

PUBLIC SERVICE BOARD

AGENDA

**Thursday 20th November 2008 at 2.00pm in Committee Room 2, Shire Hall
Warwick**

Membership of Board

Council Leaders

Councillor Alan Farnell (Chair), Warwickshire County Council
Councillor Michael Doody, Warwick District Council
Councillor Marcus Jones, Nuneaton & Bedworth Borough Council
Councillor Colin Hayfield, North Warwickshire Borough Council
Councillor Craig Humphrey, Rugby Borough Council
Councillor Les Topham, Stratford on Avon District Council

Voluntary & Community Sector

William Clemmey, Coventry and Warwickshire Infrastructure Consortium (CWIC)

Coventry and Warwickshire Chamber of Commerce

Louise Bennett, Chief Executive

Warwickshire Police Authority

Ian Francis, Vice Chair of the Police Authority

Coventry and Warwickshire Learning & Skills Council

Kim Thorneywork-Chief Executive

Warwickshire Primary Care Trust

Bryan Stoten, Chair of Warwickshire PCT

Warwickshire and West Midlands Association of Local Councils (WALC)

Councillor Vaughan Owen

A-PROCEDURAL ITEMS

1 Apologies for Absence

2 Minutes of Previous Meeting

- a) To agree the minutes of the meeting held on 22 September 2008 (attached)
- b) Matters arising from the minutes and not otherwise covered by the agenda
- c) Notification of Items under Any Other Business

B-SUBSTANTIVE ITEMS

3 Area Based Grant (Report to follow)

Report from the LAA Accountable Officer

4 Priority Neighbourhoods and High Harm Causers

Presentation by Neil Brunton, Deputy Director of Local Policing, Warwickshire Police.

5. Public Service Advisory Forum: Economy, Skills and Poverty

a) Report from Steve Stewart, Chair of the Public Service Advisory Forum on the key findings and recommendations from a meeting held of the Forum on 3rd November 2008.

b) Data in support of the Forum's propositions

6. LPSA 2-Quarter 2 Performance Report

Report from the County Partnerships Manager on behalf of Block Leaders on detailed information relating to performance and progress in relation to LPSA 2 targets.

C-BUSINESS PLANNING AND FINANCE

7. 2008/09 Area Based Grant-Projected Outturn Quarter 2

Report from the LAA Accountable Officer

8. Summary of LAA Performance and Progress (2008/09: Quarter 2)

Report from the Block Leaders outlining headline and exception reporting in relation to LAA performance.

D-ITEMS FOR INFORMATION

9. Narrowing the Gaps - Update

9(i) Update Report from Paul Galland, Director of Environment and Economy-WCC

9(ii) Locality Profiles

A verbal update will be given by Nick Gower-Johnson, County Partnerships Manager on the 23 Locality Profiles that have been compiled by the Warwickshire Observatory and that can be accessed via www.warwickshire.gov.uk/lcommunityforums

9(iii) LSP Action Plan Monitoring (6 month updates from Stratford and Nuneaton and Bedworth)

10 LAA and General Update

Report from Nick Gower-Johnson, County Partnerships Manager and Bill Basra, LAA Manager-WCC

E-CLOSE OF BUSINESS

11 Any Other Business

12 Future Meetings

Tuesday 27 January 2009 – 2:00 p.m (Venue – tbc)

Objectives

The overriding aim of the Public Service Board is to join together to improve public services across Warwickshire and make a real difference to local communities, in particular by focusing on:

- (i) people, families and communities that require greater levels of support and interventions to bring them up to the county average
- (ii) priorities for improvement to services that are used by everybody to improve outcomes for all
- (iii) improving access to service provision within local communities and the accountability of service providers to local people
- (iv) sharpening our key partnership relationships by ensuring that there is strong focus on outcomes, together with clear responsibilities and accountabilities

Accessibility

It is envisaged that the Warwickshire Public Service Board will meet at least four times a year, however additional meetings may be arranged as necessary

PSB meetings are open to the public.

Paper for the meeting will be available 7 days before the meeting and minutes of the meeting will be available 7 days after the meeting.

Papers for the meeting will be available on the LAA website (see below) and also through contacting:

Jean Hardwick
Interim Member Services Manager
Tel: 01926 412476
Email: jeanhardwick@warwickshire.gov.uk

Further Information

Visit the Warwickshire LAA website for further information about the LAA

www.warwickshire.gov.uk/newlaasite

Or alternatively contact

Nick Gower-Johnson
County Partnerships Manager
Tel: 01926 412053
Email: nickgower-johnson@warwickshire.gov.uk

Bill Basra
LAA Manager
Tel: 01926 412016
Email: billbasra@warwickshire.gov.uk

**Minutes of a meeting of the Warwickshire Public Service Board held on 22
September 2008 at Shire Hall, Warwick.**

Present:

Members of the Public Service Board

Council Leaders:

Alan Farnell, Warwickshire County Council (Chair of Board)
Michael Doody, Warwick District Council
Craig Humphrey, Rugby Borough Council
Les Topham, Stratford on Avon District Council

Voluntary and Community Sector - William Clemmey (CWIC)

C&W Chamber of Commerce -

Warwickshire Police Authority - Ian Francis

Learning and Skills Council (C&W) -

NHS Warwickshire (PCT) -

Warwickshire Association of Local Councils - Councillor Vaughan Owen

Other attendees

Audit Commission – Mary-Ann Bruce
Rugby LSP – Paul Tolley
Stratford LSP – Alan Bartlett (Vice Chair)
Warwickshire County Council – Councillor Peter Fowler
Warwick District Council – Councillor Bob Crowther
Warwickshire Probation Board – Robin Verso (Chair) and Liz Stafford
Warwick LSP/WCC – Councillor Sarah Boad

Officers

District/Borough Council Chief Executives:

Chris Elliott – Warwick District Council
Christine Kerr – Nuneaton and Bedworth Borough Council
Paul Lankester – Stratford on Avon District Council

Rugby Borough Council – Ian Davis, Strategic Director

North Warwickshire Borough Council – Steve Maxey

Warwickshire Police - David Whitehouse

Warwickshire PCT – Gillian Entwistle

Warwickshire Association of Local Councils – Alison Hodge

CWIC – Jacqui Aucott

GOWM – Terry Cotton

Learning and Skills Council (C&W) - Yvonne Rose

County Council Colin Ball, Camp Hill Project Manager
Graeme Betts, Strategic Director of Adult Health and
Community Services.
John Betts, Head of Service, Resource Division
Dave Clarke, Strategic Director of Resources
Paul Galland, Strategic Director of Environment and
Economy
Jim Graham, Chief Executive
Bill Basra, LAA Manager
David Carter, Strategic Director of Performance and
Development
Elizabeth Featherstone, Head of Family Support
Janet Fortune, Economic and Social Regeneration Policy
and Funding.
Nick Gower-Johnson, County Partnership Officer.
Jean Hardwick, Interim Member Services Manager
Jacky Lawrence, Energy Manager
Michelle McHugh, Interim Scrutiny Manager
Kate Nash, Head of Community Safety
Nicole North, Performance and Improvement Officer
Spencer Payne, Corporate Business Analyst
Janet Purcell, Cabinet Business Manager
Julie Sullivan, Corporate Community Safety Manager
Virginia Rennie, Group Accountant

The Chair welcomed to the meeting - Robin Verso and Liz Stafford (Warwickshire Probation Services), Paul Tolley (Rugby LSP), Mary Ann Bruce (Audit Commission), Alan Barlett (Vice Chair Stratford LSP), Yvonne Rose (LSC) and Terry Cotton (GOWM).

