP team, the chief executive of Voluntary Community Action Wirral, and someone to act as a link with each of the key enabling groups that feed into the management group (not necessarily one person per group). Currently this would be:

- Environmental sustainability appraisal group
- Wirral equalities forum
- LAA development group.
- Cohesion group (not yet created) and comprehensive engagement strategy group
(Plus possible, limited additional groups as required and agreed by the management board)

3.6.3. The management group will provide leadership and direction to the enabling groups supporting the entire partnership, including creating any new regular and

/ or task and finish groups. The management group will be accountable to the partnership executive.

3.7. Blocks → Thematic Partnerships

3.7.1. The thematic delivery partnerships will lead on the delivery of the LAA improvement targets and partnership priorities by managing the performance and risks through robust delivery plans. Membership will be determined by theme delivery partnership leads and will include appropriate representation from community and voluntary sector. The blocks will be formally subsumed into the thematic partnership arrangements.

3.7.2. There will be six thematic partnerships (one for each of the six themes in the SCS), and each will be represented on the management board. These thematic partnerships are:

- **Crime and Disorder Reduction:** led by the Crime and Disorder Reduction Partnership
- **Children and Young People** (to become Children's Trust): led by the Children and Young People's Executive Board
- **Health, Care and Wellbeing:** led by the Health and Wellbeing Partnership
- **Strategic Housing:** led by the Strategic Housing Partnership Board
- **Environment and Liveability:** currently led by the liveability group
- **Economic Development and Skills:** led by the Wirral Economic Development and Skills Partnership group.

3.7.3. It will be up to each thematic partnership to construct and maintain its own terms of reference. Whilst maintaining their own structures for governance and reporting, including organisational accountability, the thematic partnerships will be ultimately accountable to the executive in a partnership context.

3.8. Enabling groups and partnership support

3.8.1. To complement the thematic delivery structures, a range of other groups is necessary to support the enabling activities required. This includes other existing partnerships such as Environmental Sustainability Appraisal Group (ESAG), the Compact strategy group, comprehensive engagement strategy group and Wirral Equalities Forum, but also areas as yet undeveloped. These enabling activities will require different approaches, ranging from formalised groups with a regular meeting cycle to task and finish groups or ad hoc / one off groups. These groups will be accountable to the management board and ultimately partnership executive.

3.8.2. The partnership's main approach to area working will be through the existing area forums, and work is underway to review the operation of these forums. This work will be reported to the LSP Assembly for consultation and to the LSP Executive for approval at a future date.

3.8.3. Partnership, performance, secretariat and development support will continue to be provided by the LSP team within Wirral Council's Corporate Policy team. The authority will also provide support for legal, financial, risk management and communications from within council structures. However the LSP Executive

should consider what support from other partners is appropriate and necessary; this could be financial or staff / in kind resources.

- 3.9. These structures are represented diagrammatically in appendix one and draft terms of reference are included as appendix two.
- 3.10. The proposals set out in section 3 of this report were approved by the LSP board at its meeting on 10th March 2009.

4. BACKGROUND PAPERS

- LSP Board paper – Item 7 – December 2008
- LAA Programme Board paper – Item 9 – November 2009
- ICE consultation on LAA Programme Board & board away day – October 2008
- LAA Programme Board paper – Item 6 – January 2008

