
Report of the Assistant Chief Executive Performance Planning and Improvement

Corporate Governance and Audit Committee

Date: 18 April 2011

Subject: Leeds Initiative Partnership and City Planning

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

Executive Summary

To update the committee on progress with the development of the new partnership structure, and to seek Members views on those proposals.

1.0 Purpose Of This Report

- 1.1 To update members on progress with the review of the Leeds Initiative partnership arrangements and the associated planning and performance management arrangements in the city, as resolved at the meeting held on 24th January 2011

2.0 Background Information

- 2.1 Following the Executive Boards agreement to the proposals for a revised Leeds Initiative structure and planning framework, officers have been finalizing the proposals with a view to implementation from 1st April 2011.
- 2.2 Leeds Initiative Executive considered the report attached at addendum 1 at its meeting held on 18th March, and the draft minute of that discussion is at addendum 2

3.0 Main Issues

- 3.1 **Membership** – the proposed membership was accepted by the Executive with the addition that there should be two representatives of the private and third sectors

- 3.2 The selection of members is a matter for the organisations concerned, and in the case of Leeds City Council that is through nomination by the Member Management Committee, arrangements that are in place for Leeds Initiative appointments currently. The intention is however that the Leeds Initiative Board should bring together the most senior colleagues and that the Leader of Council shall be the chair, and the leaders of the largest two opposition groups also be members of the board. The actual appointment however remains an issue for the Council.
- 3.3 **Agendas and papers.** It is not proposed to amend the current process. Partnership meetings are conducted in private, but all documents are published on the Leeds Initiative website.
- 3.4 **Powers and accountability.** The minute of the executive discussion makes it clear that there remains a tension between the desire for the Leeds Initiative Board to be a powerful and decisive forum – where proposals can be considered, actions agreed, followed through and partners held to account, and the fact that it is not intended to formally share sovereignty between the partners.
- 3.5 Officers have been asked to convene the board, and at that meeting will propose revised terms of reference which seek to resolve this issue
- 4.0 Implications For Council Policy And Governance**
- 4.1 There are no changes proposed.
- 5.0 Legal And Resource Implications**
- 5.1 There are no formal implications
- 6.0 Recommendations**
- 6.1 Members are invited to comment on the issues and the proposed approach.

Completing the restructure of the Leeds Initiative

Introduction

The purpose of this paper is to set out the next steps in forming the new partnership, and for the Leeds Initiative Executive to agree the actions to be taken including on membership, timescales and the work programme of the new Leeds Initiative Board.

Changes following the Executive Board report of December 2010

Limited changes have been made since the December Executive Board which are for the executive to agree, these are:

- a) While the name 'Main Board' was helpful in the development phase to emphasise the desire to simplify the corporate structure it is suggested that the term 'Leeds Initiative Board' is used.
- b) While recognising the need for co-ordination of the five boards and the Leeds Initiative Board, there is no formal proposal for an executive. Arrangements will be developed to practically address the need for co-ordination.
- c) The diagram at appendix 1 therefore represents the final structure

Membership and terms of reference

Attached at appendix 2 are draft terms of reference for the new Leeds Initiative Board. Representatives will be nominated from each organisation in accordance with that organisations rules, and as a partnership we ask that representation is at the highest level. In the case of the council elected members will be nominated by Member Management Committee in the usual way.

Powers

The partnership does not intend to create a shared sovereignty – whereby the powers of individual partners pass their powers to the partnership. Rather all existing governance remains, and members of the Leeds Initiative Board and the strategic boards will act within those arrangements to produce joint action on a partnership basis

Work programme

Attached at appendix 3 is a draft work programme for the board, and members are asked to comment and shape its development.

Items selected seek to balance reporting, problem solving and development.

