

## ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1.	<b>Meeting:</b>	Cabinet
2.	<b>Date:</b>	9 <sup>th</sup> March 2011
3.	<b>Title:</b>	Rotherham Partnership: Fit for the Future
4.	<b>Directorate:</b>	Chief Executive's

### 5. Summary

The environment within which Local Strategic Partnerships operate continues to experience a period of change, for example with the formation of Local Enterprise Partnerships (LEP's) and significant proposed changes to health services, such as the establishment of GP consortia and Health and Well Being Boards.

In anticipation of these changes Rotherham Partnership began a review of its governance arrangements in summer 2010. This included face to face interviews with all Partnership Board members. The key messages emerging from the interviews were that:

- The Board is **too large** (current membership stands at twenty eight)
- The Board needs to be a **decision making** body (rather than simply endorsing decisions)
- The Partnership needs more **streamlined structures** to provide quicker routes to decisions.
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### 6. Recommendations

#### That Cabinet:

1. Note, comment on and support the proposed new partnership structure (**appendix 3**)
2. Note where the efficiency savings can be demonstrated

## 7. Proposals and details

### 7a. LSP Board and Chief Executive Officers Group

In response to the consultation with LSP Board meetings described in the summary and subsequent discussions within the Partnership a paper was presented to the Board on 20<sup>th</sup> January 2011 outlining options for restructuring the Board. The key points made during the discussion at the Board are summarised below.

- There is a need to **clarify the relationship between the Board and the Partnership's executive** group (the Chief Executive Officers Group) regarding decision making responsibilities.
- The Partnership Board should reduce in size, however alongside this there would need to be a **mechanism to maintain engagement** with partners (perhaps via an annual 'summit type' event)
- The schedule of LSP Board and Chief Executive Officers Group meetings is too intensive moving forward and a **reduction in the frequency of meetings** should be implemented

The Board also recommended that changes to Board composition would need to respond directly to the three headline priorities for the next three years recently agreed by the Partnership. These are:

- Ensuring the best start in life for children and families
- Supporting those who are vulnerable in our community
- Supporting and growing the local economy (Providing access to education, training, jobs and business opportunities)

Since the January meeting of the Board some work has been undertaken to clarify what the roles and responsibilities of the Partnership Board and Chief Executive Officers Group would be under new governance arrangements. The details of this work are contained in **appendix 1**. The Partnership Board will meet on 1<sup>st</sup> March 2011 to agree the new Board structure, membership and terms of reference. An illustration of the new structure is contained at **appendix 3**.

### 7b. Thematic Boards

In response to the view of Board members and the Chief Executive Officers Group that the Partnership should operate a leaner and less bureaucratic model a recommendation that the five thematic boards and their sub-structures (Achieving, Alive, Learning, Proud and Safe) be disbanded was agreed by the Board. This responds to the desire of Board members to see more streamlined structures. The transition between the old and new model of working has been taking place over the last 6 months in consultation with theme board managers and chairs and the wider partnership networks.

It is proposed that the model of standing theme boards be replaced by a more fluid model, which is underpinned by the three thematic priorities, and involves

time limited 'task and finish' groups being commissioned by the Board to undertake specific pieces of work that contribute to the Partnerships agreed priorities.

### **7c. Efficiency**

It has been calculated that the implementation of these changes will lead to a reduction in the amount of Partnership meetings held by almost **70%**. It is anticipated that some new partnership based groups will be established, which will adopt some of the roles and responsibilities formally held by theme boards, for example the proposed new 'economy board'; in addition some of those formally involved in theme boards are likely to participate in the new task and finish groups. However the reduction in staff time attending meetings will be considerable and the new model will produce a flatter, more agile and more task orientated infrastructure. Further details of the identified savings are contained in **appendix 2**.

## **8. Finance**

The reduction in the number and frequency of Partnership meetings will deliver some 'cashable' savings; most notably through the removal of dedicated theme manager support to the Achieving Board and also significant reductions in room hire and refreshment costs. It is estimated that cashable savings will be in the region of £50,000 per year. In addition non cashable savings have been identified, in particular relating to managerial and secretarial support to theme boards by RMBC staff. Only a very small proportion of the cashable savings are attributable to the Rotherham Partnership budget and it is likely that these will be absorbed if a regular stakeholder engagement event, as proposed by the Board, is introduced.

## **9 Risks and Uncertainties**

1. The new model of working can demonstrate efficiency savings, certainly through the reduction in structures. However, for the new model to work it requires all partners identify 'leaders' through a strategic task and finish group to progress the priorities by having delivery plans in place with identified actions. If this doesn't happen the agreed priorities will not progress, change wont happen and the task and finish groups will not be successful.

In order to mitigate this risk, the Chief Executives and the LSP Board have given leadership to the process enabling the partnership to be 'Fit for the Future'. They have also been instrumental in shaping the development of the new Community Strategy based on the feedback from the workshops.

