



ITEM PSB6

## Better Governance and Accountability

# Oxfordshire Partnership Governance Review and the Oxfordshire Partnership Governance Framework 2009

**A report to the Oxfordshire Public Service Board by**  
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**June 2009**

## **1. Introduction**

At the Public Service Board on 18<sup>th</sup> February 2009 the Partnership structure was agreed (see annex A).

Throughout the governance review process there has been a considerable amount of consultation and discussion (see Annex B).

This paper sets out some principles for working in partnership and clarifies membership of the Oxfordshire Partnership, the Public Service Board and the Thematic Partnerships.

The Public Service Board are asked to agree the recommendations below.

### **Recommendations**

#### **The Public Service Board is recommended to agree:**

- 1 The governance proposals set out in this report
- 2 The Oxfordshire Partnership Governance Framework handbook (attached at annex 2)
- 3 That the Public Service Board will advise on achieving a final resolution if there is a conflict within, or between, thematic partnerships, subject to any overriding statutory responsibility vested in a partner organisation.
- 4 That partnerships shall, by September 2009, implement the necessary changes to give effect to the recommendations in this report, and the standards set out in the Governance Framework Handbook.
- 5 That thematic partnerships shall develop local targets (in addition to LAA targets) to ensure the delivery of Oxfordshire 2030 priorities; and shall be responsible for managing performance on those targets and reporting to the Public Service Board on progress.
- 6 To commission the countywide LSP officers group to consult with district Local Strategic Partnerships and thematic partnerships to clarify the working relationship between them and to make any recommendations about changes to governance in order to enable district and county-wide partnerships to work together more effectively, by November 2009.

## **2. Partnership Principles**

### **Working collaboratively**

Organisations participating in this strategic partnership framework are expected to work collaboratively to deliver better outcomes for local people.

### **Statutory responsibilities**

Partnerships do not assume, or take precedence over, the statutory decision-making and public accountability roles of elected members of local authorities, health services and the police.

### **Conflict resolution**

Where a conflict remains unresolved within or between any partnerships the issue shall be referred to the Public Service Board to advise on the best way of achieving a final resolution, subject to any overriding statutory responsibility vested in a partner organisation.

The accountable body shall decide what action to take. Where several bodies have accountability the conflict resolution process will apply.

Organisations participating in partnerships shall strive to achieve consensus. Where poor communication results in conflict or failure to co-operate in meeting key objectives then the following principles of conflict resolution shall apply:

- acknowledge the conflict.
- establish ground rules for resolution.
- establish common ground and shared goals.
- separate the problem from the people and their perceived position.
- share collected data relating to the conflict.
- explore solutions, listing alternative resolutions.
- evaluate solutions looking for win: win.
- select the best solution.
- share the solution with other stakeholders

### **Transparency of decision making**

All meetings will be open to the general public except when there are confidential items to be discussed (guidelines for this are set out in the terms of reference of the Public Service Board).

Meeting dates, agendas and minutes of meetings of all the Thematic Partnership will be published on the Oxfordshire Partnership web site.

Oxfordshire Economic Partnership and Oxfordshire Stronger Communities Partnership will conform to these principles, although they are independent bodies.

## **Consultation**

When partnerships agree strategies and plans it is expected that all those agencies affected will have been adequately consulted and the agencies responsible for delivering elements of the strategy are in agreement and are clear about the resources required.

Some thematic partnerships have elected representatives from the voluntary sector, organised through Oxfordshire Community and Voluntary Action on behalf of the Stronger Communities Partnership. This means that there is a process of election and that representatives have a mandate to represent the voluntary sector in the county. The elected representatives are not there to represent their own organisations but the voluntary sector as a whole. There is a system of 'feed back' and 'feed in' that takes place between the representatives and the voluntary sector groups to enable the viewpoints of individual groups to be reflected on issues being discussed at the meetings. We would encourage the thematic partnerships to use this best practice, where appropriate.

## **3. Membership**

### **Membership principles for all the thematic partnerships**

- These partnerships shall include the organisations with the relevant statutory responsibility, including the public sector organisations with a duty to co-operate in meeting targets, and they may invite other organisations to participate, including :
  - organisations with the capacity and resources required to meet targets.
  - representatives of the private sector where it is relevant to their needs and they can add value.
  - representatives of the community, including the voluntary and faith sectors, and groups who may previously have been under-represented in partnerships.
  - other organisations who can make a contribution and add value and/or who have specialist knowledge and other perspectives.

### **Elected members of local authorities**

- Elected Leaders or Executive Members will represent Local Authorities on all Partnerships

### **Delivery Groups**

- Membership, although originally envisaged as officer based, is down to the thematic partnerships to agree, in consultation with their Delivery Groups.

### **Chairmanship of partnerships**

- Where there is a clear accountable body they will chair the partnership.
- Where there is a joint accountability suitable arrangements shall be agreed between the organisations concerned.
- Where a partnership is independent of local authorities that partnership shall determine its own chairmanship arrangements.
- Chairmanship of partnerships shall be reviewed annually.

## 4. Status of partnerships

As the upper tier authority the County Council is required to ensure that a strategic partnership framework is in place to improve outcomes for local people.

Most partnerships are not legally constituted bodies but are freely entered into to meet collectively agreed objectives and consensus.

All public sector bodies share the “duty to co-operate” in identifying priorities (Oxfordshire 2030) and delivering on Local Area Agreement targets.

The County Council is required by the government to have partnerships in place for children and young people, community safety and health and well-being.

The Waste Partnership is a legally constituted body to deliver waste services.

Supporting People have formally agreed arrangements for making decisions about commissioning services and distributing resources.