Members are invited to comment and agree the next steps.

the Leeds Initiative

Partnerships
2011

Leeds
Initiative
Board

Strategic
Partnerships

Wider network of
partnerships



Leeds
Initiative
Board

Supported by a series of work strands and a work programme

Resources
partnership

Locality
working and
community
engagement

Others

Co-ordinated by chairs and officers to brings the strategic
partnerships together

Main Partnership Board

Chair – Leader of the Council

2 X Senior opposition Councillors

Chief Executive Leeds City Council

Health Service

Police Service

Further Education

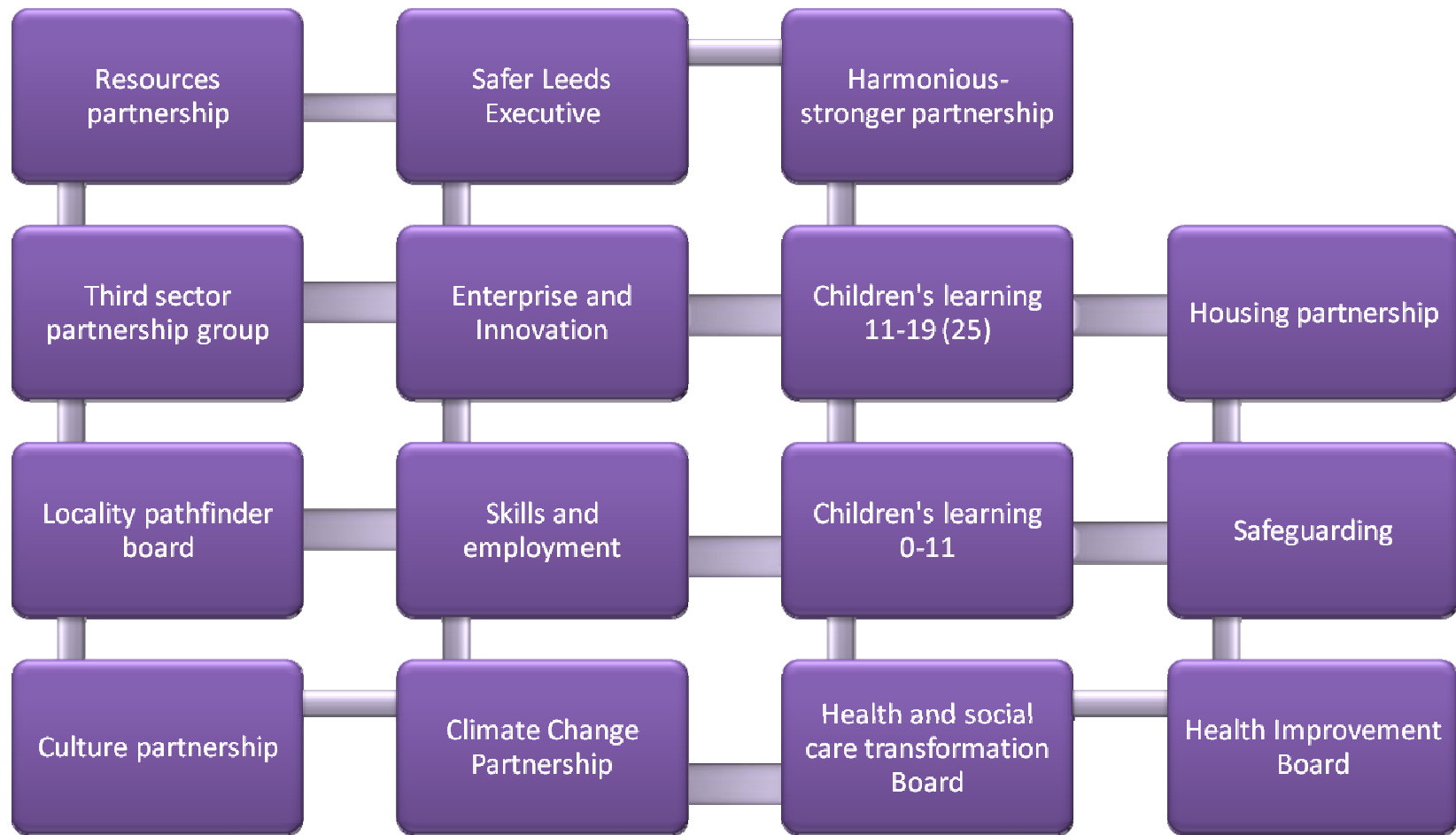
Higher Education

Private Sector

3rd Sector



Wider network of partnerships



Wider network of partnerships



DRAFT Terms of Reference – Leeds Initiative Main Board

Purpose

The purpose of the main board is to provide visible leadership and to support effective partnership work across all aspects of the development of Leeds. In particular its key objective is to join up activities to maximise outcomes , and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic Leadership

The board will be responsible for leading the long-term strategy for the city, including the Vision for Leeds and for the co-ordination of the priorities in the City Priority Plans. The Board will have a particular remit for joining up strategy to deliver action in the interests of local people.