1	Apologies	Action
	<p>Apologies for absence were received from Keith Bristow, Chief Constable, Marion Davis, Strategic Director of Children, Young People and Families, Louise Bennett (C&W Chamber of Commerce), Councillor Marcus Jones (Nuneaton and Bedworth Borough), Councillor Colin Hayfield, Jerry Hutchinson, (North Warwickshire Borough Council, and Kim Thorneywork (Learning and Skills Council).</p>	
2	Minutes of meeting held on 26 June 2008	
	<p>Resolved</p> <p>That the minutes of the meeting held on 26 June 2008 be agreed as a correct record.</p> <p><u>Matters Arising</u></p> <p><u>Serious Violent Crime Project.</u></p> <p>David Whitehouse reported that a meeting of the project group had taken place the previous week and was well attended.</p>	
	<p>(These minutes reflect the order of the items on the agenda and not the order in which they were discussed).</p>	
3.	Addressing the Impact of Climate Change.	
	<p>Jacky Lawrence, with the aid of power-point presentation (attached), outlined -</p> <ul style="list-style-type: none"> • Warwickshire’s Climate Change Strategy • Background Research/ CO₂ emissions – and highlighted the large amount of work there was much to do in this area. The only area where this was reducing was in the home. • Warwickshire’s Climate Change Partnership • The Role of the LAA (NI186) –“To work with all district/borough and WCC to ensure best practice is extolled in relation to energy efficiency and reduced CO₂ emissions”. • Action Plan Projects (48 projects – Energy (16), Transport 	

	<p>(6), Resources Efficiency (6), Adaptation (6), Communication and Education (10) and Strategic (4).</p> <ul style="list-style-type: none"> • What's next – Environmental Champions – One Tonne Challenge, Big Switch Off Friday 24 October 2008, Universally Challenged - 4 November 2008, Tackling Fuel Poverty NI 187, Biomass Market Development and Adapting to climate change (NI 188). <p>Christine Kerr highlighted the importance of the “one tonne challenge” and the importance of climate change being a separate themed block. She urged support for this initiative from all partners and district/borough councils.</p> <p>The Chair thanked Jacky Lawrence for her presentation.</p>	
4.	Narrowing the Gap (NTG)	
4(i)	Narrowing the Gaps in Warwickshire – Joint Report of Strategic Directors, Performance and Development and Environment and Economy, Warwickshire County Council.	
	<p>Paul Galland, with the aid of a power-point presentation (attached), presented the joint report. He expressed concern about the rate of progress of this issue and fragmentation of approach. He highlighted –</p> <ul style="list-style-type: none"> • That a further report would be brought to the Board's next meeting providing an holistic approach to “Narrowing the Gap” (NTG) which would include action plans for a range of organisations building in differential targets and priority localities • The baseline data for the NTG Indicator Set (not all indicators had baseline data yet). • Key message – The gaps within a district could be as significant as those between districts. • Key message – The gaps between specific communities of interest could be greater than gaps across different geographies. Warwickshire had specific communities of need that could be scattered across all areas of the County. • The need for differential targets and identifying priority areas. <p>The Board -</p> <p>(1) Reviewed the baseline data for the Narrowing the Gaps Indicator Set;</p>	

	<p>(2) acknowledged the range and extent of the gaps that exist amongst our communities, both geographically and otherwise;</p> <p>(3) agreed the proposed approach for identifying differential targets and commission support on this basis;</p> <p>(4) agreed the proposal for identifying priority localities and considered how such prioritisation might be applied to future narrowing the gaps activity;</p> <p>(5) agreed to receive a further comprehensive report at its November meeting detailing a partnership approach to tackling the issues outlined in the report.</p>	PG
4 (ii)	<p>Child Poverty Strategy for Warwickshire, Joint Report of Strategic Directors, Children Young People and Families, Adult Health and Community Services and Environment and Economy, Warwickshire County Council (WCC), recommended for referral by WCC Cabinet.</p>	
	<p>Elizabeth Featherstone presented the report which she said had been referred to the Board by WCC's Cabinet, and –</p> <p>(1) commended the close working relationship that had been developed with the WCC's Environment and Economy Directorate in the area of employment and skills training;</p> <p>(2) highlighted the importance of addressing the issue of children who live in a family with a disabled parent or who were themselves disabled.</p> <p>In reply to a question Elizabeth Featherstone said that fuel poverty sat within financial inclusion within Children's Centres (how families dealt with income and resources).</p> <p>Christine Kerr highlighted the absence of reference to the minimum wage and the need to find ways of supporting and advising those people in need, outside the usual methods.</p> <p>The Board -</p> <p>(1) Noted the recommendations made by the Children and Young People's Overview and Scrutiny Committee in respect of child poverty.</p> <p>(2) Noted the recommendation by Cabinet that the Board consider the issues raised in the report.</p> <p>(3) Noted the work of WCC and partners on the development of a Child Poverty Strategy and LAA Delivery Plan to deliver a reduction and eventual elimination of children living in poverty (N1 116).</p> <p>(4) Asked that the Strategy takes into account fuel poverty and</p>	EF

	financial inclusion via the national minimum wage.	
4 (iii)	Health Inequalities – Report based on the findings of a recent Audit Commission review of Health Inequalities in Nuneaton and Bedworth recommended for referral by WCC, NBBC and the PCT.	
	<p>Christine Kerr presented the report and highlighted that –</p> <ul style="list-style-type: none"> (1) the Audit Commission’s health inequalities audit was a catalyst for this review; (2) referred to the main conclusions in paragraphs 15 – 18 of report; (3) whilst recognising that there was much good work being undertaken, paragraphs 19 onwards identified issues that needed to be addressed specifically in Nuneaton and Bedworth and, taking on board Paul Galland’s comment in report 4 (i) above, the need to ensure that the recommendations were implemented across the county and LAA blocks. <p>The Board -</p> <ul style="list-style-type: none"> 1. noted the Audit Commission Summary Report. 2. accepts the leadership role for reducing health inequalities across the county as part of the Narrowing the Gaps agenda. 3. delegated authority to the Healthier Communities and Older People Partnership Board to lead the work across all the blocks on reducing health inequalities, recognising the wider determinants of health. 4. authorised the Healthier Communities and Older People Partnership Board to review its membership to ensure that it has the correct representation and skills. 5. asked the Healthier Communities and Older People Partnership Board to produce a countywide “Health Inequalities Strategy” for the Public Service Board to ratify and own across the blocks. 6. asked the Healthier Communities and Older People Partnership Board to report to the Board’s 27 January 2009 meeting on implementation of recommendations 4 & 5 and instructs the Healthier Communities & Older People Partnership Board to give early consideration to identifying the necessary resources to do so. 7. asked the Health Overview & Scrutiny Committee to 	CK

4 (iv)-a	LSP Narrowing the Gap Action (NTG) Plans for North Warwickshire.	
	<p>Dave Clarke presented the report of the North Warwickshire Community Partnership. He highlighted that a total of £160,891k had been allocated to addressing the NTG agenda in North Warwickshire (£100k initially allocated by the Board, £50k allocated by North Warwickshire Area Committee in July and a further £10,891 allocated in September to assist with the shortfall in funds).</p> <p>The Board –</p> <ol style="list-style-type: none"> (1) Approved the North Warwickshire Community Partnership Narrowing the Gap Action Plan. (2) Noted the comments contained in the report. 	
4 (iv)-b	LSP Narrowing the Gap Action (NTG)Plans for Rugby Borough	
	<p>Paul Tolley presented the Rugby Local Strategic Partnership report, which included a summary of the process undertaken to develop a NTG action plan.</p> <p>The Board –</p> <ol style="list-style-type: none"> (1) Noted the report. (2) Approved the Rugby LSP Action Plan to work towards the ‘Narrowing the Gap’ agenda. 	
4 (iv)-c	Warwick LSP Spending Plan	
	<p>Councillor Sarah Boad presented the report of the Warwick LSP and highlighted the proposed spending plan, which she said covered a wide range of projects.</p> <p>In reply to concern expressed by William Clemmey regarding the lack of information about how to access these funds Chris Elliot said that there had been a substantial publicity campaign and every effort made to contact community and voluntary groups.</p> <p>The Board –</p>	