The Oxfordshire Economic Partnership is a public/private/voluntary sector partnership. The Stronger Communities Partnership is a cross sector partnership which includes the voluntary, community and faith and statutory sectors. Both have governance arrangements agreed with their stakeholders, and therefore, membership details have not been included within this paper. It is expected that these governance arrangements shall conform to the principles and standards set out in the Oxfordshire Partnership Governance Framework.

### ***General responsibilities of public bodies***

All public bodies have a statutory responsibility and fiduciary duty to ensure that public money is properly accounted for and that responsibility extends to any funding within the terms of the Local Area Agreement.

## 5. Support for partnerships

The following support mechanisms shall be established.

### **Partnership Development Group**

The Partnership Development Group will consist of the lead officers from the partnerships and will meet a minimum of 3 times per year. The Chairmen of the thematic partnerships will be invited to attend once a year.

Role of the group:

- Maintain an overview of
  - Performance management.
  - Area Based Grant and other resource issues.
  - Cross cutting issues
- Exchange information about the work of thematic partnerships and improve liaison
- Identify common issues which could benefit from joint working
- Share ideas and best practice

- Provide an evaluation of partnership work
- Have an overview of partnership development needs

### **Finance Support Group**

It is proposed that the County Treasurers Group shall assume the role of a finance support group for partnerships. Within the Audit Commission guidance on working in partnerships 'Bridging the Accountability Gap' they draw attention to the issue that LSPs without finance sub groups should review whether they have effective alternative arrangements to steer the allocation of resources across the partnership. We currently do not have a mechanism for doing this and suggest it is a gap in the current structure – so it is recommended that the Public Service Board consider asking the treasurers group to pick up this role.

The role of this group will be to monitor financial information and advise partnerships about financial accountability and assurance issues arising from the allocations of resources to partnerships.

## 6. Membership of Partnerships.

### Membership of the Oxfordshire Partnership Board

The proposed changes to membership are:

- 2 business representatives nominated by Oxfordshire Economic Partnership.
- 1 business representative nominated by Oxfordshire Partnership Board.
- 1 representative of Adult Training and Skills provider nominated by the Oxfordshire Learning and Skills Partnership.
- 1 representative nominated by Environment and Waste Partnership.
- 1 representative from the Environment Agency.
- 5 representative for Parish and Town Councils (3 places for Town Councils and 2 for Parish Councils) nominated by Oxfordshire Association of Local Councils.

<b>Proposed membership</b>
Chairman : Leader of Oxfordshire County Council
<u>Local government</u> Chief Executive - Oxfordshire County Council Leaders of the 5 District Councils 5 representatives for Parish and Town Councils (3 places for Town Councils and 2 for Parish Councils) nominated by Oxfordshire Association of Local Councils)
<u>Health</u> : Chairman and Chief Executive - Primary Care Trust Director of Public Health: Joint appointment (Oxfordshire County Council and PCT)
<u>Police</u> : Assistant Chief Constable
<u>District Local Strategic Partnerships</u> Chairmen of the 5 District Local Strategic Partnerships
<u>Learning, skills and higher education</u> Registrar, Oxford University Pro Vice-Chancellor (External) Oxford Brookes University A representative of Adult Training and Skills provider nominated by the Oxfordshire Learning and Skills Partnership
<u>Business and the private sector.</u> Chairman of the Oxfordshire Economic Partnership (OEP). President Oxfordshire Chamber of Commerce. 2 business representatives nominated by OEP. 1 business representative who can be nominated by Partnership Board members.
<u>Local community representatives</u>  Chief Executive of Oxfordshire Community and Voluntary Action 2 elected representatives of the voluntary and community sector (nominated by Stronger Communities Partnership) 2 representatives for faith organisations (nominated by Stronger Communities Partnership) Director, Oxfordshire Racial Equality Council Chief Executive, Oxfordshire Rural Community Council
<u>Environment:</u> 1 representative nominated by Environment and Waste Partnership
<u>Media</u> : Proposed by media organisations in Oxfordshire
<u>Cultural sector</u>

Chief Executive Oxford Inspires
<u>Military</u> Senior regional military liaison – proposed by the military
<b>Regional / national bodies</b>
Locality Manager Government Office of the South East South East England Development Agency: Area Director 1 representative from Environment Agency
<b>Support Officers:</b> Members of the Board may have an officer attending to support them in an advisory capacity. To ensure there is clarity about membership and the status of members and observers, officers are requested to sit in the public seating and not at the board table, unless they are requested to do so by the Chairman.
<b>Substitutes:</b> Each member of the Oxfordshire Partnership will make every effort to attend all meetings; however, each body by which a representative is nominated can name a substitute to attend in their place if required.

## ***Membership of the Public Service Board***

There are no proposed changes to the representation on the board, although in order to strengthen joint working with thematic partnerships it is proposed that the chairman of each thematic partnership shall be invited to attend to report on performance at the request of the Board.

<b>Proposed membership</b>
<u>Chairman.</u> County Council Deputy Leader
<u>Local government</u> Leaders of the 5 District Councils Oxfordshire County Council – Chief Executive
<u>Health</u> Chairman or Chief Executive - Primary Care Trust Director of Public Health: Joint appointment (Oxfordshire County Council and PCT)
<u>Police :</u> Area Commander for Oxfordshire
<u>Voluntary and Community Sector:</u> Chief Executive, Oxfordshire Community and Voluntary Action
<u>To attend at the request of the Board (quarterly intervals to report on performance)</u> <u>Chairman of</u> Children’s Trust Safer Communities Partnership Health and Well-Being Partnership Environment and Waste Partnership Spatial Planning and Infrastructure Partnership Stronger Communities Partnership Oxfordshire Economic Partnership
<b>Support Officers</b>
District Councils – Chief Executives  Other members of the Board may have an officer attending to support them in an advisory capacity. To ensure there is clarity about membership and the status of members and observers, officers are requested to sit in the public seating and not at the board table, unless they are requested to do so by the Chairman.
<b>Regional/national bodies</b>
Locality Manager Government Office of the South East South East England Development Agency

**Membership of the Spatial Planning and Infrastructure Partnership**

This is a new partnership. Stakeholders are working together to define the terms of reference but the focus will be on spatial planning and housing, commissioning an economic assessment/strategy and on infrastructure including transportation.