Accountability

The Leeds Initiative is not a separate legal entity Each partner within the Leeds Initiative retains its own functions and responsibilities. This board provides a focus for the agreement of shared action to make sure that partnership work improves outcomes. To meet this objective this board will performance manage the work of the 5 strategic partnerships and provide support and challenge.

Roles and responsibilities

The chair shall be the leader of Leeds City Council

Executive leadership shall be with the Chief Executive Leeds City Council

Servicing will be the responsibility of the Leeds Initiative Office

Membership

Leader Leeds City Council

Leaders of the main opposition parties Leeds City Council

Chief Executive Leeds City Council

Chief Executive NHS Leeds

Senior West Yorkshire Police officer

Vice Chancellor University of Leeds

Vice Chancellor Leeds Metropolitan University

Chief Executive Leeds City College (Representing FE)

Third Sector Leeds

Leeds Chamber of Commerce

Leeds Initiative Board – DRAFT WORK PROGRAMME

Meeting date	Programme	Purpose of the board discussion
April/May 2011	Board (not yet scheduled)	
	- Vision approval	To approve the draft vision and recommend its adoption by the council and partners
	- Local Enterprise Partnership (LEP)	To explain the progress which has been made by the LCR LEP and to seek local partner engagement – To discuss and agree how the Leeds partners wish to engage with the LCR
	- Outcome based accountability	To share understanding of outcome based accountability as a concept – and to consider how it can be applied to the Leeds Partnership work – particularly the implementation of the City Priority Plans
	- Health and Wellbeing	To receive a report on the work of this partnership – and the challenges which are faced. To consider actions
	- Performance management	Year end highlights 2010/11
17 July 2011	Board	
	- Locality working	For the board to consider and mandate further work on locality working between the partners.
	- Public Sector resources partnership	For the board to consider and mandate further work on joint and shared services – and set out its requirements for the future
	- Innovation City	To consider the partnership aspects of this proposal and set out actions to support its delivery
	- Supporting private sector job creation	To examine the work of the sustainable economy and culture partnership on this issue
	- Jobs and Skills	For the board to consider joint actions in this area

	- Performance management	Highlight report
06 October 2011	Board	
	- Child friendly city	For the board to reach a shared understanding of this concept from the Vision for Leeds and to consider the actions by partners and partnership boards
	- Leeds Gold – seizing the opportunities of 2012	In the last meeting before the London Olympic year to consider the plans for Leeds Gold and to be certain that all partners are involved
	- Housing/Regeneration	To consider the progress of this new board – its operation and impact on delivery
	- Performance management	Highlight report
08 December 2011	Board	
	- City of all ages?	For the board to consider joint actions in this area
February 2012	Board (not yet scheduled)	

Extract from the minutes of the meeting of the Leeds Initiative Executive held on 15 March 2011

5. Implementation of the Leeds Initiative Structure

5.1 Martin Dean reminded members of previous discussions about the structure of the Leeds Initiative, and briefed members on the restructure of the Leeds Initiative following approval by the Executive Board on 15 December 2010.

- The current Leeds Initiative Executive will transform to the new Leeds Initiative Board which will convene 4 – 5 times per year.
 - The process of finalising membership of the Board is work in progress. Matters outstanding and for comment include the nature of representation from the third and private sectors; and what level of representation from the health sector would appropriately reflect its importance.
 - Draft terms of reference were presented for members' comments. There is determination that the Leeds Initiative Board will:
 - Provide leadership.
 - Facilitate a joined up approach to partnership activity.
 - Exemplify action-based working.
 - The draft work programme of work centred around:
 - Receiving and approving outputs and evaluating outcomes of activity within the five partnership boards.
 - Consideration of key issues that arise from initiatives across the city in which partnership is a major ingredient of implementation.
 - Ensuring that cross-cutting issues are taken in to account by partnership boards to which they may be relevant.
 - Determine how emerging needs of the city might be best served by new partnerships and activities.
 - There was no disagreement with the considered view that the creation of an Executive below the Board is not the preferred way of ensuring integration across the partnership framework. Members did however re-iterate the critical importance of integration between the Leeds Initiative Board, the five partnership boards, and the array of other partnerships and partners. How this was to be achieved would need to be made clear.
- 5.2 Discussion centred on the role of the Board and in particular its relationship with the five partnership boards and the broader constituency of partnerships and partners.
- 5.2.1 Accountability
- There was extensive debate about how to achieve a balance between the inevitability

MD

that sovereignty of individual partners could not be surrendered to the Board and the consequent danger that lack of decision making capability could relegate the Board to a talking shop. This conflicted with the underlying aim of action based working.