	<p>(1) Approved the Warwick LSP Spending Plan to work towards 'Narrowing the Gap' agenda.</p> <p>(2) Noted the report.</p>	
5.	Probation and Partner Contribution to reduce Re-Offending.	
	<p>Robin Verso outlined the work of the Warwickshire Probation Board and Liz Stafford highlighted –</p> <ul style="list-style-type: none"> • The unpaid work undertaken by offenders on community orders (61,000 hours worked valued at £300k); • That the 2006 crime statistics had shown a marked improvement as compared to previous years; • That the reduction in re-offenders reflected the raft of partnership work and training programmes available; • The importance of better engagement between the Probation Service and the Stronger Block; • That addressing accommodation, education, training and employment needs, mental health and substance misuse had a significant impact on reducing re-offending; • That giving offenders priority access to services might not be the public's priority but reducing crime was and that, if re-offending could be reduced by giving all offenders a better service, this would make a good contribution to crime reduction. <p>The Board –</p> <ol style="list-style-type: none"> (1) agreed to the Probation Service joining the LAA Stronger Communities Block and the Healthier Communities be asked to examine the role of the Probation Service within its block; (2) asked that the funding recommendations, 4 a) – d), page 1 of the report, be considered as part of the overall approach to LAA funding requirements; (3) asked that the possibility of using existing housing partnerships be investigated to promote and deal with accommodation provision for ex-offenders; (4) asked for clarification on the comparative approaches that were used by the Safer Block when examining data. 	<p>Chris Elliott/ Graeme Betts/ Helen King/ Dave Clarke/ Nick G-Johnson</p>
6.	Hear By Right	

	<p>Peter Hatcher presented the report on Involving Children and Young People in Decisions which was referred to the Board by the Children, Young People and Families Overview and Scrutiny Committees at its meeting on 8 July 2008.</p> <p>The Board agreed –</p> <ol style="list-style-type: none"> (1) That its member organisation adopts Hear by Right (or Warwickshire Award for Involvement for Voluntary Sector Organisations) as the approved nationally recognised indicator to demonstrate young people’s involvement in decision-making. (2) Supports the proposal for establishing young people’s panels to work alongside new locality forums. 	Peter Hatcher
7.	Comprehensive Area Assessment Consultation	
	<p>Jim Graham presented the report outlining the proposed response to the Joint Inspectorate’s consultation document on the proposed approach to the new Comprehensive Area Assessment (CAA). Referring to the draft response attached to the report, Appendix A, he referred to an error, and asked that the second sentence of the second paragraph of the response to question 3, be deleted.</p> <p>In reply to a question Jim Graham said that the response outlined in Appendix A, was the collective response from the Board’s partners. Borough and District Councils and partner organisations would need to consider their own individual responses.</p> <p>The Board –</p> <p>Approved the consultation response to the Joint Inspectorates, Appendix A of the report, subject to the deletion of the second sentence of the second paragraph of the response to question 3.</p>	
8.	Area Based Grant Joint Scrutiny	
	<p>Councillor Bob Crowther presented the report of the Area Based Grant Joint Scrutiny Panel and commended Michelle McHugh and colleagues for their support in carrying out the review.</p> <p>The Chair emphasised the importance of the Panel’s recommendation B, that funding was no longer ring-fenced and that services should be encouraged to think innovatively about how they spent their funding allocations. With regard to recommendation B he invited Dave Clarke to comment on the</p>	

	<p>consequence of the proposal that future allocations of ABG should be structured in larger themed pots. In response Dave Clarke commended the Panel for its work in carrying out a difficult exercise involving many people and the proposal to use resources more flexibly.</p> <p>Following discussion the Chair advised that, once the Board had agreed the principles of the Panel's recommendations, they would then be fed into the PSB budget methodology to assess the consequence of the proposals and their feasibility.</p> <p>The Board recommended -</p> <ol style="list-style-type: none"> (1) Approval of the Area Based Grant Joint Scrutiny Panel's recommendations. (2) That a report be brought to the next meeting outlining the consequences of the recommendations and that the report addresses a framework for LAA funding. 	
9.	Finance Report	
9 (i)	2008/09 Area Based Grant-Projected Outturn as at Quarter 1.	
	<p>The Board, having considered the report outlining the LAA pooled grant outturn 2008/09 –</p> <p>Noted the 2008/09 Quarter 1 position and the projected 2008/09 Outturn.</p>	
9(ii)	Safer and Stronger Communities Capital grant 2008/09 Spending Proposals	
	<p>The Board, having considered the report outlining the 2008/09 Spending Proposals for the Safer and Stronger Communities Capital Grant –</p> <ol style="list-style-type: none"> (1) Supported the proposed use of the 2008/09 Safer and Stronger Communities capital grant, as recommended by WSCP shown in Table 1 of the report. (2) Supported the proposed use of any capital contingency, shown in Table 2, should resources become available. (3) Asked that approval be sought from the Warwickshire County Council for the grant to be used by WSCP for the purposes outlined in the report. 	
(iii)	LAA Reward Grant-Consultation Response.	

	<p>The Board, having considered the proposed consultation response to the Government's proposal for a new method of calculating Performance Grant Entitlement, -</p> <ul style="list-style-type: none"> (1) Noted the broad framework of the new LAA performance reward grant framework, as outlined in Section 3. (2) Requested that the Accountable Officer submits a response to the consultation paper on behalf of the PSB on the basis of Appendix A. (3) Asked Block Leads to ensure that the agreement of baselines and targets, as part of the 2009 refresh and the consequent delivery planning, reflect the wish to maximise Warwickshire's achievement of performance reward grant. 	Block leads
10.	LAA Key Developments	
	<p>Nick Gower-Johnson presented the report and thanked Christine Kerr for agreeing to take on the role of Programme Champion for the PSB.</p> <p>The Board –</p> <ul style="list-style-type: none"> 1. noted the paragraphs in the report relating to - <ul style="list-style-type: none"> (a) Development of the Warwickshire-Wide Sustainable Community Strategy (paragraph 2) (b) Performance Management and Delivery Planning (paragraph 3). (c) Communications (paragraph 4) (d) The Work Programme (Paragraph 6). 2. authorises the Programme Champion to conclude the Improvement Support Plan in line with the outline contained in paragraph 5 of the report. 	NG-J/BB
11.	Any Other Business	
	<p>Update report on the Implications of Proposed Levels of Housing Growth – Affordable Housing</p> <p>Chris Elliott presented his report (copies circulated at the meeting), which was produced in response to issues raised at the Board's last meeting, about how the Board could or should</p>	

	<p>address the issues raised in respect of the levels of housing growth anticipated in the area over the next 20 years and the opportunities presented by the Sub National Review of Economic Development. He highlighted funding contributions received from Advantage West Midlands of £100k to fund the first stage of the research suggested in points 3 and 5 of the Action Plan and £50k from Coventry Solihull and Warwickshire Partnership towards some of the research on transport infrastructure.</p> <p>The Board –</p> <ul style="list-style-type: none"> (1) Noted the success in achieving funding to conduct research into the mechanisms for forward funding of infrastructure provision and the ongoing discussion about forward funding of affordable housing. (2) Asked all local authorities and key agencies to consider the Action Plan in Appendix A of the report and respond to it in order that it might be finalised by the end of this year. (3) Agreed to a ‘Visioning Session’ being established to assist the process of developing a Sustainable Community Strategy for Warwickshire. (4) Asked for a progress report to be produced at the end of the year. 	<p>All</p> <p>CE</p>
12.	Future Meeting Arrangements	
	<p>The Board agreed to hold the next meeting on Thursday 20 November 2008 in Shire Hall at 2:00 p.m.</p>	

The meeting finished at 6:10 p.m.

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Chair

Agenda Item 4

Report to the Warwickshire Public Service Board

22nd September 2008

Priority Neighbourhoods and High Harm Causers

Report of the Deputy Director of Local Policing

Recommendations:

1. That the Board support the approach for priority policing areas and consider the wider partnership benefits and opportunities

1 Introduction

- 1.1 Warwickshire Police is determined to protect local communities from harm and in order to best achieve this, focussing on those harms, which are the most serious and most likely to occur in those neighbourhoods which are disproportionately affected by the highest harm causers in the County.
- 1.2 Based on this understanding of different needs across the county and the application of the assessment of threat, harm and risk a number of areas have been identified for priority policing. The aim is to close the gap between such Priority Policing Areas and other areas by narrowing the gap in the outcomes from policing services.
- 1.3 A differential target within a performance framework would be required to help guide assets, resources and activity into the priority policing areas by recognising the greater needs of such areas.

