

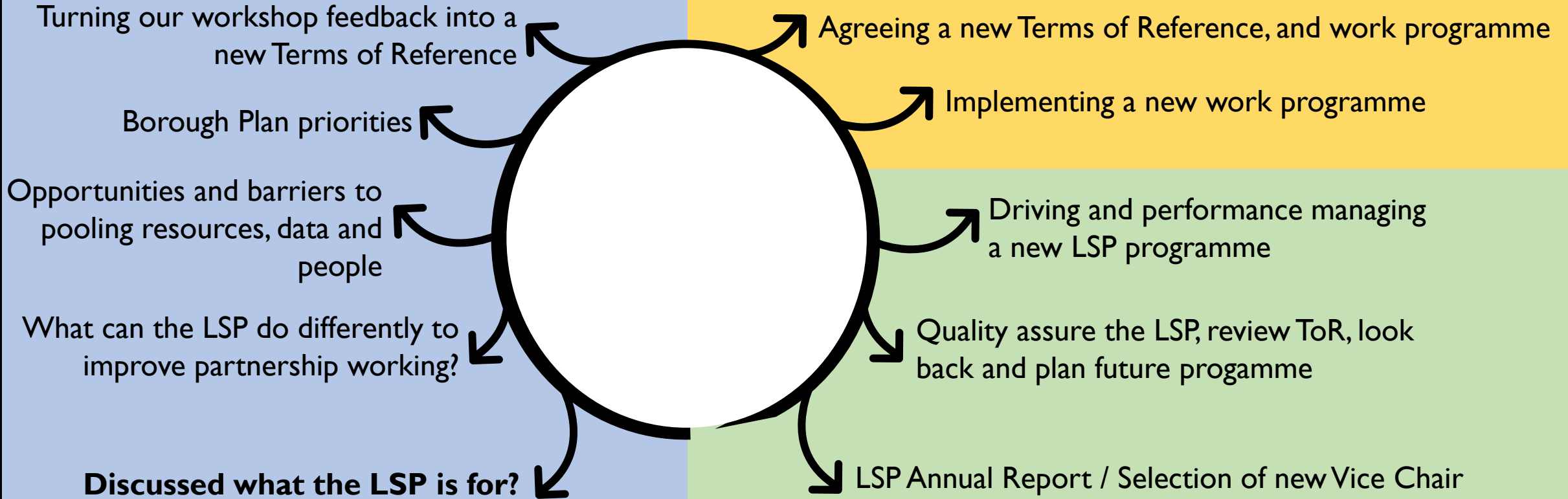
# **LSP Executive Workshop 28<sup>th</sup> February 2019**

## Session highlights

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1<sup>st</sup> April



Looking forward

Workshop

Summary of process

**1a) What is the LSP for (in broad terms)?**

The first discussion was designed to invite LSP Board Members to concentrate on exactly what the LSP was for and to decide the precise role and specific purpose of the LSP.

LSP Members provided the following responses.

<b>Mode of operation</b>	<b>Ways of working</b>	<b>Ambitions</b>
<ul style="list-style-type: none"> <li>▪ LSP is a core strategic body</li> <li>▪ Pooling efforts and resources for the benefit of the people in the borough</li> <li>▪ Tackles strategic challenges</li> <li>▪ One public service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creating/brokering partnership and momentum</li> <li>▪ Enabler and critical friend to other partnerships</li> <li>▪ Creates a shared understanding of the borough</li> <li>▪ Champions Ealing and sells the benefits and opportunities in the borough</li> <li>▪ Understands each other’s priorities and creates alignments where possible</li> <li>▪ Prevents silo working</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collective priorities</li> <li>▪ Delivers commonly agreed priorities</li> </ul>

**Ib) What is the LSP for (in focus)?**

The members of the LSP Executive expressed what was more or less of a priority as a future focused LSP under an new operating model and set of deliverables.

<b>Broad principles</b>	<b>What specifically should the LSP do?</b>	<b>The purpose and precise role of the LSP?</b>	<b>What the LSP should not do?</b>
<ul style="list-style-type: none"> <li>▪ Brokering better relationships between delivery bodies</li> <li>▪ Creating practical joint approaches to issues</li> <li>▪ Gathering borough data and agreeing an analysis</li> <li>▪ Identifying borough priorities</li> <li>▪ Agreeing how efforts and resources can be pooled</li> <li>▪ Prioritising outcomes for the borough</li> <li>▪ Learning from mistakes</li> <li>▪ Creating a vision for the borough</li> <li>▪ Championing Ealing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identifying a problem</li> <li>▪ Honest discussions</li> <li>▪ Pooling data / collective intelligence / perspective</li> <li>▪ Reaching conclusion</li> <li>▪ Identifying resources</li> <li>▪ Coming up with collective solution</li> <li>▪ Actively engage people in the solutions</li> <li>▪ Agreeing joint plan of actions through the Borough Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enabler and critical friend to other partnerships</li> <li>▪ Joint platform for continuous improvement of the borough</li> <li>▪ It's a forum where we can discuss cross cutting issues / problems that can't be discussed elsewhere</li> <li>▪ Grab opportunities quickly and manage threats</li> <li>▪ Relationship builder / broker</li> <li>▪ Collation and review of evidence</li> <li>▪ Bringing together analysis and agreeing priorities</li> <li>▪ Analysis and joint action</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project manage</li> <li>▪ Directly deliver activities</li> <li>▪ Duplicate efforts</li> <li>▪ Lose sight of the big picture</li> </ul>

## 2) Overcoming barriers

LSP members discussed in small groups the potential barriers, how they will work together and pool resources where practical and appropriate.

