



# Developing our partnerships

A development plan for strategic partnership working in Oxfordshire.

January 2008

Partnership Working Unit  
Corporate Core  
Oxfordshire County Council  
01865 816031

<b>1</b>	<b>INTRODUCTION .....</b>	<b>2</b>
	Working together to improve outcomes for local people.....	2
	The development plan .....	2
	The Oxfordshire Partnership – a framework for partnership working .....	2
<b>2</b>	<b>OXFORDSHIRE PARTNERSHIP DEVELOPMENT PLAN.....</b>	<b>4</b>
	2.1 The Oxfordshire Partnership Board.....	4
	2.2 The Oxfordshire Public Service Board.....	5
	2.3 Thematic / Delivery Partnerships.....	6
	2.4 District Local Strategic Partnerships.....	8
<b>3</b>	<b>OXFORDSHIRE COUNTY COUNCIL. PARTNERSHIP DEVELOPMENT PLAN.....</b>	<b>9</b>
	3.1 Oxfordshire County Council - partnership development plan .....	9

# 1 Introduction

## **Working together to improve outcomes for local people**

Local service delivery is provided by a wide range of statutory, independent, private and voluntary sector organisations. We therefore need to work closely with our partners in order to deliver better outcomes and value for money for local people. This means working effectively at a regional and county level with the police, health, learning and skills council and other public agencies – and equally – at the local level with district, town and parish councils and local community partnerships.

The Oxfordshire Partnership is leading the development of *Oxfordshire 2030* - a long-term strategic vision for the county. A wide range of partners are involved in this process through their involvement in the Partnership and the strategy provides a shared sense of direction.

Working with the Partnership, the County Council has the statutory responsibility to ensure that a new Local Area Agreement (LAA) is agreed with the Government for the period 2008-2011. The aim is to ensure that the LAA supports the longer-term priorities identified in the sustainable community strategy.

## **The development plan**

The purpose of the plan is to ensure that partnerships develop their governance so that they can deliver the outcomes set out in *Oxfordshire 2030* and the Local Area Agreement.

This development plan sets out actions for :

- the Oxfordshire Partnership - as the county-wide local strategic partnership, and
- the County Council - as the authority responsible for ensuring that a county-wide local strategic partnership and Local Area Agreement are in place.

## **The Oxfordshire Partnership – a framework for partnership working**

The Oxfordshire Partnership is a framework of county-wide and local partnerships working together to meet the aims of *Oxfordshire 2030* – its long-term strategic vision and a range of shorter-term targets set out in the Local Area Agreement with Government.

The Oxfordshire Partnership Board is responsible for developing the long-term vision and ensuring that partners work together to meet its aims.

Partnerships Working Unit. Oxfordshire County Council

The Oxfordshire Public Service Board is responsible for managing the delivery of the targets agreed with the Government in our Local Area Agreement.

Reporting to these boards are a range of county-wide thematic or delivery partnerships responsible for co-ordinating actions in their particular areas of responsibility.

- The Oxfordshire Children and Young People's Partnership.
- The Oxfordshire Health & Well Being Partnership.
- The Oxfordshire Safer Communities Partnership.
- The Oxfordshire Economic Partnership.
- The Oxfordshire Waste Partnership.
- The Oxfordshire Environment Forum.
- The Oxfordshire Housing Partnership.
- The Oxfordshire Learning and Skills Partnership.
- The Oxfordshire Voluntary Sector Development Partnership.

The Oxfordshire Partnership board also links to the work of the 5 district Local Strategic Partnerships and works with a range of other organisations, groups and forums as required – including Oxford Inspires, the Sports Partnership and the Oxfordshire Rural Forum.