2. Policing Warwickshire – *the approach taken 2008/09*

- 2.1 Over the last year Warwickshire Police have been working to a Control Strategy that included raising the bar and narrowing the gap in areas of accountability which were manifested in twenty nine PIERO (Prevention Intelligence Enforcement Risk and Organisational) plans. These action plans contained immediate activities, medium term plans, as well as longer-term problem solving

- 2.2 Within this Control Strategy, the Force identified five priority areas in which resources were to be targeted to reduce all crime reporting in order to protect communities from harm.
- 2.3 This year's Strategic Assessment based on a reporting period from August 2007 through to July 2008 indicates that although overall crime has been reduced, it has not reduced as much in the key priority areas in the context of the rest of the County.

3. Proposed approach for 2009/10

- 3.1 The Strategic Assessment for 2009/10 identifies three priority policing areas. The proposed Priority Areas are based on Rugby (Town, Brownsover, Benn, and New Bilton), Leamington Spa (Town, Clarendon, and some of Brunswick and Willes), and Nuneaton (Town, Abbey, Camphill, and parts of Bar Pool and Kingswood)
- 3.2 This is based on the fact that during the review period for the Strategic assessment these areas accounted for over 29% of all crime reported, 38% of the death/injury crime reported, 26% of loss, 33% of fear and distress, and 29% of anti social behaviour incidents. These areas would also include seven of the most deprived Super Output areas in the county. The crime and socio-economic factors speak for themselves in relation to prioritisation in this way in order to truly narrow the gap around the risk of harm and improve quality of life for the people living, working, or travelling through these areas.

4. Achieving results through the Performance Framework - Differential Targets

- 4.1 Differential targets provide a much clearer focus on the real threats, risks and harms facing Warwickshire. The purpose is to highlight and tackle those areas that impact disproportionately on crime across Warwickshire.
- 4.2 A differential target means that geographical boundaries will work to a target that is specific to that area. 'i.e. Priority Policing Areas may face a higher target in a key area of leverage for the force to make a significant impact on harm reduction. Conversely, a consistently high performing area may have a numerically less challenging target, but will be appropriate and testing for the area given its resources, previous reductions and geography.
- 4.3 Until now, force targets have been applied across all Districts and Boroughs with the expectation that all will contribute evenly. Performance information visibly identifies that this is not feasible and some areas have not performed as well as others over the past years.

- 4.4 Reduction at the same rate year on year in a particular Borough becomes more and more difficult. While there is still a focus on these areas to 'raise the bar' – the benefit of differential targets is that it gives the force the capability to focus on 'narrowing the gap'
- 4.5 The key locations where differential targets will make a difference are the PPAs. These areas have already been identified as those where the force needs to narrow the gap. By providing specific targets the force will be able to understand the context, and manage resources accordingly.
- 4.6 The process does not necessarily mean that one area has tougher targets than another. It is about ensuring that the force focuses effort to reduce harm in the priority, which will lead to harm reduction across the county.
- 4.7 The force is now working towards providing scenarios around a series of differential targets, which will give a clear direction of what will be required from each of the PPAs and Boroughs/Districts. These will inform all the resource decisions over the next twelve months and will ensure that the force makes targeted interventions in line with the principles of narrowing the gap.

5 Highest Harm Causers

- 5.1 Over the last reporting period the force has approached dealing with organised crime networks by targeting the activities of the highest harm causing individuals within those networks. This approach has worked in dismantling some of the organised crime groups in Warwickshire and exceeding the target for this financial year by the middle of October 2008.
- 5.2 The proposal is to, rather than concentrate on Detection Targets, focus energy on Offender Management by identifying and managing the highest harm causers within the County, for example Prolific Priority Offenders, the highest harm causers in Domestic Abuse, or the individual that may be responsible for causing disruption to Community Cohesion, e.g. Anti-Social Behaviour and Criminal Damage.
- 5.3 To adopt this strategy will facilitate a better opportunity to engage more targeted partnership support in managing the offenders.