<b>Proposed membership</b>
<u>Chairman.</u> Both the Chairman and Vice Chairman roles will rotate between Local Authorities.
<u>Local government</u> Leader of Oxfordshire County Council 1 Executive member for each district council (5)
<b>Regional and national bodies</b>
Locality Manager Government Office of the South East South East England Development Agency Environment Agency Natural England Homes and Communities Agency
<b>Supporting Officers</b>
Oxfordshire County Council - 2 nominated senior officers District Councils – 1 nominated senior officer each

## ***Membership of the Children's Trust***

The Oxfordshire Children and Young People's Trust has recently reviewed its membership in line with the guidance published by the DCSF late last year. There has been a reduction in District Executive Members from 5 to 1 as the development of Locality Partnerships will include District Member representation.

<b>Proposed membership</b>
<u>Chairman</u> . Executive Member, relevant portfolio, Oxfordshire County Council
<u>Local government</u> Relevant portfolio Executive Member, Oxfordshire County Council 1 District Council Executive Member Chief Executive, Oxfordshire County Council Director for Children, Young People and Families, Oxfordshire County Council Head of commissioning, performance and quality assurance, Oxfordshire County Council
<u>Health</u> Chief Executive PCT Director of Commissioning PCT Non-executive Director PCT Oxfordshire GP representation (1) Director of Public Health: Joint appointment (Oxfordshire County Council and PCT)
<u>Police</u> : Chief Superintendent
<u>Job Centre Plus</u> : one senior representative
<u>Sixth form and further education colleges</u> – one senior representative
<u>Secondary Heads/maintained schools</u> – one senior representative
<u>Voluntary and Community Sector</u> : 1 Elected representative
<u>Other non statutory partners</u> : Independent Chair of Oxfordshire Safeguarding Board Children and Young People Representation (2) Parent and Carer Representation (3) Chairman of Area Trust Boards: Area Central, Area Northern and Area Southern (3)
<b>Supporting Officers</b>
Lead officer/Head of Joint Commissioning, Oxfordshire County Council Strategic Lead, Participation and Play, Oxfordshire County Council Lead Officer, Performance, Oxfordshire County Council Parent Carer Involvement Officer, Oxfordshire County Council District Officer

## **Membership of the Health and Well Being Partnership**

No changes have been made to the membership

The Health and Wellbeing Partnership, with Supporting People, have agreed that the Supporting Commissioning Body shall operate as at present and they report to the Health and Wellbeing Partnership. It is recognised that the Commissioning Body are currently managing significant change in this area of work, including how it is funded in the future. In working through these changes it is anticipated that Supporting People and the Health and Wellbeing Partnership will continue to develop a closer working relationship. All partnerships will be subject to an annual audit of their governance and this provides the opportunity to monitor partnership working in this area and propose new and closer working arrangements in the future.

<b>Proposed membership</b>
<u>Joint Chairmen:</u> Chair of the Clinical Executive and Relevant portfolio Executive Member, Oxfordshire County Council
<u>Local government</u> Executive Member District Councils 5 Relevant portfolio Executive Member, Oxfordshire County Council Chief Executive, Oxfordshire County Council Director for Social and Community, Services, Oxfordshire County Council
<u>Health</u> Chief Executive, PCT Director of Commissioning, PCT Practice Based Commissioning lead, GP Director of Public Health: Joint appointment (Oxfordshire County Council and PCT)
<u>Voluntary and Community Sector:</u> User representative (Disabled People) (under review) User representative (Older People) User representative (Carers) User representative (Mental Health) User representative (Learning Disability) 2 elected representatives from the VCS (currently Director Oxfordshire MIND and Director of Oxford Night Shelter) Local Involvement Network (LINK) representative
<u>Partnerships</u> Valuing People Manager (Oxfordshire Learning Disability Partnership representative)
<b>Supporting Officers</b>
Deputy Director, Public Health Head of Partnerships, PCT Assistant Head of Service, Strategy and Transformation, Social & Community Services Health and Well-Being Officer, PCT/ Oxfordshire County Council 5 District Senior Officers

### ***Membership of the Environment and Waste Partnerships***

The Waste Partnership and Environment Partnership are working on developing joint working arrangements, which will recognise the issues arising from bringing together a formally constituted public sector joint committee (waste) with the recently established environment partnership. The new arrangements will ensure that decisions of the waste partnership continue to be made by elected members while developing the role of those members in a wider environmental portfolio (particularly flooding and climate change) and seeking to provide a single progress report to the PSB on the LAA targets for both partnerships.

