

**DEVON STRATEGIC PARTNERSHIP
Partnership Board**

28 January 2010

Present:-

Mrs Sally Foxhall (Independent Chair) (attended for items 1-10)

Mr Tim Jones (Devon Economic Partnership) (attended for items 1-10)

Mr Paul Shand (GOSW) (attended for items 1-10)

Dr Ed Moffatt (Faith Sector) (attended for items 1-10)

Mr Paul Gompertz (Environment Devon) (attended for items 1-10)

Mr John Bunting (Devon Consortium) (attended for items 1-10)

Councillor Peter Hare-Scott (Mid Devon District Council) (attended for items 1-10)

Councillor John Tucker (South Hams District Council) (attended for items 1-10)

Dr David Radford (Devon PCT) (attended for items 1-10)

Councillor John Hart (Devon County Council) (attended for items 1-10)

Mr Phil Norrey (Devon County Council) (attended for items 5-10)

Mr Andrew Southall, (SWRDA) (attended for items 1-10)

Councillor James McInnes (West Devon Borough Council) (attended for items 1-10)

Also in attendance

Mrs Caroline Rae (DSP Development Officer) (attended for items 1-10)

Mrs Julie Richards, (LAA Development Officer) (attended for items 1-10)

Mr Roland Pyle (Policy Officer) (attended for items 1-10)

Liz Gingell (DSP Performance Improvement Officer) (attended for items 1-10)

Sue Craythorne (County Community Strategy Officer) (attended for items 1-5)

Mary Ridgeway (Devon Affordable Housing Officer) (attended for items 3-10)

1. Apologies

Apologies received from;

Mr Trevor Smale (Dartmoor National Park Authority)

Councillor Alan Connett (Teignbridge District Council)

Councillor Des Brailey (North Devon District Council)

2. **Minutes and Matters Arising**

(a) Minutes

RESOLVED that the Minutes of the meeting held on 30 September 2009 be signed as a correct record.

(b) Matters Arising

(i) Peninsular Domestic Violence and Abuse Model (Minute 2(b)(i))

Delegates noted that this had been to the Delivery Board.

RESOLVED

(a) that a report on the matter would be brought to a future meeting of the Partnership Board; and

(b) that congratulations and thanks be extended to the ADVA (against domestic violence and abuse) team for their efforts which undoubtedly contributed towards a 'green flag' in the latest Comprehensive Area Assessment.

(ii) Audit of Resources (Minute 5(a)(b))

The Chair queried the actions arising under this issue, including;

- that the Partnership Board reviewed the current arrangements and investment of financial and 'in kind' resources in the delivery of the LAA and that they consider the future strategic and financial development of the DSP; and
- that each partner agency and district LSP reviewed the alignment of their strategic and financial plans with the Sustainable Community Strategy and LAA priorities.

RESOLVED that the Board note this work is ongoing and that future reports would be brought to the Board as and when required.

(iii) Audit of Resources (Minute 5(e))

The Chair requested an update on whether the Board would receive an update on the Communications Strategy.

RESOLVED that a report on Communications and a Communications Strategy be brought to the next meeting of the Partnership Board.

(iv) Update Papers (Minute 7)

Delegates had noted at the last meeting that the first annual review of the 2008-18 Sustainable Community Strategy was nearly complete and that it would be circulated to members once finished.

Delegates were advised that this work had been completed and could now be viewed on the DSP website at <http://www.devonsp.org.uk/scs/docs/devonscs-review.pdf>

3. **Local Area Agreement – Performance Report and Future**

Delegates received two reports, one being an update report on the Devon LAA 2008-2011 and the second on developing a future partnership delivery plan for Devon. The most recent LAA Performance Overview (Quarter 3 October – December 2009) was also circulated.

3a. Devon LAA 2008-2011 Update Report

Delegates received an update report on the Devon LAA. At the last meeting, the Board had received a report detailing Quarter 1 (year 2) performance against all 38 of Devon's Local Area Agreement (LAA) priorities, as well as an update on future arrangements for performance management of the LAA.

The report provided an update on performance across the LAA, an update on the second LAA annual review and refresh (which was underway) and also a summary of feedback from the first two meetings of the Performance and Resources Sub Group.

In terms of performance, it appeared that the majority of the priorities were broadly on a par with that of the previous two quarters, although the Board were asked to note that funding-related issues were increasingly being escalated.

Delegates discussed the following issues;

- What were the implications (and also perceptions) of re-setting targets, especially if the bar had been set too high or targets were more aspirational than realistic;
- What were the reasons for a lack of progress on Culture targets, particularly LAA12;
- That the drift on LAA 8 was regrettable, as delegates felt it was a reasonably small amount of resources, for a 'quick win', although some Authorities were unable to meet the funding required;
- That there was still little room for leeway on targets that were part of the national indicator set;
- There were proposals to reduce the number of affordable homes to be delivered, as the impact of the recession had seriously affected the ability to deliver;
- There was concern over the teenage conception rate target, as work to tackle this issue was at full capacity, yet the reduction achieved was only 1.2%;
- How the DSP might craft its legacy business plan, to ensure it was fit for purpose;
- Clarity was required over the terms 'pooling' and 'alignment' and also how to engage those not directly involved in the process, such as the private sector;
- That the light touch refresh was unanimously agreed as a sensible way forward;

RESOLVED

(a) that the timeline and broad negotiation parameters for the second Local Area Agreement annual review and refresh be noted and that the process for adoption be agreed; and

(b) that the update from the Performance and Resources Sub Group be noted and their recommendations for the DSP be endorsed.