2. The new model requires commitment and responsibility from all partners involved in making the model work effectively. If partners don't take responsibility for progressing actions then the priorities won't be delivered.

To mitigate this risk over the last 6 months numerous consultation and workshops have been held, where all the partners and the extended partnership networks have been invited (over 100 people attended) to help shape the new partnership and priorities. Lead organisations and champions are starting to emerge.

3. Understanding the role between the Chief Executive Officer Group and the Rotherham Partnership Board is vital to enable the partnership to have clarity as to where decisions are taken against allocation of resources and finances, and where the accountability lies against the progress of priorities.

To mitigate this risk discussions have taken place at meetings of the CEOG and the Partnership and revised Terms of Reference and membership of the groups have been drawn up.

## **10 Policy and Performance Agenda Implications**

The Rotherham Partnership covers a wide remit of policy and performance areas, the future focus of the Board will be driven by the three headline priorities outlined in section 7 of this report. These priorities will be at the heart of Rotherham's next three year Community Strategy, which is due to be published in September 2011. The production of a borough-wide Community Strategy is a statutory requirement, as is its approval by Cabinet. Work will be undertaken over the coming months to develop the strategy and a further report will be brought to Cabinet in due course.

## **11 Background Papers and Consultation**

- Appendix 1: Roles and responsibilities of the Rotherham Partnership Board & Chief Executive Officers
- Appendix 2: Efficiency savings from streamlining LSP structure
- Appendix 3: Proposed new LSP structure diagram

## **12 Contact**

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## **Appendix 1: Roles and responsibilities of the Rotherham Partnership Board & Chief Executive Officers**

### **The LSP Board**

- Fulfills an accountability role as a Rotherham Stakeholder Board
- Performs a scrutiny role (holding to account the Chief Executive Officer Group)
- Obtains wider participation and buy-in
- Leads the preparation of the Community Strategy and has accountability for its implementation (to be adopted September 2011)
- Benefits from networking opportunities across different partner organisations
- Identifies ways of delivering shared strategic priorities
- Encourages innovation and radical action between organisations, sectors and communities

It was suggested at the LSP Board meeting on the 20<sup>th</sup> January the role of the revised Board would also encompass the following:

- The adoption of a 12 month work plan
- The delegation of the strategic priorities to the CEO Group to manage and report on progress

### **The Chief Executive Officer Group**

- Is a small, strategic group with a focussed agenda
- Holds the majority of the available mainstream budgets
- Leads on the development of joint commissioning, pooled and aligned budgets and streamlining of services in the face of reduced funds
- Shares a strategic overview of changes across their sectors and organisations
- Facilitates the delivery of services and interventions that ensure the delivery of the work plan

## Appendix 2: Efficiency savings from streamlining LSP structure

	theme boards	meeting frequency (wks)	meetings per yr	notes
<b>old structure</b>	LSP Board	9	6	28 board members
	CEOG	4.5	12	
	Achieving	6	9	also Enterprise/Work & Skills/Investment boards
	Learning	9	6	
	Safe	9	6	
	Alive	9	6	
	Proud	9	6	
	<b>Total</b>		<b>51</b>	
<b>new structure</b>	LSP Board	13	4	reduced to 16 board members
	CEOG	9	6	SY Fire & Rescue added to group
	Achieving	9	6	Economic Board replaces Achieving structures
	Learning	0	0	Learning Board replaced by existing body (i.e. Children's Trust Board)
	Safe	0	0	Safe Board role incorporated into Safer Rotherham Partnership
	Alive	0	0	Health & Well Being Board will carry out similar function from 2012
	Proud	0	0	No direct replacement
	<b>Total</b>		<b>16</b>	
<b>% reduction in meeting frequency:</b>			<b>69%</b>	

Specific savings relating to the above meeting reductions include:

### Cashable

- Achieving theme board manager (dedicated, full-time post) - **£50k p.a. approx** (*new Economy Board to be supported by existing staff*)
- Room hire / refreshment costs for LSP Board meetings – **£400 p.a. approx** (*£200 room hire/refreshments per meeting*)
- Room hire / refreshment costs for CEOG meetings - **£300 p.a. approx** (*£50 refreshments per meeting*)
- Room hire / refreshment costs for theme board meetings - **£1,350 p.a. approx** (*@ £50 per meeting*)

Total cashable savings - **£52,050 p.a. approx**

#### Non-cashable

- Three additional p/t theme managers (+ 1 from NHSR) freed up to concentrate on core work - **£30k p.a. (+ £10k NHSR)** (*1 day per week each at approx £50k p.a. total salary cost*)
- Savings in administrative/secretariat support for LSP team - **£1,500 p.a. approx** (*approx 9.5 hours total between four staff per LSP board meeting and 7.5 hours per CEOG meeting*)
- Savings in administrative/secretariat support for theme board meetings - **£1,215 approx** (*assume 3 hours admin support per meeting – theme board manager time already accounted for*)