What are the opportunities in collaborating?	What stops collaboration between partners?
<ul style="list-style-type: none"> <li>▪ Tap into funding to support activity</li> <li>▪ Community hubs</li> <li>▪ Social return on investment</li> <li>▪ Horizon scanning / helicopter good practice</li> <li>▪ Assets and solutions based approach</li> <li>▪ Co-location of services</li> <li>▪ Value for money</li> <li>▪ Value added</li> <li>▪ Gather positive solution to the anatomy of the problem</li> </ul>	<ul style="list-style-type: none"> <li>▪ Knowledge of what partners are doing / what support already exists</li> <li>▪ Harder to identify / allocate staffing resources</li> <li>▪ Project management</li> <li>▪ Finance / who pays / bears the cost? Complex overlay around budget</li> <li>▪ Accountability can drive partners apart</li> <li>▪ Who's the real holder of issue / problem</li> <li>▪ Releasing capacity to support projects</li> <li>▪ Lack of mutual understanding / empathy</li> <li>▪ Time consuming to collaborate</li> <li>▪ What's wrong approach to problem solving? (<i>Pathological problem</i>)</li> </ul>

### 3) The LSP strapline in defining Terms of Reference

Knowing what the LSP wants to be and the barriers and opportunities involved, the LSP Board members put forward a LSP single strapline. Members were guided to avoid vague statements of what it could do, but the precise role and specific purpose of the LSP, which it is confident about driving forward.

As part of the thinking and discuss defining what the LSP is and is not, a new Terms of Reference has been developed for the LSP Executive, which reflects the tone of feedback in the group.

<p><i>“The LSP is the place to analyse borough issues through shared data, agree joint solutions which engage the people of the borough and agree how to pool our money and people to achieve agreed outcomes.”</i></p>	<p><i>“The LSP is for brokering relationships, solving strategic problems, setting cross cutting priorities in a learning culture for a better Ealing.”</i></p>	<p><i>“The LSP is a forum that brings together senior representatives from private, public and voluntary sector to identify opportunities to work together on shared priorities for the benefit of the residents of Ealing.”</i></p>
<p><i>“The LSP is for identifying and agreeing borough priorities and facilitating cross-sector working with focus on engaging local people and honestly challenging each other.”</i></p>	<p><i>“The LSP is a highly motivated and energetic partnership for pooling efforts and aligning resources for the benefit of the people of Ealing.”</i></p>	<p><i>“The LSP is about creating and supporting relationship between key players in the Borough and reviewing evidence and agreeing priorities for action.”</i></p>
<p><i>“The LSP is for honest conversations to agree the important Ealing issues that we can only work through together and make sure they are solved.”</i></p>	<p><i>“The LSP is for focusing on delivering key priorities in a synergistic partnership that results in the improvement of resident’s life in the borough.”</i></p>	

 **NEXT STEPS** The LSP Executive is asked to agree to the new Terms of Reference.

#### 4) Delivering the Borough Plan

The Ealing Borough Plan 2018-2022 is made up of nine outcomes and each one has an identified set of partners that are connected to delivering the outcome. Under the new arrangements for the LSP, there will be quarterly reporting on the outcomes, using a light performance framework that informs the LSP Executive how outcomes are progressing. This could form part of the core business of the LSP Executive.

##### *Tackling a specific theme or themes*

The LSP Executive may wish to create a focus on partnership efforts on a particular theme within the Borough Plan and run with that for a year or longer. The theme(s) could be part of the future planning for the LSP programme and the core theme of the LSP Annual Report that follows. Some LSPs have focussed on Economic Development through to Adult Social Care or Children and Families as part of prevention.

LSPs that have focused on one or more themes have done so by following SMART principles. This invariably creates associated priorities, actions and a performance management process to track delivery. In addition, it can create effective partnership activities and events, e.g., Health Summits, Economic Expos, Prevention conferences, etc.



#### **NEXT STEPS**

LSP Executive to discuss and agree on adding one or more themes to the business of the LSP. This should include lead partners.



## 5) Multi-partner activity to deliver outcomes

The LSP Executive signed off the Ealing Borough Plan 2018-2022 in November 2018 and central to delivering is how the LSP will take ownership as a partnership collective, individual organisations and cluster of organisations to deliver the Borough Plan.

In response to the broad principles set by the LSP and the 'One Public Service' concept, there are several pervasive areas of 'multi-partner activity' that the LSP Executive could sign up to., to deliver outcomes. These could include:

- **Workforce initiatives**, e.g., apprenticeships, promoting vacancies, sharing data and skills and knowledge shortages in the borough.
- **Health promotion initiatives**, e.g., workforce flu vaccine programmes, targeted health screening programmes.
- **Commissioning and procurement**, e.g., embedding social value and corporate social responsibility, partnership economies of scale.
- **Volunteering**, e.g., a common partnership policy.
- **Data share**, e.g., identifying common areas where data sharing would be appropriate and useful in forecasting, service designs and strategy.