<b>Proposed membership</b>
<u>Chairman.</u> County and District Councils rotating (to be agreed)
<u>Local government</u> Relevant portfolio Executive Member, Oxfordshire County Council Executive Members of the District Councils 5
<u>Health</u> TBC
<u>Police</u> : TBC
<u>Voluntary and Community Sector:</u> TBC
<u>Regional and national bodies</u> Environment Agency
<b>Delivery Groups</b>
Waste Strategy group Waste Reduction Projects Group Waste Operations Group Trade Waste Environmental Cleanliness and Quality LAA2 Delivery Group (NI 185 and NI 188) Oxfordshire Climate Action Network Biodiversity Action Plan Link Group Longer term flood issues group
<b>Supporting Officers</b>
District Councils – 1 nominated senior officer each The Waste Partnership Coordinator, Communications Officer and Clean & Green Officer. Director of Environment and Economy, Oxfordshire County Council Head of Sustainable Development, Oxfordshire County Council Adaptation and Partnership Manager, Oxfordshire County Council Clerk, Charing/Host Authority

## ***Membership of the Safer Communities Partnership***

No change.

<b>Proposed membership</b>
<u>Chairman</u> . Rotated on an annual basis between county and district representatives.
<u>Local government</u> Relevant portfolio Executive Member, Oxfordshire County Council 5 Executive Members, District Councils
<u>Health</u> Head of Partnerships and Health Inequalities
<u>Probation Service</u> Assistant Chief Probation Officer
<u>Prison Service</u> Governor, HMPS Bullingdon
<u>Police:</u> Oxfordshire BCU Commander
<u>Voluntary and Community Sector:</u> Area Manager, Victim Support
<b>Regional /national bodies</b>
GOSE
<b>Supporting Officers</b>
Chief Executive Oxfordshire County Council Director of Community Safety and Shared Services and Chief Fire Officer, Oxfordshire County Council Head of CPQA, Children and Young People Directorate, Oxfordshire County Council Head of Major Programmes, Social and Community Services Head of Community Safety and Trading Standards, Oxfordshire County Council Strategic Lead for Youth, Oxfordshire County Council 5 Chief Executives, District Councils

## **Annex A**

### **1 Background and context of the review**

#### ***The need for change***

Expectations placed upon strategic partnerships have changed considerably in recent years. Partnerships are now responsible for delivering on a wide range of targets designed to improve outcomes for people across the county. To do so requires increasingly robust governance arrangements so that resources can be managed to meet outcomes and elected members are fully involved in making key decisions that affect local people.

The Government's new Comprehensive Area Assessment (from 2009) will evaluate how partnerships co-operate to set and meet ambitious objectives

To ensure that partnerships are fit for the purpose of meeting these requirements the Public Service Board (PSB) commissioned a review in February 2008.

#### ***Starting point - audit of partnership 2008***

A group of senior officers representing some of the partners undertook an audit in April 2008 of the following partnerships that contribute to the delivery of current Local Area Agreement (LAA) targets:

- Oxfordshire Partnership Board
- Public Service Board
- Children's Trust
- Health and Wellbeing Partnership
- Safer Communities Partnership
- Oxfordshire Economic Partnership
- Learning and Skills Partnership
- Housing Partnership
- Supporting People
- Environment Partnership
- Waste Partnership
- Climate Change Group
- Voluntary Sector Development Partnership
- Rural Forum
- All District Local Strategic Partnerships
- All District Crime and Disorder Reduction Partnerships
- Preventing Extremism Group

## ***The objectives of the review***

- To develop a consistent approach to partnership working, understood by all.
- Reduce duplication.
- Reduce the burden of attendance, particularly recognising the capacity limitations of business, faith and voluntary sector organisations.
- Establish clear lines of responsibility for officers and board level/councillors.
- Provide clear lines of accountability and responsibility.
- Improve local and county-wide links.
- Increase capacity and efficiency in delivery of outcomes.
- Clear timetables for submission of work programmes and budget allocation process.

## ***Consultation***

The working group met with representatives of all the partnerships. See the timetable in ANNEX B

## ***Summary of the findings of the review***

### **Objectives and focus of partnerships**

- All the objectives of Oxfordshire 2030 are covered by these partnerships in some way. However it was not always clear which partnership would be accountable for which Oxfordshire 2030 objectives/LAA targets and it is very likely that there is duplication between partnerships.
- The work of some partnerships cuts across others and it is not always clearly understood how these cross-cutting issues are handled.
- While the locality focus of a particular partnership is normally clear, the way partnerships work together to focus on localities is less clear. The District CDRPs/Oxfordshire Safer Communities Partnership is a possible exception. What is more, their integrated way of working extends to Neighbourhood Action Groups level and beyond. Not all partnerships work to the same locality definitions – for example, The Children’s Trust focuses on 13 localities managed in 3 areas which map onto school catchments areas rather than parish, district, ward or division boundaries.
- It was not always clear what partnerships are actually delivering.

### **Membership of partnerships**

- There is an inconsistent approach to the inclusion and role of Elected Members.
- Some organisations/individuals are attempting to attend many partnerships and are undoubtedly struggling to do so.
- It is not always clear who members of partnerships are representing and whether they are communicating effectively with these groups outside partnership meetings.
- Most partnerships have sub-groups of some form underpinning them. This review did not capture a list of these.

## **Resources**

- There is little evidence of alignment or pooling of budgets to meet priorities.
- There are very few dedicated posts supporting these partnerships. Most of the support is coming from people with other 'day jobs'.
- Many partnerships do not seem to have any funding at the moment, which raises questions about purpose and ability to deliver.

## **Performance, project management and scrutiny**

- The majority of these partnerships state that they report to the Public Service Board although this appeared not always to be the case.
- Only a few partnerships say they report to any other body.
- Some say they do not report anywhere at all.
- There is little evidence of consistent standards of programme and/or project management arrangements in place across partnerships.
- There are few arrangements in place for robust external scrutiny of the work of these partnerships.

## **Engagement of, and communication with, the public**

- Most partnerships claim that their meetings are open to the public, but little to nothing is done to promote attendance.
- Partnerships' approach to publishing agendas and minutes is inconsistent.

