

**REPORT TO SSP BOARD**

**PAPER C**

**SUBJECT:** LAA2 and Delivery Partnership Update

**Date of SSP Board meeting for discussion:** 2 April 2009

**Approximate time to allow for discussion:** 10 minutes

**KEY ISSUES:**

This report provides an update on:

1) LAA2 review and refresh: Suffolk's Local Area Agreement has recently been 'reviewed and refreshed'. This has included the negotiation of all outstanding target measurements and the review of performance to date.

2) Delivery Partnerships: The nine Delivery Partnerships have now had 6 months to develop since the agreement of the new SSP and LAA governance structures in September 2009.

Appendices 1 and 2 contain the performance update submitted to the Performance Management Group on 19 March 2009 (headed "Report to Performance Management Group Paper B"). The papers include information on LAA targets relating to each delivery partnership.

**WHAT ARE THE SSP BOARD BEING REQUESTED TO DO? e.g. make a decision, recommend, consider options etc.**

For information.

**ARE THERE RESOURCE IMPLICATIONS TO THE SSP BOARD?**

No.

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## **LAA2 Review and Refresh**

The Review and Refresh of Suffolk's Second Local Area Agreement (LAA2) is now complete. Government Office's review of progress against LAA2 in late December 2008/early January 2009 looked at Suffolk's ability to deliver the LAA2 targets, through development of the Delivery Partnerships and their action plans. It concluded that 'Suffolk has made some progress putting in place delivery arrangements for LAA'.

The review was generally positive about Suffolk's progress, but identified that the time taken to agree new governance arrangements had caused a delay in embedding the new structures and a delay in delivery planning.

The refresh included the negotiation of 21 LAA2 targets that were nationally deferred. Suffolk also pursued the renegotiation of some targets in light of the current economic climate. The housing target (net additional homes provided) has been renegotiated during the review and refresh period and partners have agreed to defer the target relating to the number of people claiming benefits until later in the year when we have a better understanding of the impact of the economic downturn.

## **Delivery Partnerships**

### Structures

Delivery Partnerships have now had 6 months to develop and establish their structures and ways of working since the SSP and LAA governance was agreed by the SSP Board in September 2008. All Delivery Partnerships are up and running in some form, however some partnerships are taking longer to establish their full structure than others. For example, the Adult Learning and Skill Board is yet to meet, but this Partnership is one of the few 'new' partnerships, which did not exist previously in another form. Their Executive Group has been working to recruit business representatives to the Board and has started to develop the Adult Learning and Skills Strategy. The Executive has recently been reviewing the results of research and consultation to inform that process. The Adult Learning and Skills Board is due to have its first meeting in early April.

The Healthy Ambitions and the Care Health and Independence Delivery Partnerships have also taken some time to establish their structures. Following lengthy discussions the two partnerships have agreed to have a joint Executive Group to support both Delivery Partnership Boards. The joint Executive Group is due to hold its first meeting on the 8<sup>th</sup> April.

Whilst we recognise that structures can take time to establish, we should to be mindful that Delivery Partnerships need to be delivering outcomes. The Audit Commission, through the Comprehensive Area Assessment, will be looking at what partnerships are achieving.

### Focus of Partnerships

Part of the rationale behind the development of the Delivery Partnerships was that they focused on a new way of working, focusing on the delivery of the high level outcomes set out in Transforming Suffolk, Suffolk's Community Strategy 2008-2028.

Some Delivery Partnerships are struggling to achieve this and are finding it difficult to focus on delivering the Community Strategy outcomes rather than focusing on LAA2 targets. The Partnerships and Performance Teams are currently working with the Delivery Partnership co-ordinators to identify where further support is needed and ensure that good practice from Delivery Partnerships is shared. For example, the Creating the Greenest County partnership is an excellent example of a partnership that is not tied down by bureaucracy, but effectively brings together a range of partners that are committed to change and delivering actions.

### Action Planning

The development of effective Action Plans has not been consistent across the partnerships. The Action Plans should be a way of identifying the 'added value' that Delivery Partnerships can actively deliver. However, for some partnerships the Action Plans have become a long list of activities that are already taking place. In this way some of the partnerships have failed to identify the gaps and opportunities that could be taken forward. Again, the Partnerships Team are working closely with co-ordinators to identify areas for improvement and support to ensure that Delivery Partnerships are adding value to existing work areas.

It is envisaged that the process for allocating the Performance Reward Grant (PRG) to Delivery Partnerships will kick start a change in thinking in those partnerships that are struggling to think and work differently. The Care, Health and Independence Delivery Partnership is an example of a partnership that has found it difficult to understand its role in the new structure, and 'break free' from its former role as the LAA1 Block Board 3, Adults and Healthier Communities. The PRG process has given the co-ordinator the opportunity to focus the partners' efforts on the achievement of Community Strategy outcomes through innovative ways of working and possible proposals for PRG funding will be developed during a workshop in early April. Learning from the workshop about how the partners can work together to achieve shared outcomes will then be used to inform the style, format and content of future meetings.

### Summary

All nine Delivery Partnerships have their own strengths and weaknesses. Whilst some partnerships have found the focus on outcomes a positive step away from the bureaucracy of local government processes, others have found it hard to move away from formal, process driven agendas. Some partnerships have been able to prioritise areas for activity, others have found it difficult to identify the 'added value' the partnership can provide.

Whilst we recognise the partnerships are relatively new, we are almost a third of the way into LAA2. It is therefore essential that the partnerships identify their weaknesses, take up the offer of support and start actively delivering actions and outcomes. We also recognise the amount of resources that all partners are putting into Delivery Partnerships and we therefore need to ensure that the partnerships are effectively delivering outcomes to justify these resources.

Monthly co-ordinators meetings are providing a good opportunity to share information and identify common issues which may need further support. In the coming months the Partnerships Team is also seeking to identify areas for support across the partnerships, and is looking to develop a series of events and workshops, building on the regular co-ordinators meetings to support Delivery Partnerships over the coming year.