NEIL BRUNTON
Deputy Director of Local Policing
Warwickshire Police

Priority Areas & Highest Harm Causers



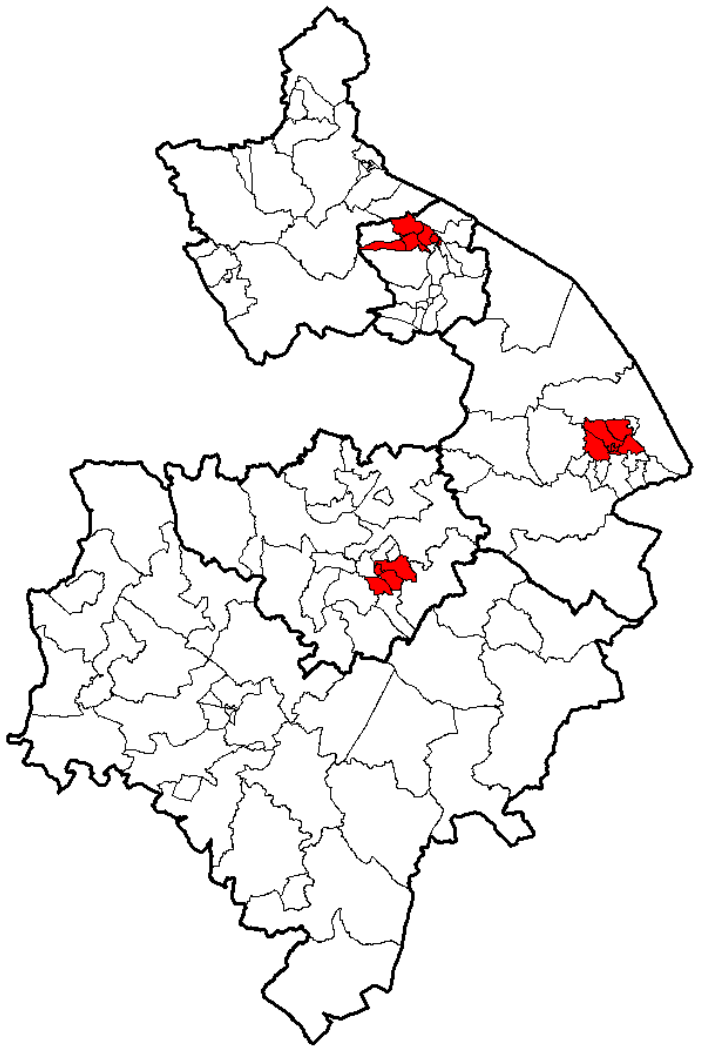
Chief Supt Neil Brunton

The Current



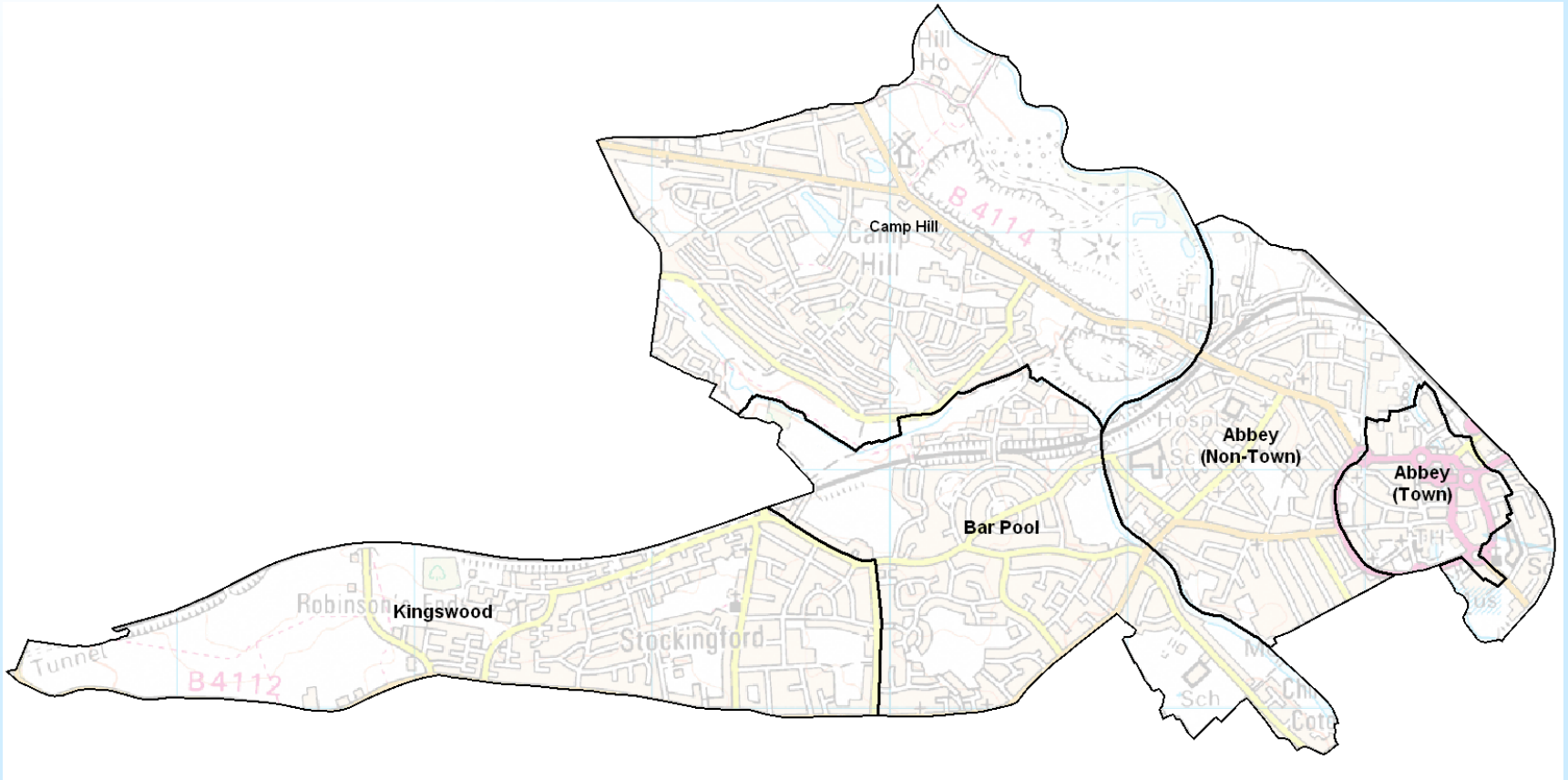
- **5 Priority Areas covering 16 wards**
- **Mixed results in ‘narrowing the gap’**
- **Strategic Assessment Review**
- **Identification of 3 clear Priority Areas**

Proposed Priority Areas

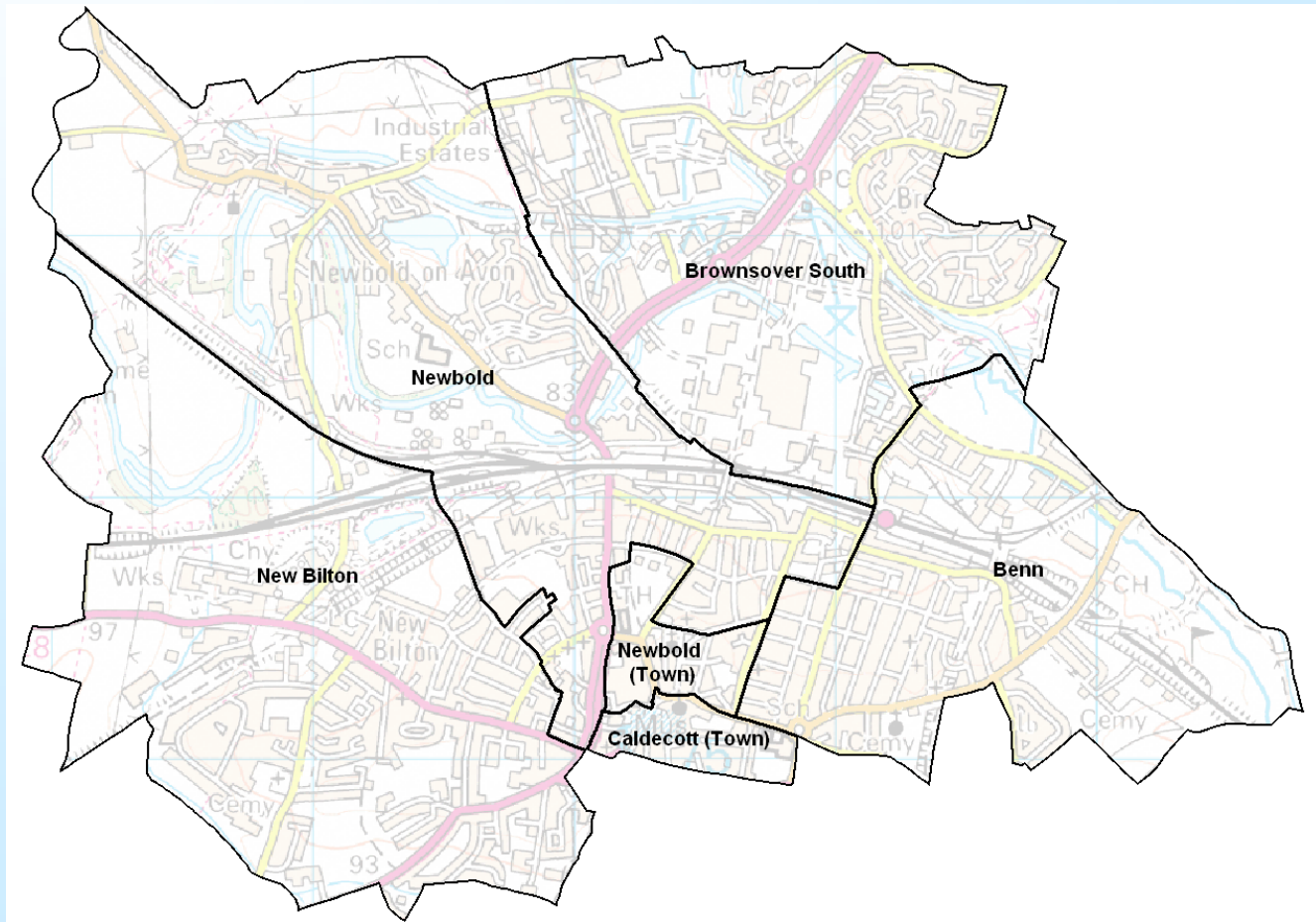


- Includes all, or part of, 12 (11.4%) of the 105 local authority wards
- 29.5% of all crime in the reporting period
- 38% of Death/Injury
- 26% of Loss
- 33% of Fear & Distress
- 29% of reported ASB incidents.
- Seven of the ten most deprived Super Output areas in the county.

