



Background

The Wiltshire Improvement Partnership (WIP) commissioned SOLACE Enterprises to undertake a review of partnership working in Wiltshire.

This review focused on:

- Interim arrangements for the Local Area Agreement (LAA).
- Governance arrangements for partnership working in Wiltshire.
- Cultural aspects of partnership working.

The process

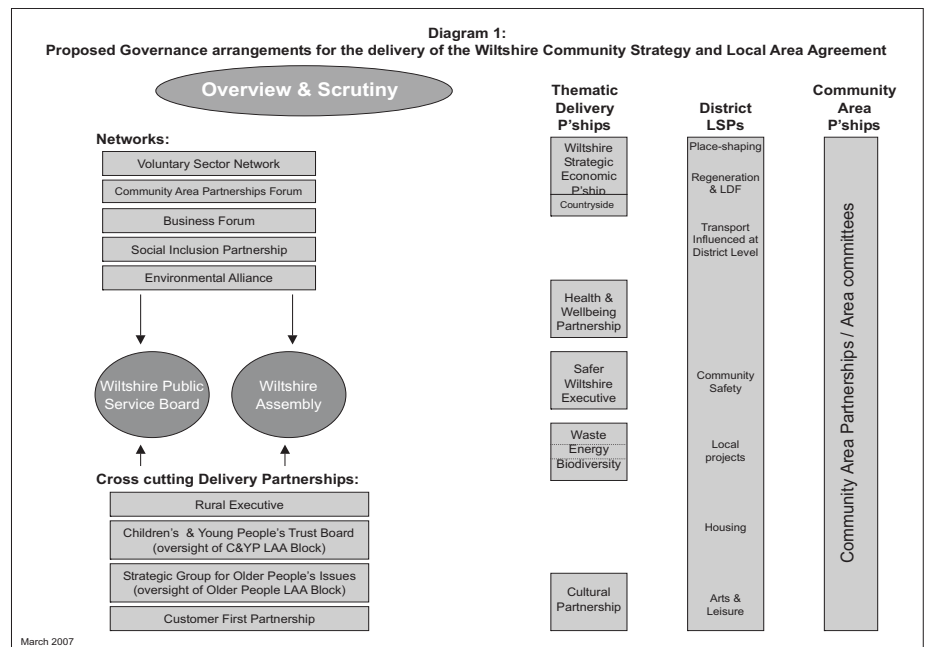
The process of preparing the proposals included:

- Interviews with key personnel and stakeholders, including the Government Office of the South West (GOSW) and the Audit Commission.
- Attendance at partnership meetings, including the Wiltshire Improvement Partnership, Wiltshire Strategic Board Executive (WiSBEx), Wiltshire Strategic Board (WiSB) and District Local Strategic Partnerships (LSPs).
- Hosting a consultation workshop to discuss initial ideas.
- Examination of best practice in other areas.

Observations

During the consultation phase, it was noted that:

- Whilst local good practice was found, the existing partnership structure is not fit for purpose to deliver the emerging policy agenda.
- The partnerships do not work together as they should because of duplication and lack of clarity of roles.



Proposals

A Wiltshire "Family of Partnerships" is proposed as set out in Diagram 1 above. Key features of this proposal include:

The Assembly - Replacing the Wiltshire Strategic Board. Operates as the Local Strategic Partnership for Wiltshire; set overall strategic direction.

The Public Service Board - Replacing the Wiltshire Strategic Board Executive. Oversee public sector expenditure; make identified priorities happen; manage performance.

Thematic and cross-cutting delivery partnerships - Oversees delivery elements of the Community Strategy/Local Area Agreement.

Networks - Take a lead on their topic issue; appoint representatives to different partnerships; influence and co-ordinate activity.

District Local Strategic Partnerships - Place-shaping role; to make local arrangements for local delivery; to appoint representatives to other partnerships; co-ordinate work of Community Area Partnerships and Area committees.

Community Area Partnerships - Formulate local community plans; appoint representatives to district Local Strategic Partnerships; report on progress in delivering local plans.

Overview & Scrutiny - Role in overseeing Community Strategy/Local Area Agreement; assess impact; keep overview of effectiveness of governance arrangements.

Key recommendations

Interim arrangements for the Local Area Agreement

- Lead partnerships identified for each of the LAA blocks.
- Common terms of reference agreed.
- Direction of travel agreed with new family of partnerships, including to become the delivery mechanism for the LAA.
- The emerging Sustainable Community Strategy to be delivered by the LAA.

Performance management

- All partnerships and partners to adopt a common proposed performance management framework.
- Partners to investigate the application of one performance system to support partnership working. (Excelsis is being implemented by Wiltshire County Council).

Effective partnership working

- Partnerships to agree to a programme of change for partnership working in Wiltshire.
- Facilitated workshops to be held in phase 2, with members of the Wiltshire Strategic Board, Wiltshire Strategic Board Executive, thematic partnerships and district Local Strategic Partnerships to achieve clarity on the proposals and start to implement them.

Partnership structures

- "Family of Partnerships" concept, as outlined in the report, to be adopted along with direction of travel for partnership arrangements in Wiltshire.
- Implement co-ordinating group to support the Assembly.
- Joint Overview and Scrutiny committee to be established.
- Voluntary Sector Network, Business Forum and Environmental Alliance to be established.
- Roles, membership, and action plan to be reviewed for each partnership.
- Reviews on the partnerships outside this structure to be undertaken for further rationalisation.

Resourcing and supporting the change

- The post of a Partnership Director to be created to support existing partnership managers and assist in facilitation and implementation of these changes.
- Partnerships to establish a transition team to work through implementation, formulate a project plan and carry out risk assessments over the next six months.
- Partners to put together a communication plan to ensure strong links are established and maintained.
- Partnership leads to be actively involved in phase 2, including facilitation workshops with SOLACE.

Additional information

This document is a summary of a report by Brian Partridge, SOLACE - Review of Partnership Working in Wiltshire, 16 April 2007. It is designed to provide an overview of the key recommendations and proposals within the report, but does not incorporate all the information or any of the recommended tools required for implementation and review.

To obtain a copy of the full report or for further information, please contact Paul Mountford pmountford@westwiltshire.gov.uk or Liz Richardson lrichardson@westwiltshire.gov.uk at West Wiltshire District Council on (01225) 776655.