- There was a view that there was insufficient emphasis on meeting well-defined objectives. Specifics might include holding the strategic partnership boards to account. To this end it could be helpful to have a “city priority plan” where cross-sector issues are identified, delivery criteria are specified, and progress of the five partnership boards in addressing those issues can be monitored by the Board.
- Reflecting similar sentiments was the view that restructuring was driven by the perceived need for the Board to have the authority and responsibility to change things. It was not clear that the terms of reference yet captured this imperative and adequately conveyed the sense that the Board has oversight of the five partnership boards which are answerable to it.
- Recognition of this oversight function will be important in signalling the significance of the new structure, the new expectations regarding total focus on actions, outputs and outcomes, and the importance therefore of regular, consistent and high level participation by all partners involved in delivery of services.
- The chair summarised this part of discussions:
 - There is an overwhelming support for action and results based working.
 - To be successful this will require a change in the current predominant style and culture of working; and this will take time.
 - It would be helpful to identify priority (cross-cutting) issues that extend across more than one partnership board and which this Board could focus on initially in order to demonstrate the role it intends to take, and establish the relationship it intends to develop with the five partnership boards. Candidates include:
 - Transport
 - Training
 - Skills development
 - Un/under employment

5.2.2 Achieving the culture change to underpin a new environment in which strategy is recast as actions; and the executive machinery concentrates on the latter with respect to achievement of desired outcomes.

- Members identified a need for a more regularised relationship between the Board and:
 - the main organs on decision making within the Leeds City Council, in particular with the Executive Board and with the Corporate Leadership Team (CLT)
 - between partners and Leeds City Council, the latter including elected members.

5.2.3 Relationship with elected members

- With the renewed emphasis on service delivery through more effective locality working

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members were invited to reflect on how we can better organise ourselves with respect to accountability for better service delivery and engage more pro-actively with elected members and the activity in their Wards.	
<ul style="list-style-type: none"> Members identified the following needs: <ul style="list-style-type: none"> To link the work of the Board with locality working as a primary vehicle for change, and the means by which we remain focussed on action and delivery. To talk up the role of partnership working in general and the pivotal role of the Leeds Initiative Board in particular. People generally need to be better informed; and to share the dream. Pro-actively to engage with organisations and individuals involved in delivery of services; and with elected members and senior officers of the Council. 	
5.2.4 Continuity of partner involvement	
<ul style="list-style-type: none"> It was suggested that the nomination of individuals to deputise for designated members might facilitate continuity and consistency of participation. 	
5.2.5 Third Sector representation	
<ul style="list-style-type: none"> Some uncertainty currently surrounds the extent to which third sector is able to engage in the formulation of some of the five partnership boards. <u>It was suggested</u> that the Third Sector Partnership group would be the best vehicle for such issues to be surfaced and actioned. 	MD/DS
<ul style="list-style-type: none"> <u>It was agreed</u> that representation about third sector involvement should be made to the Safer Stronger Communities board, and to the Sustainable Economy and Culture board. 	MD
5.2.6 Other matters discussed by the board:	
<ul style="list-style-type: none"> To consider whether the designation of co-chairs (Leeds City Council/Partner) would both improve the continuity of the work of the group and manifest the aspiration of integrated working. In the rebuild of the Safer Stronger Communities board to take care to ensure that neither dominates. 	
5.3 <u>Agreed actions</u>	
5.3.1 Membership was agreed as drafted, and the board shall be convened	MD
5.3.2 Terms of reference be re-drafted taking account of members' comments.	MD
5.3.3 Draft a letter to go from the chair to prospective partners/members to convey to them the underlying aims and aspirations of the new Leeds Initiative Board, and what we have determined as the essential ingredients of success including consistency, frequency and level of participation.	MD
5.3.4 The City Council team to determine how we accommodate the issues raised by members.	KK/MD