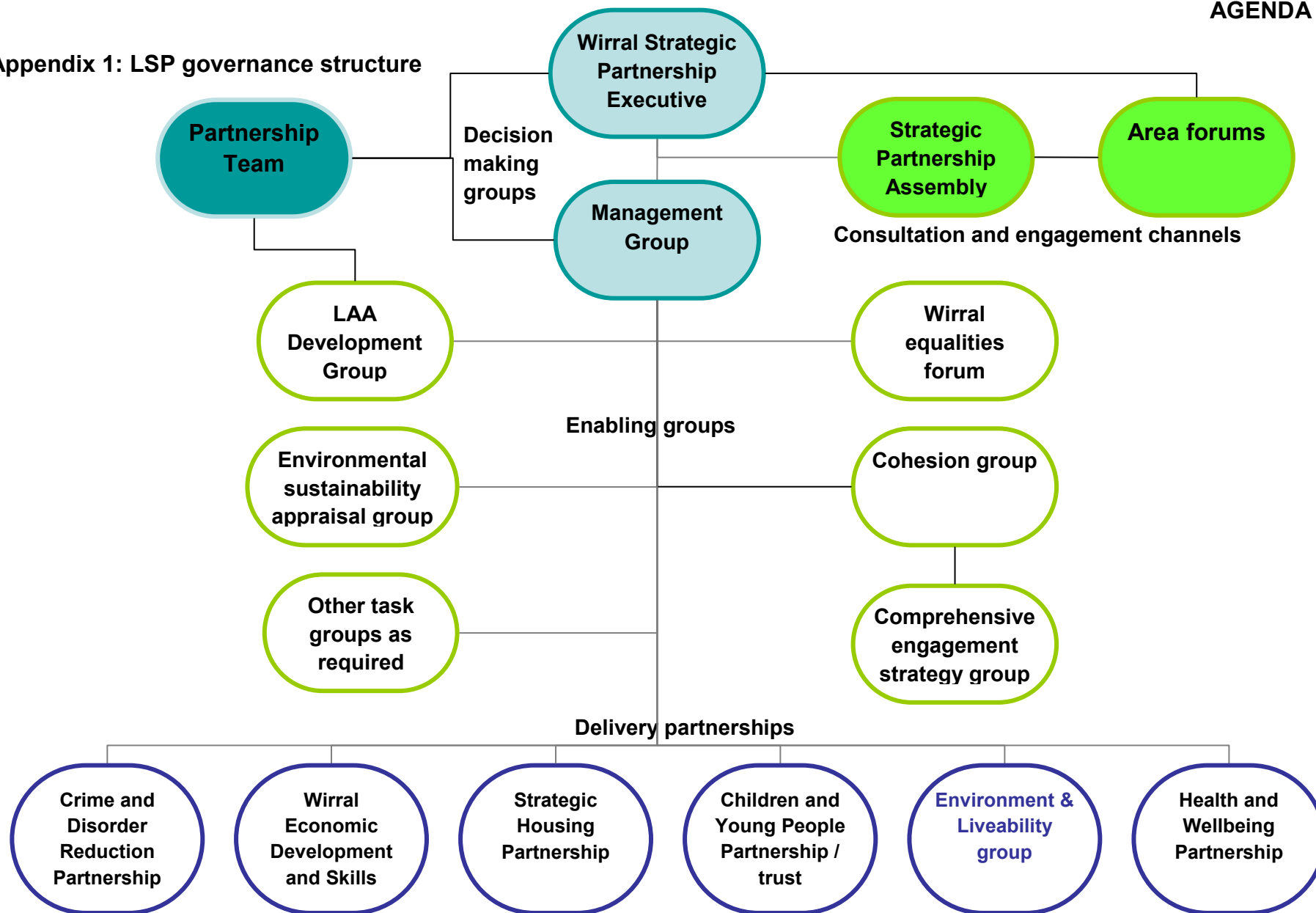
5. RECOMMENDATIONS

- 5.1. Executive board members are recommended to approve the structure and terms of reference set out in appendix one and two of this report.

Jim Wilkie
Deputy Chief Executive / Director of Corporate Services

This report was prepared by Russ Glennon, John Highton and Lucy Beed who can be contacted on 691 8152, 8522 8006 respectively.