The LSP Executive could sign up to a new 'LSP commitment'. The LSP commitment would be a formal partnership way of working that would bring partners together on some core business areas, that serve a benefit to the borough done as a One Public Service.



### NEXT STEPS

LSP Executive to discuss the concept of One Public Service and areas of multi-partner activity that members sign up to as a programme for the LSP.

## 6) Membership and meeting format

### *General membership*

The enthusiasm at the LSP Executive workshop for a refreshed and recharged partnership not only focused on the purpose of the LSP but the approach to how the LSP Executive did business. It has been expressed that there is some missing representation from the private business sector and this is an area that is being followed up resulting from the LSP Executive Board on the 21<sup>st</sup> January 2019, with approaches being made to the Ealing Business Partnership.

### *Vice Chair*

The LSP Executive supported the proposal to encourage stronger partner participation in the leadership of the LSP by inviting members of the LSP Executive to volunteer for the role of Vice Chair following the embedding process with a refreshed LSP. Progress has been made to determine the purpose of the LSP and more work is required to clarify how the Vice Chair will work.

### *Meeting format and locations*

We have started to see some changes with partners offering to host meetings and events. In addition, the feedback suggested changes to the format of the meeting, losing the networking portion and bringing the partner updates to the front of the agenda. The agenda setting process will evolve and the next section sets out future LSP Executive dates and forward plan. Partners should be involved in agenda setting, with it becoming more robust as a new approach is embedded.



### **NEXT STEPS**

Clarify the role of the Vice Chair, including the mechanism for selection and tenure and report back to LSP Executive later in 2019 with the view embedding in 2020.

## 7) Future dates and **EXAMPLE** forward plan

Date	Forward Plan	Lead	Location of meeting
15 <sup>th</sup> July	<ul style="list-style-type: none"> <li>Northolt final recommendations</li> <li>One Public Service for the LSP</li> <li>Borough Plan Performance Framework</li> </ul>	LB Ealing/DWP LB Ealing LB Ealing	TBC
10 <sup>th</sup> Oct	<ul style="list-style-type: none"> <li>LSP Annual Report for Scrutiny</li> <li>Future policy 'theme' setting</li> <li>Borough Plan Performance Update</li> </ul>	LB Ealing LSP Executive LB Ealing	TBC
<b>2020</b>			
20 <sup>th</sup> Jan	<ul style="list-style-type: none"> <li>Borough Plan Performance Update</li> </ul>	LB Ealing	TBC
30 <sup>th</sup> Mar	<ul style="list-style-type: none"> <li>New Vice Chair</li> <li>Borough Plan Performance Update</li> </ul>	LSP Executive Chair LB Ealing	TBC
13 <sup>th</sup> July	<ul style="list-style-type: none"> <li>Borough Plan Performance Update</li> </ul>	LB Ealing	TBC
16 <sup>th</sup> Nov	<ul style="list-style-type: none"> <li>LSP Annual Report for Scrutiny</li> <li>Future policy 'theme' setting</li> <li>Borough Plan Performance Update</li> </ul>	LB Ealing LSP Executive LB Ealing	TBC



### **NEXT STEPS**

LSP Executive to set the forward plan and can include external speakers and representation from other partnership groups.

## Appendix – Workshop notes

### *Comments and suggestions*

- That the LSP's role and contribution to the Borough Plan priorities and objectives are clarified and made more specific and measurable.
- The governance and action plans as well as the outcomes framework in the Borough Plan needs reviewing.
- That the LSP considers developing joint apprenticeship programmes and professional development opportunities.
- That the LSP considers mapping the forms of support available for disadvantaged young people and to identify overlaps and avoid costly duplications.
- That the LSP considers jointly commissioning longitudinal studies on disadvantaged young people's attainment in the borough.
- That the LSP considers developing an agreed asset utilisations and disposable policy that prioritises community use and social value over private developers.
- More data/community intelligence and good practice to be shared and pooled at a strategic level by the LSP.
- Having up-to-date information and knowledge of what partners are doings and what support/service provision already exists.
- Encourage more positive solutions/outcomes focussed approach to resolving partnership barriers and challenges.
- The LSP meetings needs be adapted so that they are dynamic and interactive and discussions are organic and not routine.
- That the LSP Board encourages open and honest discussions and Members feel conformable and confident in discussing common organisational issues and challenges without prejudice.
- That the LSP Board develops themed meetings so Members are better informed about a topic and can focus on an issue.
- That the LSP Board provides an element of continuity of discussions on pressing and reoccurring issues.
- That the LSP Board come up with specific actions points from each meeting that are shared amongst all Members and these actions are tracked and progress measured in subsequent meetings.
- That the LSP Board considers rotating the meeting venues and appointing vice chairs to encourage Members to take more ownership of meetings and the agenda setting is made more transparent, inclusive and egalitarian.