3b. Developing a Future Partnership Delivery Plan for Devon

Delegates received a further report on proposals for future partnership delivery in Devon. The report had strong links with several others on the agenda, therefore delegates were asked to consider these threads. It was noted that whilst there were statutory obligations to deliver against the current LAA, some thought should be given to developing a potential successor, one more 'fit for purpose' in the current climate. One of the reported

shortcomings of the current LAA was that there was too much central control (from Government), which meant a dilution of some of the essential criteria.

The report highlighted that any future Partnership Delivery Plan should embed the following principles;

- A stronger focus on 'Story of Place';
- A stronger focus on 'spatial definition';
- A reduced number of clearly defined (SMART) 'outcome-focused' priorities;
- That cross-cutting themes were embedded throughout;
- Resources adequately allocated; and
- Collaborative leadership being at the fore.

It was also suggested that the Resource Hub be developed in parallel with the development of the LAA's successor, and this had been endorsed by the Delivery Board and Performance and Resources Sub Group.

The Board were asked to consider whether a Project Initiation Document (PID) should commence and how they might be kept informed of progress.

Delegates discussed the following issues;

- That an officer sat on the national LAA group, which was an opportunity to influence at a national level;
- That with possible changes in Government, it was important to concentrate on core Devon issues;
- That it would be crucial to work more closely in the future, particularly with technology. Neighbouring authorities should have compatible systems to allow smarter, joined up working;
- That the word business should feature more heavily in the document (para 3.11 was suggested); and
- That a robust communications strategy was missing from the document.

RESOLVED

(a) that the proposals for developing a future Partnership Delivery Plan for Devon, (to succeed the current Local Area Agreement as the delivery mechanism for the Sustainable Community Strategy), be noted;

(b) that the Direction of Travel and principles outlined in the report be endorsed; and

(c) that the Board authorise work to commence on a project initiation document, which should include reference to community and stakeholder engagement.

4

Total Place

The Board received a report on the Total Place initiative, explaining that it was about challenging existing models of service delivery. In the current climate of 'fiscal consolidation', the initiative explores whether a radical new approach to delivery of key services could accelerate improvement of outcomes at a lower cost to the public purse, by examining **all** public money that came into an area.

There had been 13 pilot areas (nationwide), but working across the 3 strategic partnerships (Devon, Plymouth and Torbay) £250,000 had been secured to help explore Total Place for the sub-region. The project would focus on finding new ways of assisting and supporting

people and families with the most complex needs and would examine how financial savings could be shared between partners, the benefits of simplifying and integrating services and the legal, financial and organisational barriers to reshaping and redesigning services. Any proposals for change would be finalised in early Autumn.

It was noted that strategic leadership was a vital factor to ensure a successful outcome, therefore the Board was invited to debate its leadership role in the project and opportunities and challenges of leadership across three strategic partnerships.

Delegates discussed;

- How links between Plymouth and Torbay might be established;
- That with proposals to remove RDA's, it was crucial for all Local Authorities to work closer together and establish those links, to save resources and limit expenditure; and that this be raised at a forthcoming Peninsular meeting, which Cllr Hart was attending.
- What were the lessons learned from the Cumbria pilot;
- Where did the voluntary and community sector fit into the total place initiative; and was it possible to assess the contribution and include it within the calculations; and
- The importance of granularity – to be able to identify areas and localities where the most benefit could be obtained.

RESOLVED

(a) that the report be noted; and

(b) that a further update be brought to the next meeting of the Board on the outcomes of discussions at the Peninsular meeting, as referred to above.

5 Devon Futures

The Board received a report on the activities of the Devon Futures group. The group had reported at the DSP conference in December 2009, outlining three scenarios, showing very different futures for the residents of Devon depending on the level of action taken by partners now and over the next 30 years, with regard to issues such as demographics, climate, transport, environment and farming, housing, economy and energy.

It was the complexity of the scenarios which highlighted how the DSP was in a unique position to ask the question 'what can we do differently to mitigate the impact of the changes that the County will go through', exploiting the positives and making the most of opportunities, whilst planning for the negatives.

The report also highlighted the importance of partners' strategic plans taking the likely future of Devon into account and also the comments and recommendations of the Delivery Board from when they considered the issue.

Delegates discussed;

- that the principles were supported, but what were the processes for engaging the public, given the scenarios were so far ahead;
- that Devon Futures should be used as a framework to support an LAA process that was driven by the concept of 'local', a good example being dementia which is predicted to rise by 50% over the next decade, which would greatly affect Devon given its demography;
- how voluntary and community groups were engaged in the 'Futures' agenda;

- that communication was important, although, in this instance, it needed to be done in incremental steps; and
- that creating investor confidence was key and for this to happen, there needed to be forward thinking to develop future ideas.