## ***Responding to the findings***

### **Structure of partnerships**

The working group considered two approaches to developing a revised structure. One was to establish a completely new structure based around the four strategic objectives of the emerging Sustainable Community Strategy. This was rejected on the basis that it would not adequately recognise some existing partnerships with a statutory role (for example, the Children's Trust).

The working group adopted the following approach: to identify the minimum number of partnerships required to support all of the Oxfordshire 2030 pledges and targets, while maintaining a themed approach (for example, children and young people, safer communities etc).

The working group then developed the governance review in the following stages.

1. Proposals for the structure of partnerships in the Oxfordshire Partnership framework. Agreed by the Public Service Board on 18<sup>th</sup> February 2009
2. Principles of decision making and membership. Included in this report.
3. The Oxfordshire Partnership Governance Framework 2009. ANNEX 1.

## Annex A:

### 2 Structure of partnerships in the Oxfordshire Partnership framework

#### *The structure*

#### The Public Services Board agreed the following structure in February 2009.

**The Oxfordshire Partnership Board** – driving the vision for the county;

**The Public Service Board** – driving delivery and performance overall;

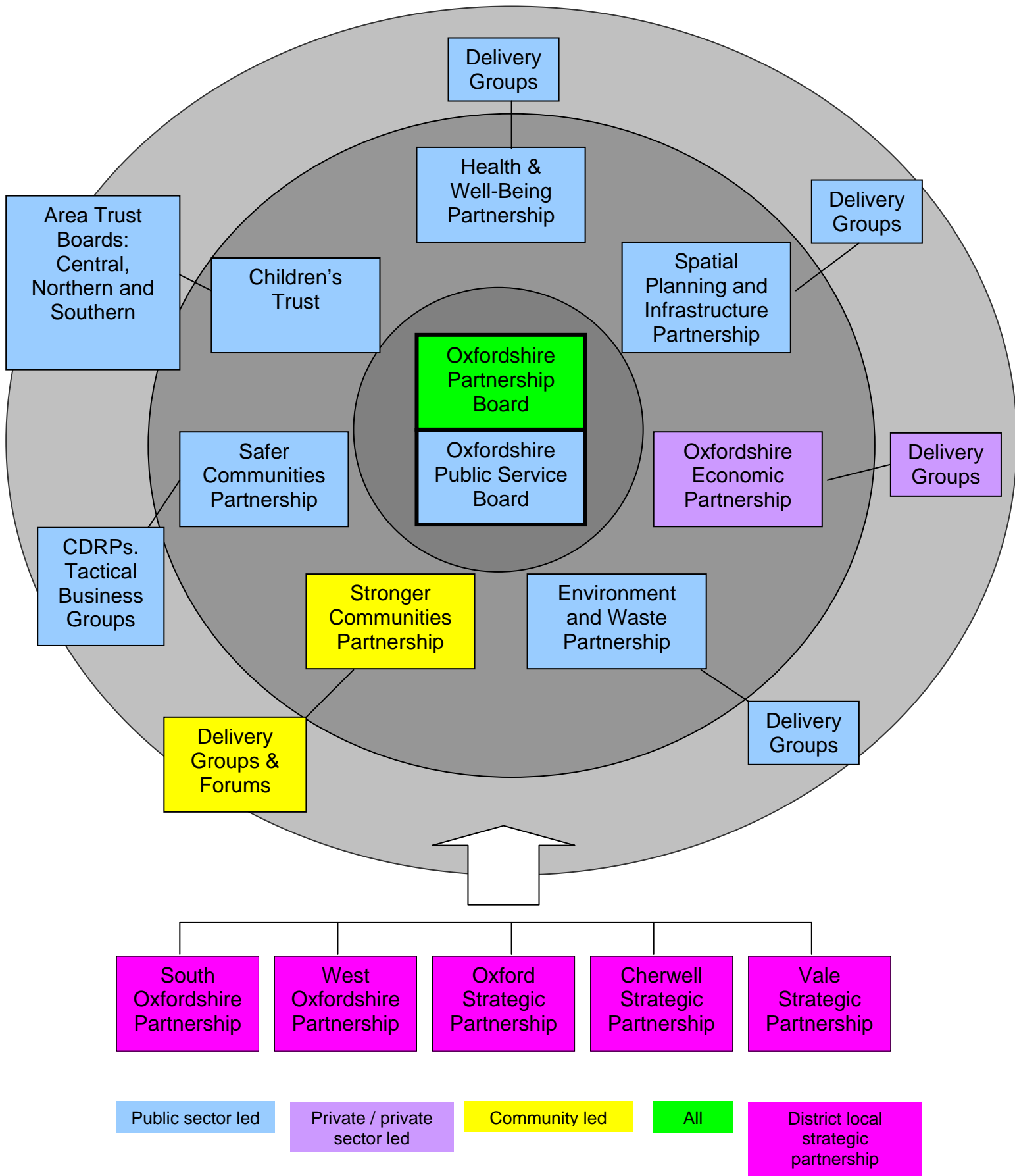
**Thematic Partnerships** – responsible for the following areas of focus and reporting to the Public Service Board on partnership targets:

1. **Spatial Planning and Infrastructure Partnership** – a new partnership that develops the role of the Central Oxfordshire Member Steering Group as a strategic county-wide partnership including housing development, access/transport and commissioning economic strategy and assessments. The Housing Partnership will report to this partnership.
2. **Environment and Waste Partnership** – a strategic partnership combining existing waste and environment partnerships with oversight of delivery groups for waste, clean and green, climate change, flooding and biodiversity.
3. **Children's' Trust.**
4. **Health and Well Being Partnership.**
5. **Safer Communities Partnership.**
6. **Oxfordshire Economic Partnership.**
7. **Stronger Communities Partnership** – developing the existing role of the Oxfordshire Voluntary Sector Development Partnership as an independent strategic partnership for the voluntary, community and faith sectors.