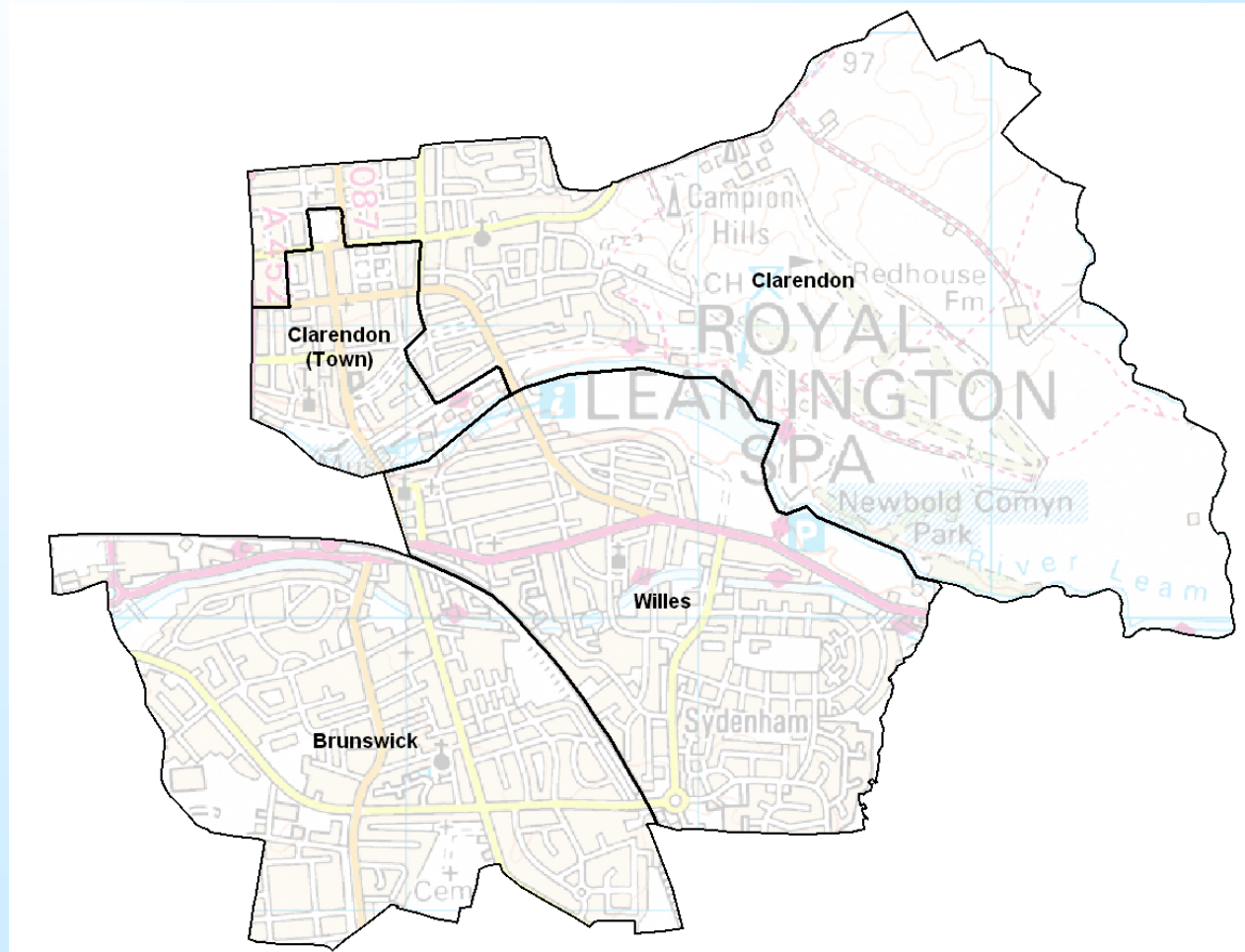
Proposed Priority Area: Nuneaton



Proposed Priority Area: Rugby



Proposed Priority Area: Leamington



Priority Policing concept



- **Protecting communities from harm**
- **Prioritising the 'most serious' harms**
- **Targeting highest harm causers**
- **Neighbourhoods most affected**

Highest Harm Causers: Offender Management Approach



- **Success of organised crime groups**
- **Extend to highest harm causers within Domestic Abuse**
- **Highest harm causers within other Control Strategy Issues**

Partnership Working



- **Partnership commitment required**
- **Common demands for services**
- **Joined up approach to problem solving**
- **Shared benefits and opportunities**

Questions



Report to the Warwickshire Public Service Board

20th November 2008

Economy, Skills and Poverty

Report of the Chair of the Public Service Board Advisory Forum

Recommendations:

1. That the Board endorses the recommendations of the Public Service Advisory Forum in relation to Economy, Skills and Poverty as follows:
 - a. That the Board requires partners to develop an integrated all partner approach to the range of business support services (including opportunities for self employment) that are on offer;
 - b. That the Economic Development and Enterprise Block be tasked with producing and implementing a Multi Agency Implementation Plan for assisting SME's and consider the role of transport in promoting employment and improving skills;
 - c. That all public sector organisations sign up to the public sector skills pledge and the public sector challenge;
 - d. That the public sector through the PSB takes all necessary steps to secure increased levels of social housing;
 - e. That the Board recommends the development of an employer supported volunteering policy (as contained within the Stronger Delivery Plan) with particular emphasis on the 'advice' related sector
 - f. That local issues of poverty be identified and addressed through the network of community forums and that focussed work be undertaken through priority communities, including the use of financial inclusion partnerships and co-ordinated community development activity.
2. That in respect of all of these matters, hard data is made available to the Board in order to inform discussion and decision making.
3. That the PSB requests the District LSPs to fully take into account the contents of this report and the recommendations agreed by the Board.

1 Introduction

- 1.1 Members of the Board will be aware that the Public Service Board Advisory Forum met for the first time on 15th July 2008. At that meeting the Advisory Forum agreed an approach for the November, January, April and July over 2008/09. A key aspect of the approach is to focus on a single theme for

Forum meetings and then to report findings and recommendations to the PSB for proposed action.

- 1.2 The 3rd November meeting of the Forum focussed on Economy, Skills and Poverty. This report outlines the key findings and recommendations of the report.

2 Context

- 2.2 The subject matter of the meeting was chosen in recognition of the fact that despite strong overall economic performance of Warwickshire in recent years, inequalities and economic and social exclusion persist across the county. Narrowing the gaps – particularly in relation to economic prosperity and quality of life – is a key issue for all partners and the Public Service Board.
- 2.3 The timing of the event was particularly opportune in the light of recent economic developments with the combined pressures of the “credit crunch”, rising inflation and high prices, rapidly growing unemployment and the economic downturn. Moreover the issue, it was felt, would provide an important backdrop to discussions during the review and refresh period of the LAA. (November-March 2008/09)
- 2.4 The Forum received a number of presentations from speakers. Details of the programme together with presentational and background information is available through accessing www.warwickshire.gov.uk/laa
- 2.5 The subsequent group sessions then focussed on identification of the key issues and actions required. As a result of discussions the Forum agreed that a total of six propositions should be made to the Board which warranted action. These recommendations are in part based on five emergent themes that arose from the session:
 - a) The need for a multi- agency approach to tackle problems relating to economy, skills and poverty was required and this required a cultural shift in relation to resource direction, decision making and sharing information.
 - b) That this multi agency approach needed to be prioritised by area and communities of interest to ensure that those in most need received help.
 - c) That the localities approach and resulting data collation and analysis offered an opportunity to progress a) and b) which had not been the case previously.
 - d) That in adopting such a focussed approach, targeting could increase the likelihood of proactive and preventative work.
 - e) That a holistic approach was required to the communication of services that are available in relation to this area.
- 2.6 The remainder of this report summarise key issues and actions under each of the themes.

3 The Economy

Key Issues

- 3.1 An Economic Recovery Partnership (ERP) has been set up with membership of CSWP, Chamber of Commerce, LSC, Local Authorities, AWM. Some key possibilities of the partnership could include:
- Identify existing mechanisms and networks to capture local intelligence (E.g Business Crime Unit, LSP's and Community Forums)
 - Include ERP Literature with Business Rate Bills
 - Sustaining the Construction Sector through Public Sector activity (e.g Social Housing)
 - Local Authorities Tenders to include a local labour clause on employing local people
 - Supporting Projects in villages – to keep local shops in business
 - Enhancing the role of the VCS
- 3.2 In terms of SME's, the issue of data collation in a comprehensive yet sensitive manner was seen as important to assist for mapping purposes. (e.g. Identification of redundancies within SME's). Marketing is an issue for SME's and there is a need to develop a package for employers and maintain links with Business Link.
- 3.3 The use of Community Forums was mooted as a means of identifying and gathering local information and help pull partners together for local solutions within agreed priority localities and neighbourhoods.
- 3.4 There is a need for a holistic approach to communications and using existing mechanisms such as the Business Rates Bill to promote key messages.
- 3.5 It was noted that the construction industry had been hit particularly hard where there had been a 30% reduction in construction jobs, with a 50% increase in the applications for these jobs. These tended to be made up of small companies, self employed – with no experience of marketing or tendering. With Local Authority Tendering situations it would be the larger companies who would win the tenders and some account of local need required consideration (e.g. Camp Hill – good model of using local labour)
- 3.6 One suggestion to pursue might be to investigate the viability of switching money from capital to revenue projects for the construction of Social Housing.
- 3.7 Rural Issues were also acknowledged and where appropriate Parish Plans should be used to plan for the future. (E.g. – Recruiting retail expertise to work with small shops in the communities to help them survive). This would build on an initiative already funded by the Board through the Stratford NTG Action Plan.