## 2 Oxfordshire Partnership development plan.

<b>2.1 The Oxfordshire Partnership Board</b>				
<b>Outcome</b>	<b>Actions</b>	<b>Indicator</b>	<b>When</b>	<b>Who</b>
<b>Governance is reviewed annually to ensure that the partnership is fit for purpose, inclusive and supported by its members.</b>	Review Governance / Partnership Agreement annually including a review of <ul style="list-style-type: none"> <li>• Role and purpose</li> <li>• Membership and representation of sectors</li> <li>• Involvement of elected members</li> <li>• Chairmanship</li> <li>• Accountability</li> <li>• Communications</li> <li>• Equalities and access</li> <li>• Risk and performance management</li> <li>• Satisfaction with the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Governance / Partnership Agreement is updated.</li> <li>• An action plan is in place and reviewed quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>• March annually</li> <li>• Quarterly.</li> </ul>	Partnership team
<b>The Partnership reports to its constituent organisations and the public.</b>	<ul style="list-style-type: none"> <li>• 6 monthly meeting between the Chairman of all the constituent partnerships</li> <li>• Annual performance summary to the public on key priorities and indicators.</li> <li>• Information, reports, agendas on Oxfordshire Partnership website.</li> <li>• Partnership meets the same standards as local authorities for distributing and publicising reports / agendas.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 monthly meetings take place and performance report available to constituent organisations.</li> <li>• Annual performance summary available.</li> <li>• Web content is updated within 5 working days of board meetings.</li> <li>• Standards are met.</li> </ul>	<ul style="list-style-type: none"> <li>• May and October annually.</li> <li>• May annually.</li> <li>• 5 working days</li> <li>• For each meeting.</li> </ul>	Chairman of partnerships.  Partnership team

<b>There are learning and development opportunities available for partnership working.</b>	<ul style="list-style-type: none"> <li>• Annual development programme – including information about national and regional events, learning and training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual development programme is adopted.</li> <li>• Quarterly updates available on learning and development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• May annually.</li> <li>• Quarterly</li> </ul>	Partnership team
--	---	--	--	------------------

<b>2.2 The Oxfordshire Public Service Board</b>				
<b>Outcome</b>	<b>Actions</b>	<b>Indicator</b>	<b>When</b>	<b>Who</b>
<b>Governance is developed to ensure that the Public Service Board is fit for the purpose of managing the new Local Area Agreement</b>	<ul style="list-style-type: none"> <li>• Review Government guidance on management of LAAs and develop a governance model for consultation.</li> <li>• Consult with authorities responsible to Govt for the LAA and the Oxfordshire Partnership.</li> <li>• Adopt and implement recommendations and changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanisms are in place to make binding decisions about target setting and application of resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Review. March 08</li> <li>• April 08</li> <li>• June 08</li> </ul>	Authorities responsible to the Govt for the LAA.  PSB team
<b>Governance is reviewed annually</b>	Review Governance / Partnership Agreement annually including a review of <ul style="list-style-type: none"> <li>• Role and purpose</li> <li>• Membership</li> <li>• Involvement of elected members</li> <li>• Chairmanship</li> <li>• Accountability</li> <li>• Communications</li> <li>• Equalities and access</li> <li>• Risk and performance management</li> <li>• Satisfaction with the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Governance / Partnership Agreement is updated.</li> <li>• An action plan is in place and reviewed quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>• February 09 and then annually.</li> <li>• Quarterly.</li> </ul>	Partnership team  Corporate Performance team

<b>The PSB reports to Government and its constituent organisations.</b>	<ul style="list-style-type: none"> <li>• Quarterly LAA performance reports to Government.</li> <li>• Information, reports, agendas on Oxfordshire Partnership website.</li> <li>• PSB meets the same standards as local authorities for distributing and publicising reports / agendas.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports</li> <li>• Web content is updated within 5 working days of board meetings.</li> <li>• .Standards are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• 5 working days</li> <li>• For each meeting.</li> </ul>	Partnership team  OCC. Corporate Performance team and democratic Services
---	--	---	--	--

### 2.3 Thematic / Delivery Partnerships

Outcome	Actions	Indicator	When	Who
<b>Governance is reviewed annually</b>	Review Governance annually including a review of <ul style="list-style-type: none"> <li>• Role and purpose</li> <li>• Membership</li> <li>• Involvement of elected members</li> <li>• Chairmanship</li> <li>• Accountability</li> <li>• Communications</li> <li>• Equalities and access</li> <li>• Risk and performance management</li> <li>• Satisfaction with the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Governance / Partnership Agreement is updated.</li> <li>• An action plan is in place and reviewed quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>• March 08 and then annually.</li> <li>• Quarterly.</li> </ul>	Officers supporting partnerships.  Partnership team