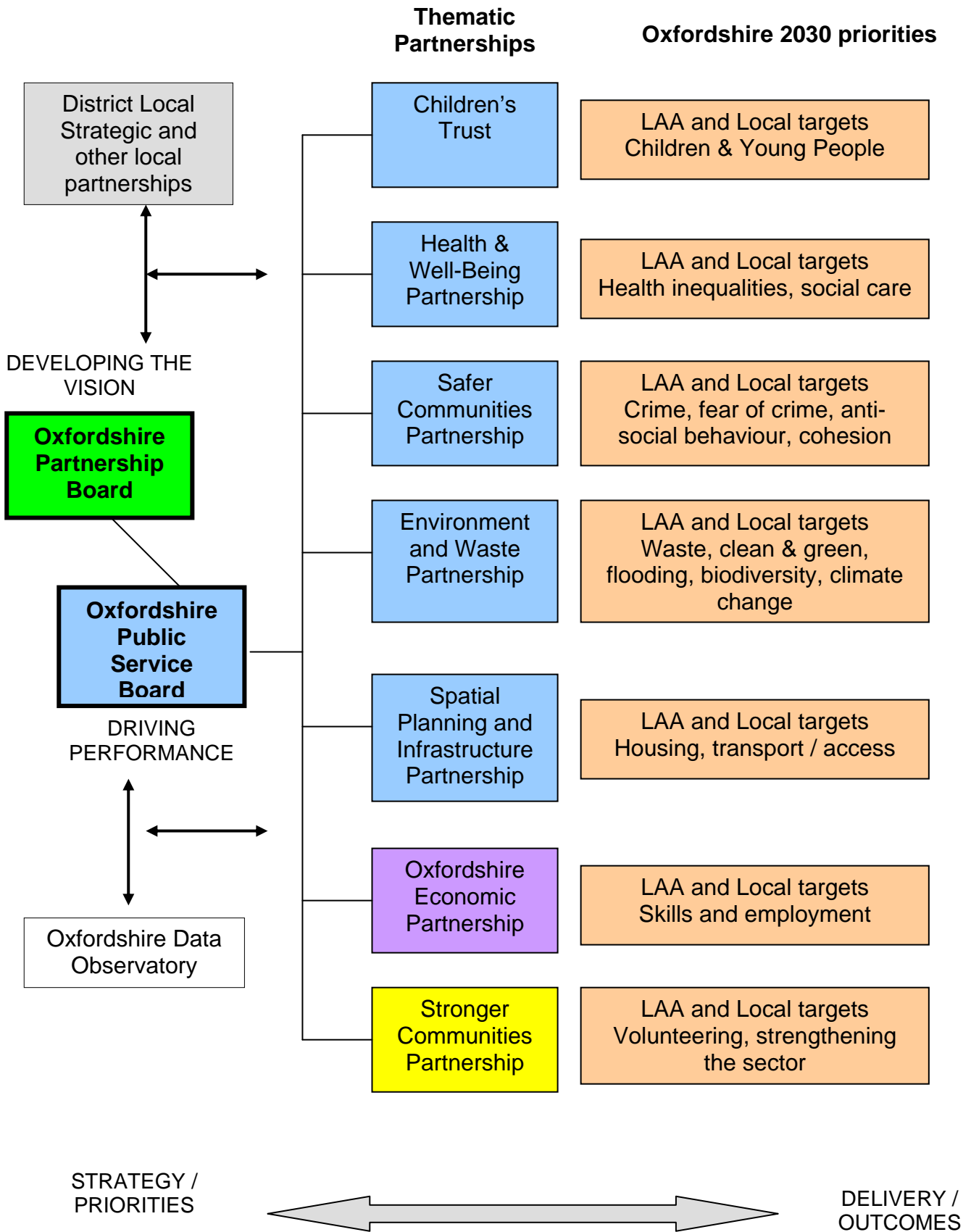
Thematic partnerships may also perform other roles including satisfying statutory requirements (for example, the Children's Trust) and management of contractual arrangements (for example, waste) between organisations. Partnerships will not be responsible to the Public Service Board for these functions, which will be overseen by the relevant accountable bodies.

Thematic partnerships shall have **delivery groups** in place to undertake the work required to meet the targets for which they are responsible.

**The Oxfordshire Partnership – structure**



**Partnerships and Oxfordshire 2030 priorities**



## **Recommendations and changes**

<b>The Oxfordshire Partnership Board</b>	<ul style="list-style-type: none"> <li>• Driving the vision for the county.</li> </ul>
<b>The Public Service Board</b>	<ul style="list-style-type: none"> <li>• Driving delivery and performance overall.</li> </ul>
<b>Thematic Partnerships</b>	<p>Responsible for delivery, performance management and commissioning including :</p> <ul style="list-style-type: none"> <li>• the delivery of targets in the Oxfordshire 2030 Delivery Plan – including Local Area Agreement and other local targets.</li> <li>• managing and monitoring target performance and risk including ensuring delivery groups are taking remedial action on targets which are not on track and - where only annual data is available - devising and reporting against quarterly / interim milestones.</li> <li>• agreeing priorities for their area of focus based on strategic intelligence, data and evidence and through engagement with service users.</li> <li>• where appropriate and required - to commission services (through their commissioning arrangements) to meet targets.</li> <li>• working across partnerships on actions to reduce inequalities and break the cycle of deprivation.</li> <li>• ensuring resources are in place to meet targets</li> <li>• sharing intelligence and data across partnerships.</li> </ul> <p>The Chairman of each thematic partnership will be invited to attend the Public Service Board as required to report on current performance including strategy, issues and achievements.</p>
<b>Delivery Groups</b>	<p>Delivery groups may include operational partnerships, tactical business groups and commissioning groups which manage target delivery and are responsible for :</p> <ul style="list-style-type: none"> <li>• identifying and carrying out actions to deliver targets.</li> <li>• data quality and competency, risk management and performance reporting to the relevant thematic partnership.</li> </ul>

