

One Haverhill Governance Workshop – Write Up - 18 March 2014

Feedback Overview:

- There's no push to pool budgets any further, so much so that the following line of the ToR was highlighted or crossed through on more than one copy:
- ~~– Agree the commitment of resources and allocation of budgets as appropriate, work to pool resources and align them with local priorities and negotiate for the devolution of more resources to the local level~~
- There's concern that OH works because of the good will of those involved now, and there may be a need therefore to strengthen what exists by
 - Ensuring all parent organisations have adopted OH's existence, function, appointments and lines of communication/decision making in their own governing documents
 - Ensuring that headlines of decisions, achievements and outcomes are reported back to parent organisations (formally) and through newsletters etc.
 - Developing a partnership agreement to capture commitments
- There's concern about the lack of a delivery mechanism apart from through the good will of organisations involved
- It is suggested that more structure, targets and performance monitoring needs to happen at the Board but that the processes should be nimble.
- There's a sense that, even though funding is either organisational or project funding that can't be pooled or reallocated, the detail of how things are funded should be better spelt out and projects should still be accountable to the Board
- There's a strong desire to communicate better with the public and to hold more open meetings
- The Board would like to be more involved in strategic planning going on for Haverhill (within parent organisations?)

Other points captured at the workshop around change included:

- Simplify ToR
- Do we need to reshape for delivery ... beyond good will?
- Close the gap with task and finish groups
- More public engagement
- A vice chair is needed
- Review PR contract

- Strengthen ToR

Stakeholders we need to Consult with:

Suffolk County Council – Locality Director Haverhill, Geoff Dobson

St Edmundsbury DC – Ian Gallion – Chief Exec

Haverhill Town Council

Havebury Housing

CCG/NHS – Dr Ed Garratt – Chief Operating Officer, West Suffolk CCG

Haverhill Chamber – Paul Dorno, Chairman

Suffolk Police – Police and Crime Commissioner, Time Passmore

INTRODUCTION

1 Key Achievements

- Community Budget – Strong & Well Known
- Cohesive Group
- Beginning to Deliver
- Good networks & connectivity
- Rationalised groups
- Brand starting to be known
- Attracted funding
- Changing People's live through
 - Apprenticeships
 - Community ambassadors
- Credibility
- Fix my street terminals
- Older people's event
- Website
- Grants scheme
- HI venue
- Master planning
- PR successes

2 Achieve more....? How?

- Much more to do beyond HI as a hub/venue (education/community/generation x)
- Working on evidence
- Better working with SCC to help achieve our corporate priorities
- Interface with others as a single voice
- Look at mechanics of how “leg work” is done. Who? Where? What? Capacity.
- Interface with the community

WORKSHOP QUESTIONS

1 Rationale

Why does One Haverhill exist? What are its agreed aims? Where have they been published? Can you identify a better way of serving the public?

- Be a single voice for Haverhill
- Bring together organisations to improve quality of life in Haverhill
- Add value, avoid duplication
- Open meeting

2 Added Value

How does One Haverhill add value? How do you demonstrate this to the public? How do you know if funds are being well spent? How does the public know?

- It's promoted and communicated

Change?

- Communicated back to stakeholders and public – headlines after each meeting
- Headlines from meetings included in home organisation reports/newsletters

3 Governance

How does OH governance link to those of individual partners? How are decisions made and recorded? Who makes sure they are acted on? Who scrutinises them?

- Different lines of communication / governance for different partners. We need to be comfortable living with that
- For decisions, it depends on the issues – sometime the One Haverhill board, and other times individual organisations
- There is decision making, but this is not linked thoroughly to a delivery process – no formal structures for delivery
- Operating on good will – a potential weakness
- How do you make it sustainable in the long term? Have we reached the limit of where it can go on good will?
- But don't reinvent the wheel
- Board – how frequent? Capacity? Teeth? Alienate?

4 Performance

How do you know which One Haverhill targets you are meeting and which you are not? Who manages and reports progress?

- Individual employed to deliver strategy has target
- More than one stakeholder reporting (Sarah H as Chair, JCP as customer, steering group)
- Dependent on external decisions and short term funding

Change?

What is the process for getting business on the One Haverhill agenda. Is it clear?

Regular boards statistics on performance, though needs agreed, overarching targets

Sustainability / clear delivery model with structure and coordination

Not necessarily a whole person support (coordination)

Keep nimble but need a structure

Delivers a lot but quite precarious

5 Financial

Who provides the money? Who decides how to spend it? Can it be reallocated? What are the financial reporting arrangements?

- Resources – not just on cash value
- Working smarter with local knowledge
- Pooled in virtual terms
- Board decides who and spends it
- Project led funding – ring fenced so can't be reallocated
- Financial reporting is within projects
 - o Working well at the moment
 - o Future – needs more accountability at the Board level

6 Risk Management

How do you know when things are going wrong? Who can take action when things are going wrong? How do you resolve conflicts/conflicts of interest?

- Failure of delivery plan to meet needs
- Failure of task and finish groups to find solutions
- Ability to implement
- Pooled skills and knowledge at Board to solve problems
- Conflicts, openness and democratic process

Change?

- More public engagement events

- Strategic thinking around Haverhill
- Better PR

7 Politics

How do you keep the politics out of OH? How do you get things done across organisations of different political leads and not? Does a non political chair work better?

- All member at all times should act and think apolitically – VITAL
- Terms of reference for Chair and Vice Chair (2+2)
- Substitutes allowed – representative, organisation or sector
- Annual review of Terms of Reference
- Excellent that it doesn't exist

8 The Public

How effectively do you communicate with the public? Do you speak with one voice? How can the public obtain redress when things go wrong? Is there a complaints and suggestions process?

- Need clear rules for the Board

Change?

- Do we need a partnership agreement?
- Deliver a new town
- Interface with other communities and organisations
- 1 or 2 public meetings

Terms of Reference – Suggested Changes

Principles

3.should be able to admit new members at any time or change balance of membership to meet the projects or interests of the organisation at any point in time.

Functions:

- Champion Haverhill, speak with one voice to influence partners and others improving the health and well being of Haverhill; the people who live here, work here, shop here, learn here and visit (new version bullet 2 functions)
- Identify emerging issues and work to overcome them directly or by influencing the work of other agencies or by facilitating collaboration at a local level
- Provide more opportunities for local people to influence local decisions and shape local services (version bullet 4 Functions)
- Influence the decisions and allocation of resources not within the gift of One Haverhill and recommend changes to services that might deliver outcomes (bullet 4 Functions)
- ~~Bullet 5 functions was crossed out – Agree the commitment of resources and allocation of budgets as appropriate, work to pool resources and align them with local priorities and negotiate for the devolution of more resources to the local level~~
- Delivery via other participating organisations
- New: Receive updates on projects sponsored by the Board providing support as necessary to the delivery of outcomes.

Accountability

- Lines of Governance needed of all the participating organisations – each should feedback to their organisation

Other ToR points:

- Suggestion that anyone that works against the interest of the Board should be removed
- BOARD – is the only place where non-partisan decisions can be taken
- Virtual Pooling
- Shouldn't the funding sources be agreed by the Board and the detail spelt out?