<p><b>The Partnership reports to its constituent organisations and the public</b></p>	<ul style="list-style-type: none"> <li>• Align partnership plans with LAA2 and community strategy targets where relevant.</li> <li>• Performance reporting and data gathering systems are aligned with the requirements of the LAA.</li> <li>• Quarterly LAA performance reports to the PSB.</li> <li>• 6 monthly meeting between the Chairman of all partnerships in advance of 6 monthly general performance report on Oxfordshire 2030 priorities.</li> <li>• Information, reports, agendas on Oxfordshire Partnership website.</li> <li>• The Partnership meets the same standards as local authorities for distributing and publicising reports / agendas.</li> <li>• The Partnership encourages public access to meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans link to Oxfordshire 203 and the LAA.</li> <li>• Quarterly reports provide accurate and timely information and data.</li> <li>• 6 monthly meetings take place and performance report available to constituent organisations.</li> <li>• Web content is updated within 5 working days of board meetings.</li> <li>• Standards are met.</li> <li>• Meetings are open to the public</li> </ul>	<ul style="list-style-type: none"> <li>• Annually.</li> <li>• Quarterly.</li> <li>• May and Oct</li> <li>• 5 working days</li> <li>• For each meeting.</li> <li>• All meetings</li> </ul>	<p>Partnership members.</p> <p>Partnership team</p> <p>Partnership Chairman</p>
<p><b>Partnerships have appropriate officer support in place</b></p>	<ul style="list-style-type: none"> <li>• Partnerships identify and resource appropriate officer support.</li> </ul>	<ul style="list-style-type: none"> <li>• Officer support is in place</li> </ul>	<ul style="list-style-type: none"> <li>• In place from April 08</li> </ul>	<p>Partnership boards.</p>

<b>2.4 District Local Strategic Partnerships</b>				
<b>Outcome</b>	<b>Actions</b>	<b>Indicator</b>	<b>When</b>	<b>Who</b>
<b>District Local Strategic Partnerships work with each other and the Oxfordshire Partnership on agreed outcomes and targets.</b>	<ul style="list-style-type: none"> <li>• Propose alignment /linking of District community strategies to <i>Oxfordshire 2030</i> and LAA targets.</li> <li>• Propose that District LSPs review governance, membership, equalities annually and set an annual action plan</li> <li>• Quarterly meetings between 6 LSP Chairs to discuss cross-cutting targets, resources and communications.</li> <li>• Propose links between LSP and Council websites and information, reports, agendas are on District LSP and Oxfordshire Partnership website.</li> <li>• Propose that all partnerships aim to meet the same standards on sending out / publicising reports/ agendas.</li> </ul>	<ul style="list-style-type: none"> <li>• District Community Strategies adopted.</li> <li>• Review completed and Action Plan in place.</li> <li>• 6 monthly LSP Chairs meeting concluded and any cross-cutting actions agreed.</li> <li>• Web content is up to date.</li> <li>• Standards are met.</li> </ul>	<ul style="list-style-type: none"> <li>• By June 08</li> <li>• February annually.</li> <li>• Quarterly.</li> <li>• Before each OP meeting.</li> <li>• Web content updated quarterly.</li> <li>• For each meeting.</li> </ul>	District Councils and County Partnership team

