

KENSINGTON AND CHELSEA PARTNERSHIP

STEERING GROUP

Wednesday March 11, 2009

KCP REVIEW

This paper invites Steering Group members to consider feedback from the bi-annual review of the Partnership. It also invites members to prioritise areas for action during 2009/10.

For discussion and decision

1. Introduction

1.1 Steering Group members will recall that the KCP undertook to review the structure and role of the Partnership on a bi-annual basis. The KCP were invited to volunteer their time to attend some externally facilitated sessions and carry out the detail of the bi-annual review, in September 2008. The KCP Review Group met for two externally facilitated sessions, in December 2008 and January 2009, to discuss structural and operational issues as part of this review. This paper sets out initial feedback from these sessions and asks the Partnership to prioritise some areas to take forward during 2009/10.

2. Purpose and process for the bi-annual review

The KCP will recall agreeing that a regular structural review underpins strong and healthy partnership working and that the KCP bi-annual review should be an evolving process which builds on arrangements already in place where these are working well, identifying any areas for improvement and highlighting potential risks.

The role of the KCP has become increasingly high profile over the years as Government has placed the LAA and Community Strategy at the heart of driving forward improvement in local public service delivery. The Comprehensive Area Assessment (CAA) will ask how well the Council and other organisations in the local area determine local priorities and then deliver services to meet these priorities. This will call into account all the organisations represented in the KCP, and will use the LAA and Community Strategy as the starting point for assessing progress and understanding how well the partnership works. The KCP agreed that this is the wider context in which this bi-annual review should be carried out.

As a result, the Partnership agreed that the focus of the review should cover:

- Role of the Partnership
- Structure of the Partnership (Steering Group) and wider network, including membership
- Risk Management
- Looking forward to the future and leadership development

The KCP also agreed that this review should reflect work carried out throughout 2008 to prepare the new Community Strategy and agree the full new LAA, and should also feed into the work undertaken early in 2008 concerning risk management and the piloting of the Audit Commission's Partnership Framework.

3. Feedback and areas for action

3.1 Members of the KCP Review Group reported that the review sessions were very useful and provided a practical opportunity to discuss important issues concerning the health of the Partnership overall. The tone of the sessions was positive, noting successes and outlining what the Partnership does well but also discussing weaknesses and highlighting areas for improvement, supported by some practical suggestions for action.

3.2 Headline issues arising from the bi-annual review for consideration include the following:

3.2.1 Role of the KCP

- Formal role of the Partnership is clear and carried out well (developing the LAA and Community Strategy) but the Partnership could aim to further develop and clarify its role beyond this.
- Wider network of theme groups/partnerships is underused and the contribution of this network to the KCP should be clarified. For example, how do we ensure that messages between the KCP and wider network are shared and should we encourage regular reports/updates between the two? Does the KCP wish to explore these issues further outside of Steering Group meetings?

3.2.2 Membership

- Current membership is appropriate although consideration should be given to strengthening membership from the business sector, training and education sector, environmental sustainability organisations and the community (resident) sector. Does membership require refreshing during 2009/10?
- An appropriate induction process is an important experience for new members of the Partnership. Although an informal process is in place, does the KCP wish to develop a formal induction programme for new members joining the Partnership?

3.2.3 Steering Group meetings

- Frequency and format of the meetings is appropriate but the Partnership could be more proactive in agreeing a forward plan for meetings and work over the coming year. Would the KCP support a regular 'forward looking' annual exercise outside of a Steering Group meeting, eg. Partnership event, AGM or annual newsletter?

3.2.4 Risk Management

- In addition to risks identified early in 2008 the Group also identified the current economic climate and growing unemployment as an additional risk to achieving priorities set out in the Community Strategy and LAA. These should be brought together and regularly reviewed by the Partnership. Does the KCP support the development and monitoring of an annual risk register, supported by officers and reported annually to the KCP?

3.2.5 Looking to the future

- The Group agreed that the Partnership is strong and effective overall but there are ways in which organisations could work together even more effectively. Suggestions included strengthening KCP members' knowledge and ability to question/challenge one another through leadership development, mentoring and sharing best practice in a practical setting. Would the KCP support some practical leadership development such as shadowing between members and organisations or an away day focussing on leadership development tools?
- The Group agreed that the profile of the Partnership could be improved to ensure that we are communicating appropriately and successfully. The Group suggested areas for improvement such as re-visiting the KCP website to improve its usability, developing a KCP newsletter and ensuring that the KCP logo is used as an endorsement and promotion tool, as agreed previously. Does the KCP wish to improve communication tools via these suggested methods?

3.3 The Partnership is asked to consider these areas and indicate any preferences for action. Suggestions which require further development could be delegated to the Community Strategy sub group to undertake detailed work, with the support of officers, and brought back to the KCP for approval. The Partnerships' Terms of Reference will be updated accordingly. Notes from the review sessions are attached at Annex B for information. Steering Group members should note that these are a direct record of discussions and are not refined proposals or consensus views.

4. **Conclusion**

4.1 Steering Group members are asked to consider feedback from the KCP bi-annual review and prioritise any areas for actions during 2009/10.

FOR DISCUSSION AND DECISION

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