



Haverhill Area Working Party 11 November 2010

Haverhill Partnership Review

1. Introduction

- 1.1 In August 2010, the Haverhill Executive group agreed to move towards a less bureaucratic, single multi-agency 'collaborative' body which could build on existing structures/partnerships in the town and focus activity/resources to get the best possible outcomes for Haverhill.

2. Key Principles

- 2.1 Public services are facing an unprecedented period of budget cuts, forcing a radical change in the way we deliver services. Partnership working is still important but the way in which we achieve it needs to be more efficient, streamlined and focused on achieving outcomes which make a real difference for local people. Whatever model we move to, it needs to:-
- (a) focus on place, not organisations;
 - (b) work collaboratively to achieve better outcomes together;
 - (c) the solution must be flexible and enabling, not bureaucratic and top down;
and
 - (d) must add value, otherwise 'don't do it'!

3. Review

- 3.1 In its current format, it is fair to say the Haverhill Partnership does not always achieve these key principles. A simple mapping exercise of what 'partnership' activity is currently underway in Haverhill shows a confused landscape of partnership bodies working in isolation with many of the same people/organisations represented at each and a clear cross over of what each is trying to achieve. The obvious solution is to rationalise the structures, reduce duplication of effort, harness the good work and commitment already in place and build on it to add greater value for the people of Haverhill.
- 3.2 **'ONE Haverhill'**
- 3.2.1 This concept, as outlined in Appendix A attached to the report, combines all organisations delivering services in Haverhill to pool resources and share a single vision for the town. It is recognised this might not be new monies but gives the opportunity to move resources to where it is needed most within existing budgets.

- 3.2.2 Existing partnership links could be strengthened or rationalised through the following options:-
- (a) The West Suffolk Local Strategic Partnership (WSLSP) covers a large geographical area. Current activity or engagement in Haverhill is therefore, ad hoc. 'ONE Haverhill' would work closer with the WSLSP and harness available resources;
 - (b) consider absorbing Haverhill Area Working Party (HAWP) members into the newly formed 'ONE Haverhill' structure. The current remit to make recommendations to St Edmundsbury Borough Council's (SEBC) Cabinet could be fulfilled without having a separate body, or vice versa.
 - (c) Suffolk County Council (SCC) locality meetings are currently under review; a prime time to also consider absorbing Haverhill members into this structure, particularly around Community Conversations.
- 3.2.3 Representation on the 'ONE Haverhill' Board would be the 'decision makers'. Membership to be agreed but could be 1 officer and 1 elected member per organisation, equating to one vote. This body would set direction and task organisations/individuals to deliver against identified priorities and community needs and aspirations. As and when appropriate, Braintree Borough Council/South Cambridgeshire District Council/Havebury Housing Partnership/Voluntary Sector representative/Business Sector representative could be invited to attend.
- 3.2.4 Community conversations should be multi-agency in a way that suits communities, not public services. There are good opportunities to join up the Haverhill forum and/or Safer Neighbourhood Team public facing meetings to create a one stop shop to engage communities, hear their issues and/or receive feedback on progress and grow social capital. We need to use different methods of engagement at times/places that maximise participation. The Voluntary and Community Sector will be key to successfully engaging and supporting communities to help themselves.
- 3.2.5 Delivery must be focused and achieve desired outcomes as and when required. There would be no need to have formal, set structures to do this. There is scope to absorb all the existing representation in the current structures into the new one, where people sit in the structure and where they can add most value.

4. Governance

- 4.1 There are a number of options available as to the governance of any new arrangements. These range from a Joint Area Committee (JAC), accountable to SCC/SEBC/Haverhill Town Council to a Joint Area Panel (JAP), which is purely an advisory panel. Any decisions made under this structure would be signed-off by a relevant officer acting under delegated powers, which is common practice in many partnerships now.

5. Next Steps

- 5.1 Members of the Haverhill Executive group will be communicating the proposed new structure for the Partnership to individuals/groups/organisations affected by the changes in the coming weeks and months. Their comments and feedback will be considered as part of the review. It is the Executive's ambition to move towards a new structure by April 2011, subject to the necessary agreements.

6. Recommendation

- 6.1 The Working Party is requested to **NOTE** the content of this report.

For further information, please contact:-

Geoff Rivers
Chief Executive, St Edmundsbury Borough Council
Telephone: (01284) 757009, or email geoff.rivers@stedsbc.gov.uk

Clair Harvey
Transformation and Performance
Suffolk County Council
Telephone: (01473) 265304, or email clair.harvey@suffolk.gov.uk

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APPENDIX A

