

# **Partnership Working**

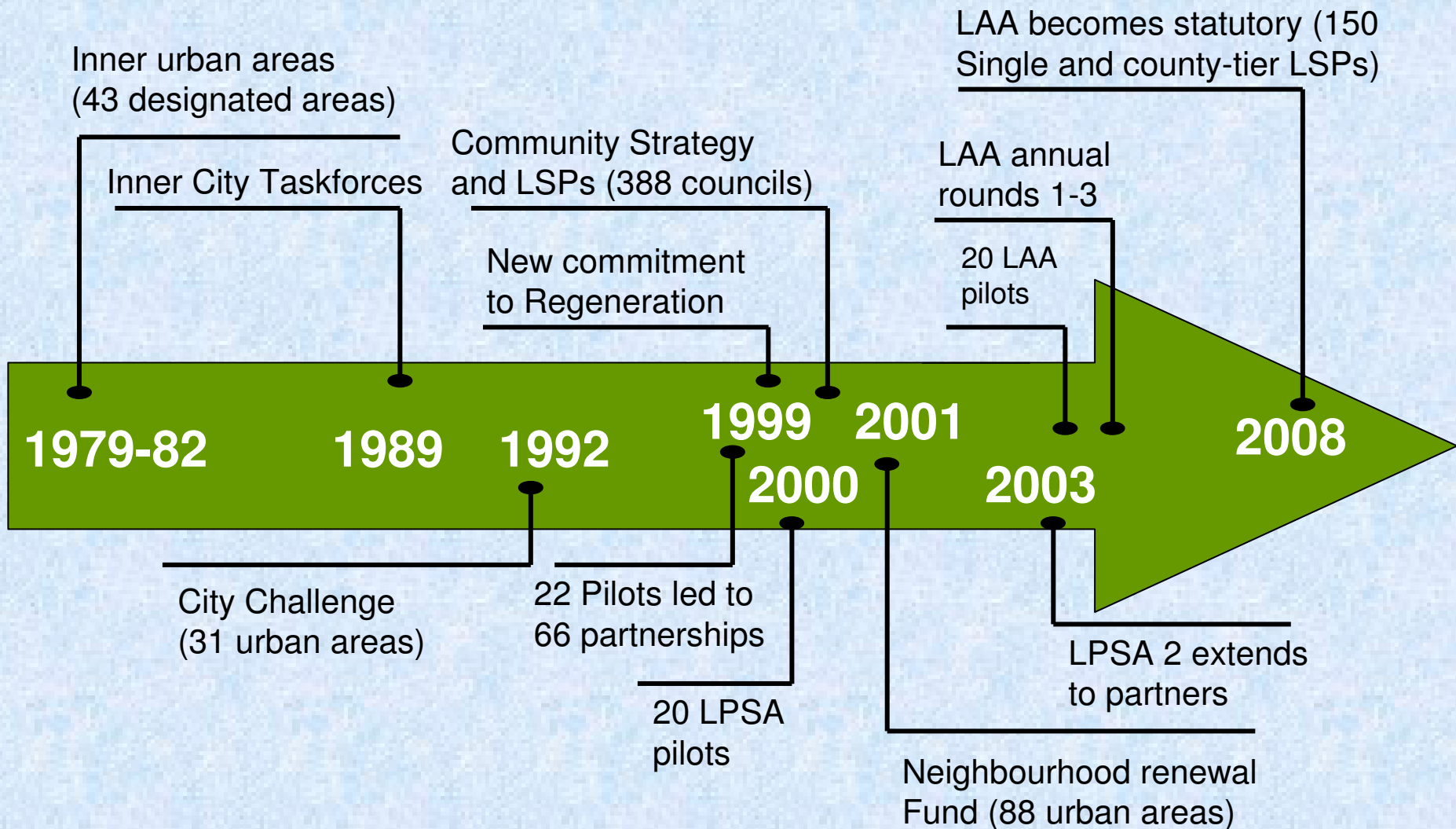
## **The Future Landscape**

Roger Gough, Localis

# Partnerships & Reinventing the Wheel

- |                |  |
|----------------|--|
| 1830s – 1880s: | Councils/School Boards/Poor Law Guardians etc      |
| 1880s – 1945:  | Rise of the multi-purpose authority                |
| 1945 – 1980s:  | Central government's boots on the ground           |
| 1980s – 2000s: | The 'enabling authority' & the rise of the quangos |
| 2000s :        | Fog of partnerships                                |

# Some areas have three decades experience of joint working



**Audit Commission, 2008**

# .....and now

- Partnerships for austerity
- Total Place



# Experience so far.....

- LSPs have become established
- Real work done on cross-cutting issues and on aligning priorities
- Councils start to define 'convening' role

# BUT.....

- **Loss of clarity after LPSA**
- **Straitjacket of National Indicator set**

*“The minutiae of fixing targets, with protracted argument over half percentage points on NEETS, teenage pregnancy, or housing starts, has dominated the negotiating process... The early vision and ambition of LAAs, as a ‘joint endeavour’ between central and local government, has yet to be realised.”*

***IDeA: ‘New routes to better outcomes’***

# BUT.....

- **Monitoring process clunky and costly**
- **Little real money attached**

*“I’d sat on five or six different LSPs and I’ve never seen one that’s delivered a pizza.”*

*Senior police officer quoted in the Institute for Government – Performance Art*



# Going the Extra Mile or Two

- **Area funding.** Central government money being transferred to an area to spend on that area's priorities, not divided out between different agencies.
- **Area accountability.** Areas having their own governance, scrutiny and leadership where accountability is linked to places, not just institutions.
- **Area expertise.** Public sector workers developing their knowledge and skills by working in places not organisations. It would be great to have a local workforce committed to local areas, rather than a collection of vertical professions.

# LAA: Reform Concept

- Bigger reward grant
- 'Tournaments' rather than targets
- Scale back national indicator set
- End requirement for DCSF indicators
- Reduce number of outcomes required by the centre
- Focus CAA on locally agreed priorities

# More Radical Options for Local Partnerships

- Legal identity for LSP?
- Finance – mainstream funding in a collective pot
- Shared strategy and vision: pooled thinking
- Accountability – local performance framework for the partnership
- Prioritisation – local partnerships to choose what is collectively important
- How many partners?

# Who's in Charge?

- Councils as commissioners?

*“The council should attempt to create a pooled fund by encouraging existing public bodies to allocate a proportion of their budget to achieving shared desirable outcomes...Councils could also begin to look at innovative types of partnership which address some of the long-term issues of the local area with the help of social enterprises and third sector organisations.” (The Bottom Line: A Vision for Local Government, Localis/KPMG 2009)*

- LSP commissioning role? Currently ‘under the radar’
- Role of elected politicians: LSP presence/scrutiny/ seats on delivery bodies