



**Developing a vision for the  
Local Strategic Partnership**

**14<sup>th</sup> December 2010**

## **The role of the Local Strategic Partnership (LSP) to May 2010**

- Bringing together local stakeholders from different sectors to strengthen partnerships and collaboration.
- Maintaining an overview of key policies (Community Strategy, Local Area Agreement).
- Monitoring and problem solving (Comprehensive Area Assessment, recession dashboard).

•Members come from Council, NHS, Police, Fire Service, Job Centre Plus, Voluntary and Community Sector, business, local colleges, housing associations. This is the only forum in the borough that brings all these agencies or sectors together at a high level e.g. Leader and Chief Executive of Council, departmental directors, Director of Public Health, borough police and fire commanders, elected or appointed representation from voluntary sector, registered social landlords, colleges and business. This enables sharing of knowledge, educating and understanding about each other, and the opportunity to influence decision making. Changing attitudes towards the VCS as a partner has been a key achievement of the VCS members of the LSP. In addition the LSP enables other relationships to develop e.g. recent negotiations with the business sector to set up a local community foundation.

•The LSP's role in local policy development and maintaining an overview maintains clarity and offers opportunity for wide involvement in policy development e.g. the Community Strategy and Local Area Agreement (LAA) were developed collectively. The LSP enabled the VCS in particular to state the case for (and achieve) a grant element to the first LAA and the inclusion of important indicators in the current LAA.

•The overview of how and if outcomes in the borough are achieved enables more effective response to dealing with emerging areas of need and allows promotion of models that work well across different sectors e.g. the VCS members have been able to promote range of good practice through written reports and discussion. The recession dashboard enabled partners to direct recovery fund resources where there would be most impact through a more informed collective perspective than would otherwise be the case (in this instance the LSP decision was to focus on employment and skills development). The VCS have also been able to promote the use of Compact principles in partnership working and call other partners to account when breaches occur.

## What's driving change?

- Removal of statutory requirements and the 'watchdogs'.
- The new austerity.
- New government measures that will affect other partnerships (Health and Well-being Board, Children's Trusts, Community Safety).
- New partnership developments in Camden (Sustainability Partnership, Business partnership).

•The performance regime (CAA) has been removed as well as the Audit Commission and Government Office for London. Indicators and targets in the LAA no longer require reporting on to government. A local strategy or vision is still embedded in the Local Government Bill as is partnership working but this may change through future legislation.

•Not only the drastic cuts to the public sector, but also the drive towards restructuring for smaller government.

•The Health and Well-being Board will have to take on new statutory responsibilities and become 'fit for purpose' in relation to changes taking place in health services (PCT abolition, GP consortia). Children's Trusts are having their statutory duties removed (plans and partnership boards), and Community Safety Partnerships will have some regulations repealed to increase flexibility (statutory duty for partners to work together is likely to remain).

•The new administration in Camden are developing a new cross sector Sustainability Partnership, and the Economic Development Partnership will be refreshed into a broader Business partnership. These are both under development and will include VCS membership.