### 3 Oxfordshire County Council. Partnership development plan.

<b>3.1 Oxfordshire County Council - partnership development plan</b>				
<b>Outcome</b>	<b>Actions</b>	<b>Indicator</b>	<b>When</b>	<b>Who</b>
<b>Governance is developed to ensure that the Public Service Board is fit for the purpose of managing the new Local Area Agreement</b>	<ul style="list-style-type: none"> <li>Review Government guidance on management of LAAs and develop a governance model for consultation.</li> <li>Consult with authorities responsible to Govt for the LAA and the Oxfordshire Partnership.</li> <li>Adopt and implement recommendations and changes.</li> </ul>	<ul style="list-style-type: none"> <li>Mechanisms are in place to make binding decisions about target setting and application of resources.</li> </ul>	<ul style="list-style-type: none"> <li>Review. March 08</li> <li>April 08</li> <li>June 08</li> </ul>	Authorities responsible to the Govt for the LAA.  Partnership team
<b>Governance is reviewed annually to ensure that partnerships are fit for purpose, inclusive and supported by its members.</b>	<ul style="list-style-type: none"> <li>Review Governance / Partnership Agreement annually (see 2.1 above).</li> <li>Develop and implement a web-based tool for reviewing governance and satisfaction with partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Governance / Partnership Agreement is updated.</li> <li>An action plan is in place and reviewed quarterly.</li> <li>A web based tool is in operation for annual review.</li> </ul>	<ul style="list-style-type: none"> <li>March 08 and then annually</li> <li>Quarterly</li> <li>By Feb 09</li> </ul>	Partnership board / executives  Partnership team

<p><b>Thematic partnerships are in place for Learning &amp; Skills, the Environment, Housing and any other LAA requirements</b></p>	<ul style="list-style-type: none"> <li>• Agree membership including : <ul style="list-style-type: none"> <li>○ Chairman</li> <li>○ Elected member</li> <li>○ Voluntary Sector representation</li> <li>○ Private sector representation</li> <li>○ BME / other representation</li> </ul> </li> <li>• Agree Governance / terms of reference</li> <li>• Set up secretariat / support from the Directorate</li> <li>• Develop priorities and an action plan that is aligned with LAA2 and community strategy targets for learning and skills.</li> <li>• Review governance annually including VCS/BME and private sector (using the web-based tool) involvement and set an Action Plan.</li> <li>• Performance reporting and data gathering systems are aligned with the requirements of the LAA.</li> <li>• Information, reports, agendas on Council website and Oxfordshire Partnership website.</li> <li>• Standards on sending out / publicising reports/ agendas are the same across the strategic partnership framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership agreed.</li> <li>• Governance adopted</li> <li>• Secretariat in place.</li> <li>• LAA and Community Strategy outcomes/targets agreed</li> <li>• Review completed and Action Plan in place.</li> <li>• Performance is reported and data supplied.</li> <li>• Web content is up to date.</li> <li>• Standards are met.</li> </ul>	<ul style="list-style-type: none"> <li>• March 08</li> <li>• March 08</li> <li>• April 08</li> <li>• March 08</li> <li>• February 09 + annually.</li> <li>• Quarterly.</li> <li>• Web content updated at quarterly.</li> <li>• For each meeting.</li> </ul>	<p>Directorates, District Leaders, Partnerships Unit</p> <p>Partnership team</p>
---	--	---	---	--

<p><b>Elected members are involved in the work of the partnership</b></p>	<ul style="list-style-type: none"> <li>• Members are represented on all thematic partnerships and report back to cabinet where appropriate.</li> <li>• County and District Council Cabinets receive a quarterly performance report on LAA and other partnership targets.</li> <li>• Members receive a quarterly bulletin performance of partnership and LAA targets</li> <li>• Quarterly performance report on <i>Oxfordshire 2030</i> priorities to constituent organisations including County and District Council cabinets.</li> <li>• Annual scrutiny work programme is in place</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet portfolio members are members of all the relevant thematic partnerships.</li> <li>• Quarterly performance reporting on LAA and Oxfordshire 2030</li> <li>• Quarterly performance summary considered at District Cabinets</li> </ul>	<ul style="list-style-type: none"> <li>• March 08</li> <li>• Quarterly</li> <li>• Quarterly</li> </ul>	<p>Partnerships team</p> <p>Corporate Performance team</p>
<p><b>Partnerships and the LAA have officer support arrangements to support development and delivery.</b></p>	<ul style="list-style-type: none"> <li>• PSB is supported by a high level officer group representing the authorities with a duty to co-operate in the LAA.</li> <li>• The Partnerships Unit is developed to work more closely with LAA partners.</li> <li>• Thematic partnerships that rely on county council support have officer support arrangements in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Officer group is formed and adopts ToR.</li> <li>• Options considered and adopted.</li> <li>• Officer support identified for thematic partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• March 08</li> </ul>	