Appendix 1: LSP governance structure



Appendix two: draft terms of reference

Wirral's Strategic Partnership Executive	
Role	Be the principle decision making group for Wirral's Local Strategic Partnership. Provide leadership to the entire partnership and work collaboratively to remove barriers and achieve the vision and objectives of the partnership.
Responsible for:	Development and delivery of the sustainable community strategy, local area agreement and other key strategies and the partnership's approach to comprehensive area assessment.
Directly accountable to:	Department for Communities and Local Government, Government Office for the North West, CAA joint inspection team, senior organisational decision making structures., including Wirral Council's Cabinet as the accountable body.
Membership:	<p>Leader of the Labour Group, Wirral Council Leader of the Liberal Democrat Group, Wirral Council Leader of the Conservative Group, Wirral Council Chief Executive of Wirral Council Chief Executive of NHS Wirral Chief Executive of Wirral University Teaching Hospital NHS Foundation Trust Chief Executive of Cheshire and Wirral Partnership NHS Foundation Trust Area Commander, Merseyside Police Regional manager, JobCentrePlus Regional manager, Learning & Skills Council Voluntary and Community Action Wirral (via network) Private sector representative Area Commander, Merseyside Fire and Rescue Service</p>
Key tasks:	<ul style="list-style-type: none"> • Oversee and sign off the production of the sustainable community strategy, local area agreement and related delivery plans and ensure these are reflected in partner plans • Review the delivery and performance of the LSP across all relevant areas and take necessary corrective action, including resolving conflict between organisations • Review and approve relevant funding decisions on behalf of the partnership • Oversee and sign off key partnership strategies covering equality, engagement, community and voluntary sector and cohesion • Own the LSP's improvement programme
Constraints / regulations:	The executive will be subject to a code of conduct, compact, council standing orders, declarations of interest and other mechanisms as detailed in the governance toolkit for Wirral.
Additional information:	The executive will be chaired by the Leader of Wirral Council as the chair of Wirral's local strategic partnership. No deputies are permitted at meetings of the executive.

Wirral's Strategic Partnership Assembly	
Role	A consultation and engagement channel and advisor for the local strategic partnership.
Responsible for:	Supporting the development of policies, interventions and strategies to achieve Wirral LSP's vision, aims and objectives. Representing the voice of Wirral's communities and areas, and engaging in a constructive dialogue with all relevant groups, particularly vulnerable groups.
Directly accountable to:	Wirral Strategic Partnership Executive
Membership:	To include: Members of the voluntary and community sectors Voluntary and Community Action Wirral (via network) Statutory sector organisations Wirral Council elected members
Key tasks:	<ul style="list-style-type: none"> • Consider key issues facing the borough in the long term and develop innovative ideas and suggestions • Act as an engagement and consultation channel on key policies and strategies including the sustainable community strategy and local area agreement and provide constructive feedback to the executive • Organise task and finish sub-groups as appropriate to carry out specific policy review work and make constructive recommendations to the executive • Specifically engage with and represent the views of the community and voluntary sector regarding NI7, the comprehensive engagement strategy, and cohesion • Bring together the views of representative groups for people and places, with a specific focus on vulnerable groups
Constraints / regulations:	The assembly will be subject to a code of conduct, compact, council standing orders, declarations of interest and other mechanisms as detailed in the governance toolkit for Wirral.
Additional information:	The assembly will select its own chair on an annual basis in the last meeting before April.

Wirral's Strategic Partnership Management Group	
Role	A strategic management group supporting the executive in fulfilling its functions.
Responsible for:	The management of the delivery of the sustainable community strategy, local area agreement and related delivery plans, the partnership improvement programme and providing leadership to the enabling groups supporting the partnership.
Directly accountable to:	Wirral Strategic Partnership Executive
Membership:	Senior representatives from each of the six thematic partnerships Representatives from the enabling groups Member(s) of the partnership team Wirral Council's Deputy Chief Executive The Chief Executive of Voluntary and Community Action Wirral Others as required / appropriate
Key tasks:	<ul style="list-style-type: none"> • Review and manage the performance of the partnership • Provide clear leadership and direction to the enabling groups supporting the partnership, including setting up and closing down groups as required • Ensure that all reports to the executive are appropriate, accurate and effective • Develop and deliver the partnership improvement programme • Develop and deliver the partnership's approach to comprehensive area assessment, including liaising with the CAA joint inspection team, self assessment and planning • Develop and implement the partnership's approaches to performance management and planning • Resolve or escalate areas of underperformance or conflicts between organisations within the partnership • Ensure that the supporting mechanisms for the partnership are appropriate, effective and regularly reviewed
Constraints / regulations:	The group will be subject to a code of conduct, compact, council standing orders, declarations of interest and other mechanisms as detailed in the governance toolkit for Wirral.
Additional information:	The group will be chaired by Wirral Council's Deputy Chief Executive