4 Jobs and Skills

4.1 In summary the key issues to emerge were:

- The role of transport and social housing in maximising employment opportunities.
- Greater opportunities required for self employment
- The public sector needed to attract young people through apprenticeships and contact to identify marketing strategies.
- The importance of the Public Sector Skills Pledge
- The public sector needed to make more vacancies accessible to unemployed priority groups.

4.2 In terms of specific actions

- Map the vacancies against the current public/private transport routes and identify the gap. Discuss findings with the relevant employers/public + private transport providers and identify a solution.
- Better publicity on the benefits of self employment and details of where to go for support.
- Develop a Strategy to promote the benefits of working in the Public Sector to young people through universities, colleges and schools. Create more opportunities to up skill Public Sector employees to meet the changing needs of their customers.
- Greater use of the Local Employment Partnership Initiative to ensure vacancies are targeted to specific groups.

5 Poverty

Key Issues

5.1 It was acknowledged that despite the perceived economic growth of the last 15 years, poverty was an issue that had been in existence for some time. Indeed the matter was the subject of a scrutiny exercise being conducted by the County Council. The current climate would exacerbate those challenges and with diminishing resources there was a need to prioritise and target particular areas and communities of interest. This would also ensure that work was preventative as well as reactive. It was acknowledged that such issues extended beyond the economic areas to 'knock on' effects such as an increase in acquisitive crime.

5.2 A key issue that arose was the need to share intelligence to assist in such focussed intervention (Task Force). It was noted that this would require difficult and bold decision making as prioritisation would be required.

5.3 In terms of actions:

- Targeted Support in Priority Neighbourhoods, working in partnership, share intelligence
- Finance Inclusion Partnership
- Include Poverty on the Community Forum Agendas
- Collective focus for service delivery
- Promote Public Sector Volunteering particularly in advice related areas.
- Better Understanding of the Sub-Regional Context

6 Summary

- 6.1 This report outlines the findings and recommendations of the second meeting of the Public Service Advisory Forum. It is encouraging that the depth and breadth of discussion of such a key topic has resulted in some tangible suggestions for action. This accorded with the overwhelming desire of those present to ensure that some change resulted from the meeting. Hence the attached Draft Action Plan (which will be fully populated following discussions at PSB) which seeks to translate and monitor recommendations into action.
- 6.2 In order to ensure change it is appreciated that further data collation in the sphere of economy, skills and poverty may be required to help inform decisions and manage implementation. As the work of the Forum has demonstrated, the impact of this area will transcend all blocks and affects all areas of Warwickshire.

STEVE STEWART

Chair of the Public Service Advisory Forum

Action Plan

No	Recommendation	Specific Actions	Responsibility	By (Date)	Rationale
1	That the Board requires partners to develop an integrated all partner approach to the range of business support services (including opportunities for self employment) that are on offer;				3.5, 4.2
2	That the Economic Development and Enterprise Block be tasked with producing a Multi Agency Implementation Plan for assisting SME's and consider the role of transport in promoting employment and improving skills;.				3.2, 4.2
3	That all public sector organisations sign up to the public sector skills pledge and the public sector challenge;				4.1
4	That the public sector through the PSB takes all necessary steps to secure increased levels of social housing;				3.6
5	That the Board recommends the development of an employer supported volunteering policy (as contained within the Stronger Delivery Plan) with particular emphasis on the 'advice' related sector; and				5.2
6	That local issues of poverty be identified and addressed through the community forums and that focussed work be undertaken through priority localities, the use of financial inclusion partnerships and co-ordinated community development activity.				5.3

PSB Briefing Note

Statistical Evidence to support the Advisory Forum Paper on Economy, Skills & Poverty

Introduction

This paper provides statistics on a range of indicators identified following a meeting of the PSB Advisory Forum. Where possible, District-level data and trend data has been included. For further information contact Spencer Payne (spencerpayne@warwickshire.gov.uk).

Claimant Count ('Unemployment')

JSA Claimants, Oct-06 – Oct-08

	Oct-06		Oct-07		Oct-08		Change in last year	
	No.	Rate	No.	Rate	No.	Rate	No.	%
North Warwickshire	582	1.5	533	1.4	845	2.2	312	59%
Nuneaton & Bedworth	1,991	2.7	1,840	2.5	2,299	3.1	459	25%
Rugby	942	1.7	966	1.8	1,234	2.3	268	28%
Stratford-on-Avon	871	1.3	772	1.1	813	1.2	41	5%
Warwick	1,351	1.6	1,248	1.5	1,574	1.8	326	26%
Warwickshire	5,737	1.8	5,359	1.7	6,765	2.1	1,406	26%
West Midlands	107,262	3.3	96,853	2.9	112,375	3.4	15,522	16%
United Kingdom	933,961	2.5	800,959	2.1	970,279	2.6	169,320	21%

Source: National Statistics (nomis) © Crown Copyright 2008

Vacancies

Notified vacancies at Job Centres (all types), Oct-06 – Oct-08

	Oct-06	Oct-07	Oct-08	Change in last year	
				No.	%
North Warwickshire	568	1,150	720	-430	-37%
Nuneaton & Bedworth	581	603	642	39	6%
Rugby	604	826	1,150	324	39%
Stratford-on-Avon	625	1,040	1,261	221	21%
Warwick	777	1,387	1,027	-360	-26%
Warwickshire	3,155	5,006	4,800	-206	-4%
West Midlands	34,075	44,487	38,874	-5,613	-13%
Great Britain	361,292	434,769	366,690	-68,079	-16%

Source: National Statistics (nomis) © Crown Copyright 2008

Housing Repossessions

Mortgage and landlord possession claims / orders, 2005 – 2008, by County Court

	2005		2006		2007		2008 (first half)	
	Claims	Orders	Claims	Orders	Claims	Orders	Claims	Orders
Nuneaton	1,104	696	1,254	920	1,247	853	671	522
Rugby	484	335	456	287	449	n/a	270	n/a
Stratford-on-Avon	185	124	201	116	207	n/a	90	n/a
Warwick	543	334	459	308	417	286	207	161
Warwickshire	2,316	1,489	2,370	1,631	2,320	1,139	1,238	683
Midlands	48,502	33,086	49,595	36,226	50,582	37,334	27,998	21,774
United Kingdom	280,478	183,833	289,278	197,633	284,381	201,892	154,756	113,581

Source: Ministry of Justice 2008

Affordable Housing

Housing completions, 2004/05 – 2007/08

	2004/05		2005/06		2006/07		2007/08	
	Total	Afford.	Total	Afford.	Total	Afford.	Total	Afford.
North Warwickshire	117	31	107	22	174	32	143	55
Nuneaton & Bedworth	503	90	706	64	361	75	351	60
Rugby	358	73	547	70	1,451	200	810	220
Stratford-on-Avon	845	265	714	179	509	42	454	139
Warwick	746	38	782	35	523	53	608	170
Warwickshire	2,569	497	2,856	370	3,018	402	2,366	644

Source: Regional Housing Land Availability Surveys, Interform

Housing Waiting Lists

Numbers of households on local authorities' housing waiting lists, 2003 - 2007

	2003	2004	2005	2006	2007 Number	2007 % of all households
North Warwickshire	1,351	1,853	1,777	1,866	1,716	6.7
Nuneaton & Bedworth	1,386	1,890	2,181	3,170	3,090	6.2
Rugby	1,082	1,010	1,176	1,436	1,900	5.1
Stratford-on-Avon	2,724	2,625	2,981	3,292	2,979	6.1
Warwick	1,879	2,200	2,453	3,171	4,692	8.4
Warwickshire	8,422	9,578	10,568	12,935	14,377	6.6
West Midlands	107,536	120,431	137,820	126,629	121,053	5.5
England	1,270,675	1,437,735	1,547,280	1,634,301	1,674,421	8.0

Source: DCLG, Live Table 600 © Crown Copyright 2008

Total Recorded Crime

Total recorded crime, 2005/06 – 2007/08 (Nov – Oct for each year)

	05/06		06/07		07/08		Change in last year	
	No.	Rate	No.	Rate	No.	Rate	No.	%
North Warwickshire	5,001	80.40	4,333	69.66	4,056	65.21	277	-6.4
Nuneaton & Bedworth	12,500	103.13	12,078	99.65	11,176	92.21	902	-7.5
Rugby	8,839	97.13	8,553	93.99	7,215	79.29	1,338	-15.6
Stratford-on-Avon	7,393	62.76	7,056	59.90	6,564	55.72	492	-7.0
Warwick	10,602	78.77	9,981	74.15	9,656	71.74	325	-3.3
Warwickshire	44,335	84.17	42,001	79.74	38,667	73.41	3,334	-7.9

Source: Warwickshire Police. Rate is per 1,000 population.

