

Local Strategic Partnerships

A time to take stock...

Partnership working – national experience

Since 2006 White Paper

- elected members becoming more involved
- rationalising structures around LAA themes
- LSP led by core body (public service board or similar)
- integrated local data and PM framework

More recently

- Total Place approach – counting and culture
 - rethinking LAAs – looking outwards not upwards
 - focus on efficiencies, VFM, asset management
 - the push for autonomy – place based budgets
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A Time to Take Stock...

Key issues which will have an impact on the work of LSPs:

- **Government action on deficit reduction and consequent impact on local budgets**
 - **Localism and Devolution**
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Deficit Reduction

“We have committed to providing the National Health Service with real increases throughout the Parliament and we will honour our international aid obligations to the poorest in the world.

Once these are taken into account, the Budget figures imply that **other departments will face an average real cut of around 25 per cent over four years.**”

(George Osborne MP, 22nd June 2010)

Forthcoming Spending Review

“The scale of the challenge presents an opportunity to take a more fundamental look at the role of Government in society and how it can fulfil that role.

The Review will therefore consider how to deliver a step change in public sector productivity and value for money”

(HM Treasury, June 2010)

Spending Review continued...

Prioritisation criteria:

- Is the activity essential to meet Government priorities?
 - Does the Government need to fund this activity?
 - Does the activity provide substantial economic value?
 - Can the activity be targeted to those most in need?
 - How can the activity be provided at lower cost?
 - How can the activity be provided more effectively?
 - Can the activity be provided by a non-state provider or by citizens, wholly or in partnership?
 - Can non-state providers be paid to carry out the activity according to the results they achieve?
 - Can local bodies as opposed to central Government provide the activity?
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Localism and Devolution

‘we will promote the radical devolution of power and greater financial autonomy to local government and community groups...’

(The Coalition: our programme for government)

‘Localism, localism, localism’.....but in what forms?

Localism agenda has been about more than one thing

- devolution and ‘letting go’ from the centre
- stronger local political leadership and accountability
- joining up - integration of services to give better outcomes

Coalition is ‘letting go’ from the centre and taking out bureaucracy

It is also taking out much of the ‘wiring’ of LAAs, TP, GOs...

Letting go from the centre ('taking out the wiring')...

Accountability – we are seeing a relaxation in the “top down” performance management programme which has been a feature of our work in recent years...

- The **Comprehensive Area Assessment** process - has been abolished with immediate effect
 - The **National Indicator Set** - will be abolished (or scaled back significantly)
 - **Public Service Agreements** - the Coalition Government is ending the system of Public Service Agreements (PSAs), set at national level.
 - **Local Area Agreements** – assumed that the LAA process as we have come to know it will end on 31 March.
 - **Performance Reward Grant (PRG)** element of the LAA process - will be scaled back and, in time, probably abolished.
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Some inconsistencies surfacing..?

New Government Commitments – assessing the implications:

Positive help to
localism and integration

Negative,
or carries risks

New Government commitment	Fit with devolution and local leadership	Fit with integration
'We will promote the radical devolution of power and greater financial autonomy to local government and community groups'	Yes, if actions follow words	No reference as yet to devolution of e.g DWP functions
'This will include a review of local government finance' (now planned for 2012)	Yes, if Govt goes for PBB. Meanwhile rate capping and referenda	Only if ring fencing removed and PBB is put in place
General power of competence	Yes, if widely drawn	Only if it allows LAs to take on other functions
Abolition of regional spatial strategies and Leaders Boards Invitation to councils to come together to form LEPs.	Yes, if sub-regional LEPs work better than RDAs.	Adds new spatial complexities to partnership working
Directly elected mayors in 12 largest cities	'stronger' local political leadership (but imposed)	Only where wider functions added to LA role (e.g. policing)
Abolition of PSAs. Future of NIS uncertain. Place Survey likely to be wound up	Allows for local priority-setting	Risk of separate Whitehall outcome frameworks (e.g DH)
NHS reforms: statutory Health and Wellbeing Boards, public health role for LAs	'Democratises' public health	Coherent leadership of public health
GP commissioning	Yes, but GP consortia a new and unpredictable player	Risks to integration of health and social care
Directly elected Police and Crime Commissioners	Better solution than police authorities?	Risk of competing local electoral mandates

New Government commitment	Fit with devolution and local leadership	Fit with integration
No firm statements of future of LAAs, but assumption that current round will be the last.	Removes 'top-down' negotiations and PM element of LAAs	Also removes a framework for 'single dialogue' with Govt
Abolition of GOL and 'in principle' abolition of all GOs.	Removes top-down role in PM regimes	Removes regional lever for integration
No plans to continue Total Place (but support for general principles and talk of PBB)	Leaves areas to pursue their own agenda.	Some loss of national impetus?
We will phase out ring-fencing of grants and review the unfair HRA	Yes (if it happens).	Yes, provided no ring fences thro' back door
We will require all councils to publish all items of spending above £500	Yes if it helps raise citizen awareness	Only if applied to all other public services
Assumed 25-40% cuts in local government spend, over 3 year spending period.	'devolve to axe' scenario will gain ground	Not where integrated working carries short-term process costs.
Abolition of CAA	Removes major inspection burden	CAA has been a lever for integrated working?
All Government Departments to assess spend against Spending Review criteria on future role of state	Yes, if central functions devolved to local level	No, if Whitehall departments retreat to silos
Big Society and social enterprises take on wider range of public services	Devolutionary (but may bypass local democracy)	Risks free-for-all if no one holds the ring

A vastly changing partnership landscape...