RESOLVED

(a) that the work of Devon Futures be noted; and

(b) that the DSP Partnership Board note and endorse the recommendations from DSP Delivery Board on the Devon Futures work

6 Housing – Single Conversation Update

Delegates received an update report on the Single Conversation. This was the manner in which the Homes and Communities Regeneration Agency (HCA) agreed and secured delivery (of housing and regeneration) at the local level in support of national objectives.

The main outputs of the Single Conversation were noted as an Investment Plan for an identified area (the plan set out the investment required for an area to deliver the agreed vision and economic purpose of that place-based on robust evidence) and Individual Investment Agreements with each Local Authority.

The report highlighted the initial scope of the investment plan, the assessment of it, influencing public investment and the Devon Investment Plans (being 4 in total).

Delegates discussed;

- The interface between this project, the capital budget and also the total place initiative;
- Clarification of the role of the HCA, GOSW and the SWDRA and the interrelations within the project;
- That there needed to be an awareness of potential tensions that might arise, for example flood prevention work and the impact upon Bideford regeneration work;
- The need to consider affordability and sustainability – homes 'at any price' was not a viable option; and
- The need to consider how the DSP might play a role in the Exeter growth point work.

RESOLVED that the arrangements for developing the Rest of Devon Investment Plan and the proposed scope of the initial Investment Plan be noted.

7 Engagement Protocol

Delegates received a draft of the engagement protocol. In July 2009, a report to the DSP highlighted the various duties that partners have to consult, involve and engage people and communities, thereby recommending the development of a community engagement protocol.

The protocol had been developed as a brief, strategic statement of the key principles and values of community engagement that organisations within Devon could sign up to. The aim was to promote and support partnership working in order to achieve a shared vision and direction for future community engagement activity within the county.

The Board noted that the protocol was not intended to supersede any agency's existing policies or processes. Indeed, each partner organisation would need its own engagement strategy, tailored to meet particular service requirements. It should therefore be seen as a statement of shared principles, values and standards to which all should aspire.

Delegates added that promoting local democracy was very important but also that it was crucial that local Councillors understood the bigger picture.

RESOLVED

- (a) that the draft engagement protocol be endorsed;
- (b) that the DSP Delivery Board consider the protocol for wide consultation within partner organisations and with key external stakeholders and feedback to the Partnership Board; and
- (c) that Board members submit further comments to the DSP Development Officer, should there be additional points to make.

8. Review of Partnership

The Board received an update report on the review of the Devon Strategic Partnership, its structure and reviews and assessments to date. The Partnership had undergone a structural review in 2006 to ensure it was fit for purpose (the role of Local Strategic Partnerships were becoming more focussed on delivery and improving the effectiveness of partnership working). Whilst there was no intention to change the structure, a review of functionality would help guide future areas for improvement.

To be an inclusive partnership, a series of smaller partnership tables were established such as the Delivery Board, Devon Futures, Theme partnerships and the recently formed Performance and Resources Sub Group.

The report highlighted some of the problems and benefits that were encountered in practice, for example, those aspects of the partnership that worked better than others, that the role of the Board would benefit from further clarification, that a more active role of members would improve matters, a need to ensure that marketing was a partnership activity, more challenge coming from the Board and a readiness to make tough decisions.

Furthermore, the Chair highlighted her intention to stand down at the next meeting of the Board.

Delegates discussed;

- Possible away days and who might facilitate such sessions;
- The importance of being 'focused' for away days, with clear objectives and intentions;
- With pressures such as the move to a more local LAA, the CSR and potential large reductions in funding, the timing was appropriate.

RESOLVED

- (a) that the partnership review and its findings be noted;
- (b) that the forthcoming retirement of the chair be noted and the process for electing a new chair be noted;
- (c) that a facilitated 'away day' take place with both the DSP Delivery Board and theme partnership chairs in March 2010;

(d) that future facilitated sessions, for just the DSP Partnership Board, be welcomed. Issues such as the new Devon Delivery Plan and the CSR should be considered; and

(e) that future meetings frequency be discussed at the proposed away day in March.

9. Report from DSP Delivery Board and other tables of the Devon Strategic Partnership

Delegates received a verbal update on issues arising from the Delivery Board and other tables of the Devon Strategic Partnership.

Phil Norrey advised delegates that the Delivery Board were proposing to offer the position of Chair to Ann James, the newly elected Chief Executive of NHS Devon.

The Delivery Board had also heard that there were very few areas that had received two green flags in the CAA assessment, and that a very positive commentary had been received from the Audit Commission.

RESOLVED

(a) that the Board note the updates; and

(b) that the Board endorse the proposal to offer the Chair of the Delivery Board to Ann James, Chief Executive of NHS Devon

10. Date of Next Meeting

RESOLVED that the next meeting take place on 29 April 2010, 2.00pm – 4.30pm and offers of a venue welcomed.

The meeting started at 2.00pm and finished at 16.35pm