Partnership	Recommendations
<b>Oxfordshire Partnership Board</b>	<p>The Oxfordshire Partnership Board shall continue as a broad and inclusive forum that:</p> <ul style="list-style-type: none"> <li>• maintains an overall vision for the county,</li> <li>• oversees and provides strategic challenge on delivery,</li> <li>• communicates progress to the public and</li> <li>• promotes a wider understanding of the big issues and challenges facing the county.</li> <li>• reviews its membership, purpose and achievements annually.</li> </ul>
<b>Oxfordshire Public Service Board</b>	<ul style="list-style-type: none"> <li>• The Public Service Board drives delivery of targets and is responsible for agreeing how Area Based Grant and LAA Reward Grant are spent to meet targets in the Oxfordshire 2030 Delivery Plan (LAA and local targets)</li> <li>• Thematic partnerships shall be accountable to the PSB for the delivery of targets for which they are responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• Chairmen of thematic partnerships shall participate in the PSB on a regular basis to report on targets and to advise on issues and achievements.</li> </ul>

Thematic Partnership	Recommendations
<p><b>Spatial Planning and Infrastructure Partnership</b></p>	<p>It is proposed that a new district/county local government led partnership is established for strategic spatial and infrastructure planning and the commissioning of economic strategy and assessments.</p> <ul style="list-style-type: none"> <li>• It is proposed that this partnership shall be a development of the existing Central Oxfordshire Steering Group, including elected members and representatives of key agencies and organisations.</li> <li>• The partnership shall be accountable to the Public Service Board for the targets for which it is responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• It will be up to the Spatial Planning and Infrastructure Partnership to determine, but there may well be a need for a number of Delivery Groups reporting to this partnership, including: <ul style="list-style-type: none"> <li>• <u>Housing Delivery Group</u> (the Housing Partnership) including responsibility for LAA 154 (increase net additional homes), LAA 155 (number of affordable homes), LAA 156 (reduce the number of households in temporary accommodation). Housing development is clearly integral to strategic infrastructure planning. However, further work is needed with Supporting People (see below) to ensure that homelessness and housing for vulnerable groups is effectively managed through the strategic partnership framework.</li> <li>• <u>Transport / Access to Services Delivery Group</u> including responsibility for LAA 175 (increase access to services by public transport etc), LAA 198 (increase % school pupils travelling by walking, cycling by public transport).</li> </ul> </li> <li>• The Partnership shall further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> </ul>

Thematic Partnership	Recommendations
<b>Health &amp; Well-Being Partnership</b>	<p>The partnership shall</p> <ul style="list-style-type: none"> <li>• further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> <li>• be accountable to the Public Service Board for the targets for which it is responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• further develop its ownership of actions which reduce inequalities and break the cycle of deprivation.</li> </ul> <p><u>Supporting People</u></p> <ul style="list-style-type: none"> <li>• Supporting People commission services for particularly vulnerable groups and it is proposed that its role is that of a commissioning and delivery group rather than that of a thematic partnership.</li> </ul> <p>The partnership shall also maintain delivery groups for</p> <ul style="list-style-type: none"> <li>• Preventing ill health in older people group.</li> <li>• Promoting mental well-being strategy/ delivery group.</li> <li>• Healthy weight strategy group.</li> <li>• Reducing health inequalities steering group</li> <li>• H&amp;W-B partnership manage</li> <li>• LAA2 Carers Group quarterly monitoring group.</li> </ul> <p>And ensure effective liaison with Sports Partnership.</p>

Thematic Partnership	Recommendations
<b>Children's Trust</b>	<p>The Trust has recently undertaken a review of governance. This proposes the following changes:</p> <ul style="list-style-type: none"> <li>• Performance Management Group.</li> <li>• Joint Commissioning Group.</li> <li>• Participation and Involvement Group.</li> <li>• Area Trust Boards: Area Central, Area Northern and Area Southern</li> </ul> <p>The partnership shall</p> <ul style="list-style-type: none"> <li>• be accountable to the Public Service Board for the targets for which it is responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> </ul>

Thematic partnership	Recommendations
<b>Safer Communities Partnership</b>	<p>The partnership shall</p> <ul style="list-style-type: none"> <li>• ensure that there are consistent links between Police Neighbourhood Action Groups, District Crime and Disorder Reduction Partnerships and itself</li> <li>• be accountable to the Public Service Board for the targets for which it is responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> </ul> <p>The partnership shall maintain the following delivery groups</p> <ul style="list-style-type: none"> <li>• 5 District Crime and Disorder Reduction Partnerships.</li> <li>• 5 Tactical Business Groups (Alcohol, Drugs, Domestic abuse, PPO, Youth offending)</li> <li>• Safer communities officers group</li> <li>• Communications group</li> </ul> <p>and maintain active links with Police Neighbourhood Action Groups.</p>