- Establishment of Local Enterprise Partnerships
 - NHS reforms
 - Policing reforms
 - “Big Society”
 - Changing role for the Voluntary and Community Sector...
 - Place-based budgets...
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Local Enterprise Partnerships...

- **Role**

- to provide the strategic leadership in their areas to set out local economic priorities
- to create the right environment for business and growth in their areas by tackling issues such as planning and housing, local transport and infrastructure priorities, employment and enterprise and the transition to the low carbon economy

- **Governance**

- to be effective partnerships it is vital that business and civic leaders work together

- **Size**

- to cover functional economic and travel to work areas
 - to be sufficiently strategic, the expectation is that partnerships will include groups of upper tier authorities
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NHS Reforms

Headlines:

- More radical and high risk than expected
- Huge upheaval for SHAs and PCTs
- Not yet clear how GP consortia will position themselves in LSP landscape
- Health and Wellbeing Boards a new animal
 - statutory and ‘within the local authority’, but with wide membership of non-councillors

Key Questions:

- What real influence and executive powers will the new Health and Wellbeing Boards have?
 - pooled budgets, steering commissioning or more ‘strategic’? (JSNA, wellbeing)
 - How far will reforms bridge NHS/social care divide?
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Policing Reforms

Headlines:

- Abolition of police authorities and replacement by directly Elected Commissioners
- New Police and Crime Panels (councillors, independent and lay members)
- London's arrangements will see less change with Mayor left in charge, GLA doing scrutiny - could other areas follow suit e.g. big city mayors?

Key Questions:

- How will the Commissioner relate to CSP/CDRP and to the Leader & Community Safety Lead Member? (Is there a risk of 'competing electoral mandates'?)

An Alternative Solution:

- LGA has proposed an alternative solution - re-integrating police accountability with local government
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“Big Society”

The three strands:

- 1) Public Sector reform (what the state can do for us)
- 2) Community empowerment (what we can do for ourselves); and,
- 3) Philanthropic action (what we can do for others).

“The more we get away from the idea of a single source of help, delivered by a unitary state, ruling over a monolithic public sector, the closer we will get to a

Big Society”

(Rt Hon Greg Clark MP, Minister for Decentralisation)

“Big Society” continued...

The three methods:

- 1) Transparency (the redistribution of knowledge)
- 2) Social Finance (the redistribution of money); and,
- 3) Decentralisation (the redistribution of power).

“From a central government point of view there is no agenda other than to learn how we can best help each community achieve their own vision of the

Big Society”

(Rt Hon Greg Clark MP, Minister for Decentralisation)

Changing Role for the Voluntary and Community Sector...

Key Question:

Does the Voluntary and Community Sector (and indeed the private sector) have appropriate capacity and infrastructure and mechanisms to engage in potentially taking on a much bigger role in terms of delivering public services in the future..?

Place-based budgets

The Local Government Group has opened a conversation with the government about a great reform programme.

The main element of that reform is simple.

- Public services need to put citizens in control of how public money is spent, either directly or through their locally elected representatives.
 - A **place-based budget** for local services, under democratic control, will allow local communities to take their own decisions about how much money is spent, by whom and on what locally.
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How are other LSPs responding...?

- **Buckinghamshire Strategic Partnership** is in the process of:
 - mapping its BSP work against the Coalition agenda/emerging national picture;
 - looking at its SCS outcomes (and LAA content) in the light of this; and,
 - setting out its thinking/proposals for a future approach.
 - **Cambridgeshire Together** is in the process of developing a new model for partnership working. Its new approach will:
 - be firmly based on a principle of subsidiarity (i.e. issues should as far as possible be addressed at the lowest appropriate spatial level)
 - move away from static long standing partnerships where they are not required or working well, to the commissioning and decommissioning of task/finish groups that are focused on achieving a given outcome or improving services in a particular area.
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How are other LSPs responding...?

- **Essex Strategic Partnership** has commissioned Local Improvement Advisors to review Partnership Governance – ‘to be better positioned for the future’
 - **Devon Strategic Partnership** has commissioned the establishment of two ‘Task and Finish’ Groups to develop and plan the implementation of specific areas for future partnership working, namely:
 - **Re-designing Services within a Locality; and,**
 - **Improving Devon’s Economy (with reference to Devon’s principal vulnerabilities)**
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Key Questions for Local Strategic Partnerships

- Taking account of the Spending Review, the Localism and Devolution agenda, the introduction of LEPs, the Health and Police Reforms, the emphasis on 'Big Society' and the possible introduction of Place-based budgets –
 - Are current arrangements (including governance) still 'fit for purpose'?
 - What new arrangements might we need to deliver a new programme for partnership working?
 - What could a partnership model look like in the future?
 - Is there an appetite to be radical?
 - How do we ensure that the baby is not thrown out with the bathwater? What do we value from our current ways of working/processes which we could not afford to lose in any future arrangements?
 - What role should Elected Members have in any future arrangements?
 - What are the potential gaps, barriers and issues..?
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