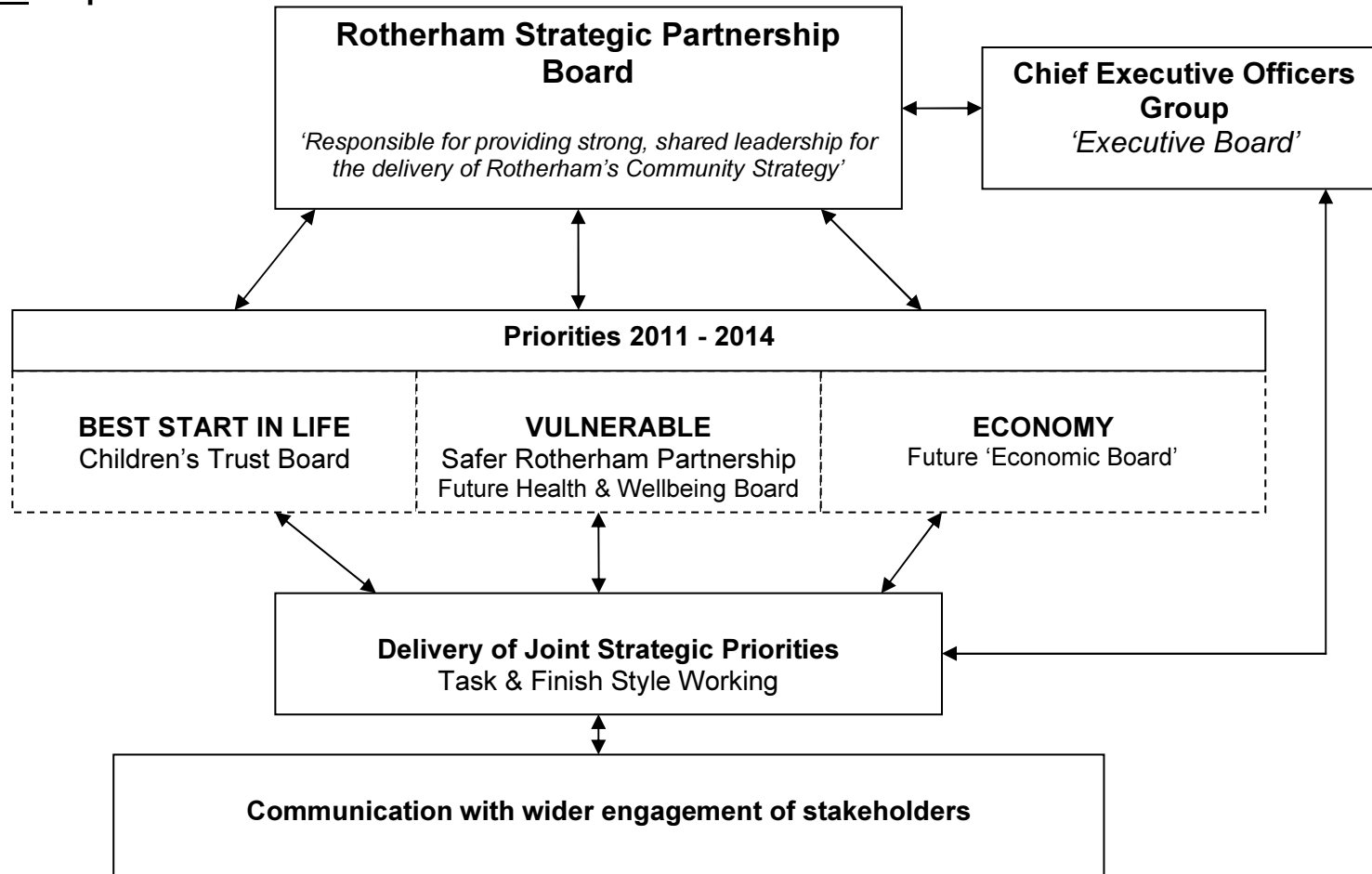
Total non-cashable savings - **£42,715 p.a. approx**

**Grand total estimated savings - £94,765**

#### Other considerations

- **Only the cash savings on LSP Board / CEOG meetings (approx £700 per year) are attributable to the LSP core budget, which may be off-set by costs for the planned “summit” events**
- Possible additional savings on sub-boards, some of which will cease to operate over the coming months, but this will be off-set by cost of supporting new task/finish groups
- Reduced board meetings and numbers represent time savings for those – mostly – senior staff no longer attending. This may be significant, but is difficult to calculate.
- Additional savings will be made on representation costs for VCS representatives (including specific BME support) post March 2011 (currently NRF funded via *Voluntary & Community Voices Network* and *Rotherham Ethnic Communities Network* projects). Rotherham Partnership Manager is working with VAR to provide representation at a lower cost as part of the new single infrastructure contract. Current total annual cost of the two projects is £164K

**Appendix 3: Proposed new LSP structure**



**Notes**

Engagement with wider stakeholders through summit/conference(s)  
Support and strategic advice from CEOs to leaders of task & finish