## **Camden's proposals for a future Local Strategic Partnership**

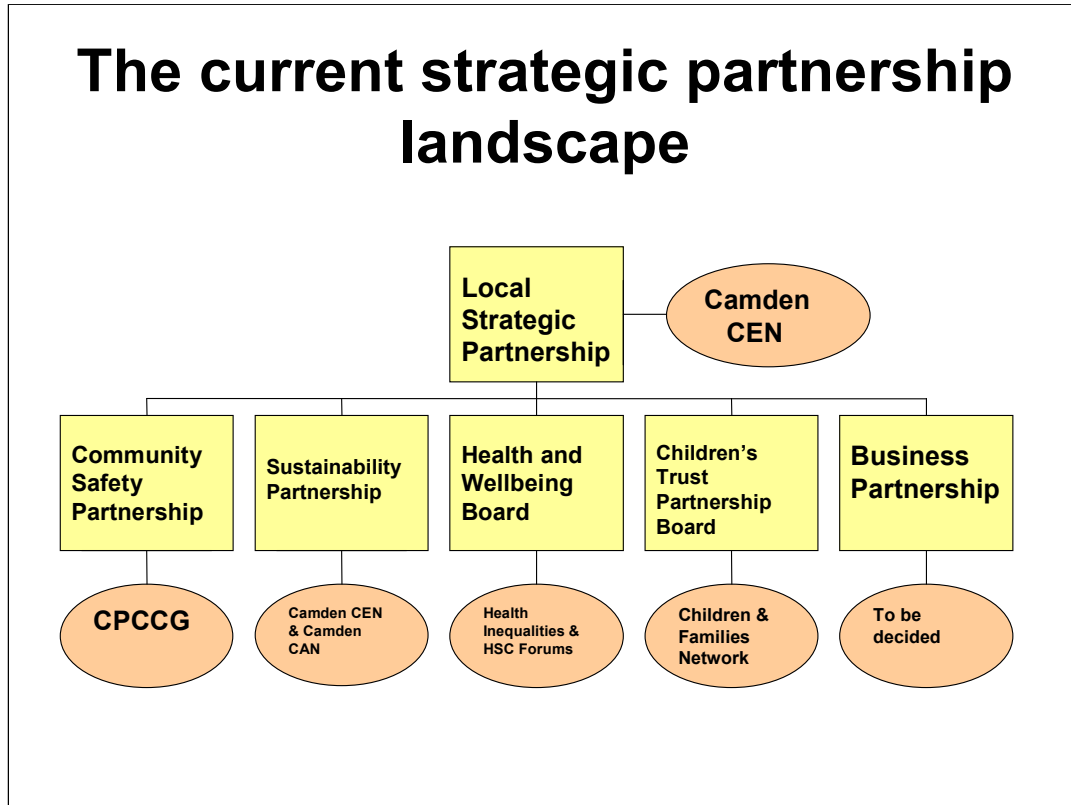
- Smaller – Leader of the Council, chairs of thematic partnerships, VCS member.
- Co-ordination role – meets quarterly, strategic overview of other partnerships, convenes partnership events focussing on big issues.
- Strengthen thematic partnerships – delivery of outcomes against local priorities, time limited groups to take forward issues sitting outside thematic partnership remit.

•It could be argued that the LSP is as small as it can be to maintain a true cross sector strategic overview of what happens in the borough. Loss of any one sector / partner will diminish its potential.

•It could also be argued that the LSP already has this role – but there is certainly scope for improving and strengthening the relationships with the different thematic partnerships and addressing cross cutting issues. The future LSP would not be restricted by statutory requirements related to policies and plans therefore could use this as an opportunity to realise the full potential of having different partners working together.

•Again the thematic partnerships do already focus on delivery. In relation to strengthening, the different stakeholders could improve communication between different partnerships.

# The current strategic partnership landscape



The yellow rectangles show the strategic partnerships whilst the ovals show the voluntary sector networks that elect / select voluntary sector members for the partnerships. However, at this point structure is less important than function. The structure of the LSP should be guided by a vision for what it aims to do in the future.

**CPCCG – Camden Police and Community Consultative Group**

**Camden CEN – Camden Community Empowerment Network**

**Camden CAN – Camden Climate Action Network**

**HSC – Health and Social Care Forum**

## Points for discussion

- We still need strategic vision and a way of collectively assessing priorities and outcomes for the local area.
- Unprecedented changes are taking place. To benefit from opportunities and manage threats there is even greater need for different sectors to share information and work together strategically.

•Just because central government is removing local reporting requirements doesn't mean we don't need to be guided by collective vision and related goals for the area. In this context the government intends to publish raw data on spending and what it achieves so that people can analyse and make decisions on performance and value for themselves.....???

•There are legislative and structural changes taking place that will provide opportunity for the VCS and other partners, and also threaten them. A body like the LSP could help to make sense of these changes, disseminate information and guide more coherent development than an 'each for their own' approach.