Thematic Partnership	Recommendations
<p><b>Environment and Waste Partnership</b></p>	<p>It is proposed that a new thematic partnership is established bringing together waste, the environment, climate change and flooding.</p> <ul style="list-style-type: none"> <li>• The partnership shall be accountable to the PSB for the targets for which it is responsible in the Oxfordshire 2030 Delivery Plan (LAA and local targets).</li> <li>• The Partnership shall further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> </ul>

Thematic Partnership	Recommendations
<p><b>Oxfordshire Economic Partnership</b> (Including the Learning &amp; Skills Partnership)</p>	<p>The OEP is a public / private/voluntary sector partnership.</p> <ul style="list-style-type: none"> <li>• It is proposed that the partnership develops a close working relationship with the Strategic Planning and Infrastructure Partnership (see above).</li> <li>• It also supports the Oxfordshire Learning &amp; Skills Partnership which is a public/private/voluntary sector partnership.</li> <li>• The partnership shall report to the Public Service Board on progress with Oxfordshire 2030 targets for which they are the lead partnership: NI 163 and 164 (increase % of population qualified to skills level 2 / 3 respectively); LAA 152 (reduce the numbers of work age people on out of work benefits).</li> <li>• The Partnership shall further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> </ul>

Thematic Partnership	Recommendations
<p><b>Stronger Communities Partnership</b></p>	<p>It is proposed that the Oxfordshire Voluntary Sector Development Partnership further develops its role as an independent strategic partnership between infrastructure bodies for the wider voluntary, community and faith sectors and the public sector. The partnership shall</p> <ul style="list-style-type: none"> <li>• be led by the voluntary, community and faith sector</li> <li>• strengthen the role of the voluntary, community and faith sectors in the county.</li> <li>• facilitate the representation of the sector in thematic and district partnerships.</li> <li>• attract and where appropriate administer funding for the sector</li> <li>• provide a channel for consultation and engagement with communities. (localities and groups)</li> <li>• support the continued development of the Oxfordshire Compact.</li> <li>• report to the Public Service Board on progress with Oxfordshire 2030 targets for which they are the lead partnership (LAA NI 6, increased participation in volunteering and LAA NI 7, environment for a thriving third sector)</li> <li>• further develop links with district / local partnerships to strengthen consultation and engagement on local needs.</li> <li>• Be responsible for delivering the OVSDP Business and Strategic Plans as agreed with the funders of the Plan.</li> </ul> <p>The membership is to be decided by the partnership and is likely to include voluntary, community and faith sector infrastructure development organisations together with representatives from local authorities and the health sector, working with a number of forums and special interest groups including county and district voluntary and community sector and special interest forums across the seven equality strands( age, disability, black and minority ethnic (including refugee) women LGBT and faith) and maintain links to the Parish Plan Reference Group.</p>

<b>District Local Strategic Partnerships</b>	<b>Recommendations</b>
<b>District Local Strategic Partnerships</b>	<p>It is expected that District LSPs shall play a crucial role in the delivery of targets and priorities in Oxfordshire 2030 and in developing local place-shaping - driving strategic issues at the local level.</p> <p>It is proposed that further work is undertaken by District Local Strategic Partnerships and Thematic Partnerships to strengthen the links between them and vice versa.</p>

## Annex B

### Timetable of all consultation meetings

<b>Date</b>	<b>Meeting</b>	<b>Purpose</b>
7 <sup>th</sup> January 2008	PSB	PSB requested County and District Chief Executives to review the current existing structures and governance arrangements
5 <sup>th</sup> February 2008	PSB	Papers agreed on aims and objectives of the review
21 <sup>st</sup> February	Project group	Meet to agree audit toolkit for the review of partnerships
4 <sup>th</sup> March	PSB	
3 <sup>rd</sup> April	Project group	Review the analysis of audit information from thematic partnerships
		Need something in here about paper being drafted for comment...who did it go to? How many versions etc??
29 <sup>th</sup> April	Project group meeting	
12 <sup>th</sup> May	Partnership development group	
16 <sup>th</sup> July	Partnership development group	
Summer 2008 (not sure for how many weeks?)	Consultation	Paper circulated to thematic partnerships for comment
2 <sup>nd</sup> September	Project group meeting	To discuss the draft paper to the PSB summarising the consultation responses and proposed changes
10 <sup>th</sup> September	PSB	Summary of consultation responses and proposed changes
11 <sup>th</sup> September	Leaders group	Discussion of proposals
27 <sup>th</sup> October	Project group	Working group meet to discuss consultation responses
4 <sup>th</sup> November	Supporting people	Presentation on future role
19 <sup>th</sup> November	PSB	Update on progress
		Paper drafted on structures
21 <sup>st</sup> November	OVDSP	Presentation on future governance and proposals
9 <sup>th</sup> December	Environment Partnership Chairman and lead officer	Discussion on proposals
12 <sup>th</sup> December	Safer Communities Partnership lead officer	Discussion on proposals
18 <sup>th</sup> December	CYPP Partnership lead officer	Discussion on proposals

13 <sup>th</sup> January	Oxford Inspires lead officer	Discussion on proposals
20 <sup>th</sup> January	Project group	
Jan-March 2009	1:1 sessions held with all lead officers on thematic partnerships	
27 <sup>th</sup> January	Oxfordshire Association of Local Councils	Discussion on proposals and involvement of OALC
4 <sup>th</sup> February	Environment Partnership	Update provided
18 <sup>th</sup> February 2009	PSB	Proposals for structure of partnerships agreed
February – May 2009	Meetings offered to all thematic partnerships	To discuss the implementation of the governance paper
25 <sup>th</sup> March	Project group	To discuss next steps.

\*it has also been discussed at the majority of leaders and chief executives meetings since February 08\*