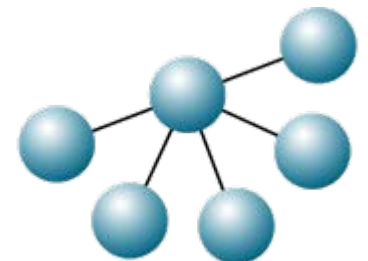


# Essex Partnership Review

Katy Donnelly and John Houghton

Essex Management Board

17<sup>th</sup> June 2010



---

# Agenda for today

- What we're doing – context and purpose of the review
- What you said – views of partnership, and recognised and emerging issues
- Where we go next - discussion and next steps

Rapidly changing policy

Significant reductions in funding

Less direction from central government

Emerging lessons from Total Place

Opportunities to do things differently – better and more efficiently

Review of existing partnership governance arrangements

Identification of improvements, taking account of new challenges

Recommendations on how to make arrangements more effective and streamlined

Proposed new set of partnership operating principles.

---

## Where we are now

- Strong and improving partnerships and partner relationships
- Examples of partnership working delivering tangible outcomes
- Current arrangements are broadly understood
- Partnership welcomes challenge and supports level of co-operation beyond 'consultation'

---

## Where we are now

- Strong commitment to democratic accountability and the role of councillors
- Support for shared services agenda

---

## Where we are now

- Arrangements are essentially sound, and relationships are good
- But the future will be much more challenging and subject partnership arrangements to greater pressure
- Imperative to change now - to be better positioned for the future
- Take opportunity to be sharper and more efficient

# Where we are now

**“Used to be a battle with the County – now its much better”**

**“Relationships are mature enough now to discuss hard choices”**

**“Everyone is more open about challenges and how to improve”**

---

## Recognised challenges

- Complexity (size, geography, organisational, thematic)
- Balancing efficient direction with consultative engagement – role of County
- Need for sharper and outcome-focused work programme, which should drive number and form of partnership arrangements
- Councillors not consistently linked into all arrangements

# Recognised challenges

**“Needs more power in the system - but no-one is prepared to cede power”**

**“Natural tensions between players in a crowded Environment”**

**“Officers tend to focus on their silo and don't engage with the wider issues”**

---

## Emerging challenges

- New and rapidly changing policy and financial landscape
- Unfamiliar tasks - working together to remove large tranches of funding from the system
- Getting better value from partnership working
- Risk of partners resorting to narrow, short-term focus on core business
- Using time more effectively – adding value

# Emerging challenges

**“The future will demand much more rapid solutions”**

**“Partnership hasn’t made that big leap to Total Place way of working”**

**“Need sharper priorities – not doing everything with everyone on board**

# What does this mean?

**“Need to go where  
the energy is –  
emphasis now is on  
devolution”**

**“Shift from talking  
to doing”**

**“Need to think once –  
and for all of Essex”**

---

## Issues for further discussion

- Test need for partnerships – and be clear about role and purpose in delivery terms
- Align bottom-up drivers of change with strategic co-ordination role
- Linking partnership to new models of public service delivery
- Clarifying roles and responsibilities
- Balancing efficiency with engagement
- How do we set and agree our ambition for Essex in future?

Q & A