Total Acquisitive Crime

Total acquisitive crime, 2005/06 – 2007/08 (Nov – Oct for each year)

	05/06		06/07		07/08		Change in last year	
	No.	Rate	No.	Rate	No.	Rate	No.	%
North Warwickshire	5,001	80.40	4,333	69.66	4,056	65.21	277	-6.4
Nuneaton & Bedworth	12,500	103.13	12,078	99.65	11,176	92.21	902	-7.5
Rugby	8,839	97.13	8,553	93.99	7,215	79.29	1,338	-15.6
Stratford-on-Avon	7,393	62.76	7,056	59.90	6,564	55.72	492	-7.0
Warwick	10,602	78.77	9,981	74.15	9,656	71.74	325	-3.3
Warwickshire	44,335	84.17	42,001	79.74	38,667	73.41	3,334	-7.9

Source: Warwickshire Police. Rate is per 1,000 population.

Acquisitive crime, for the purposes of this exercise, includes domestic burglary, robbery, theft of/from vehicle, shoplifting, theft from person, other theft)

Domestic Abuse Incidents

Domestic abuse incidents, Nov 2007 – Oct 2008

	05/06		06/07		07/08		Change in last year	
	No.	Rate	No.	Rate	No.	Rate	No.	%
North Warwickshire	-	-	-	-	792	12.73	-	-
Nuneaton & Bedworth	-	-	-	-	2,933	24.20	-	-
Rugby	-	-	-	-	1,466	16.11	-	-
Stratford-on-Avon	-	-	-	-	1,136	9.64	-	-
Warwick	-	-	-	-	1,910	14.19	-	-
Warwickshire	-	-	-	-	8,237	15.64	-	-

Source: Warwickshire Police. Rate is per 1,000 population. Data only available from June 2006.

Looked After Children

Looked after population (at end of month), Sept-06 – Sept-08

	Sept-06	Sept-07	Sept-08	Change in last year	
				No.	%
North Warwickshire	34	39	44	5	13%
Nuneaton & Bedworth	132	142	156	14	10%
Rugby	64	65	68	3	5%
Stratford-on-Avon	60	63	63	0	0%
Warwick	118	116	119	3	3%
Other (countywide services)	38	46	69	23	50%
Warwickshire	446	471	519	48	10%

Source: KIMS

Note: "We have seen particular rises in the number of unaccompanied asylum seekers in the last year. Also, we know from our teams that they are experiencing an increase in referrals that have debt, domestic violence and family upheaval which is exasperated by the recession." (CYPF)

Business Survival Rates

Percentage of businesses surviving one year after start-up, 2003 - 2007

	2003	2004	2005	2006	2007
North Warwickshire	98.0%	84.0%	92.9%	86.5%	88.7%
Nuneaton & Bedworth	98.7%	88.2%	93.6%	88.1%	89.7%
Rugby	99.5%	89.9%	93.2%	88.4%	87.5%
Stratford-on-Avon	97.7%	85.4%	93.4%	88.6%	89.7%
Warwick	98.1%	89.9%	93.7%	88.2%	89.1%
Warwickshire	98.3%	87.7%	93.4%	88.1%	89.1%
West Midlands	97.7%	87.2%	92.8%	86.5%	88.5%
England	97.6%	87.5%	92.7%	86.3%	89.1%

Source: BetaModel

Benefit Claimant Rates

Residents claiming any form of benefit, 2006 - 2008

	May 05		May 06		May 08		Change in last year	
	No.	Rate	No.	Rate	No.	Rate	No.	%
North Warwickshire	4,470	11.5	4,350	11.3	4,230	11.0	-120	-2.8%
Nuneaton & Bedworth	11,200	15.1	11,160	15.0	11,160	15.0	0	0.0%
Rugby	5,740	10.6	5,710	10.5	5,750	10.6	40	0.7%
Stratford-on-Avon	5,480	8.0	5,410	7.9	5,390	7.8	-20	-0.4%
Warwick	7,200	8.5	7,100	8.3	7,140	8.3	40	0.6%
Warwickshire	34,090	10.6	33,720	10.5	33,670	10.5	-50	-0.1%

Source: National Statistics (nomis) © Crown Copyright 2008

Agenda Item 6

Report to the Warwickshire Public Service Board

20th November 2008

LPSA 2-Quarter 2 Performance Report (2008/09)

Report of the County Partnerships Manager

Recommendations:

That the Board

1. Comments upon the progress made to date in relation to LPSA2 and remedial actions suggested by the Block Leader in respect of those measures that are currently forecasted to miss target.
2. Notes the position in relation to the allocation of Reward Grant
3. Request the LPSA2 Steering Group to reconsider the current criteria for the allocation of Performance Reward Grant in 2009/10 & 2010-11 and, having consulted with all key stakeholders, produce a further report to the next meeting of the Board.
4. Considers ways in which the partnership can provide short term funding to successful projects to sustain them until such time as decisions are made on the allocation of the Reward Grant

1. Introduction

- 1.1 The New LAA came into force on 1st July 2008. As a result there was a moratorium on Quarter 1 forecasting which provided the opportunity to explore improvements to performance monitoring and management.
- 1.2 In terms of partnership input overall, a seminar was held on 25th September and the outcomes from that session will help inform improvements in the future.
- 1.3 This report provides Block Leaders with detailed information on Quarter 2 in relation to LPSA 2. This is the first time that performance information has been reported in full to Block Leaders and then onto the PSB. This new approach is consistent with the enhanced approach that was agreed by Block Leaders at the July meeting and the desire of the Board to adopt a more strategic focus.

2. Overall Progress

- 2.1 Presented below is a summary of the Quarter 2 Performance Information in relation to LPSA 2. Detailed performance information is contained within the Appendices.
- 2.2 The ten targets that comprise LPSA 2 consist of 21 measures. Based on the current assessment of predicted out-turn by the Project Leaders and Performance Leads the forecasted reward grant resulting from LPSA2 is estimated at £11,118,265 (80% of the maximum eligible reward grant).

3. Overall Financial Position

- 3.1 If performance and hence reward grant of this level materialises then this will result in £1.3 million revenue and £2.7 million capital available for allocation in 2009/10. These figures have been adjusted to reflect the repayment of loans against future reward grant that have previously been agreed. However, there is sufficient uncertainty about the impact of the corrective action put in place and hence the robustness of the forecasts, to lead the Accountable Officer of the LAA to recommend that at this stage no guaranteed commitments for using the reward grant in 2009/10 should be made. This assessment will be reviewed once the Quarter 3 performance data is available and the forecasts have been subject to a detailed scrutiny exercise involving the Lead Project Officers.

4. Criteria for the allocation of the Reward Grant

- 4.1 The Board is reminded that it has previously noted the approach taken by the County Council's Cabinet to the development of criteria for allocation of the reward Grant. Subsequently, it has been agreed that the allocations made should result from discussions between the County Council's Chief Executive and the Board.
- 4.2 The criteria agreed by the County Council's Cabinet on 8th December 2005 were:
- 4.3 The principles developed for PRG will be used to further inform the development of our approach to the allocation of these resources. It is intended that the Performance Reward Grant (PRG) will be used to:

a) Repay to the County Council the amount loaned from the Virtual Bank plus accrued interest.

b) Reward Projects for their efforts and success – criteria will be developed that will ensure that Projects are rewarded proportionately to the extent to which they meet the stretch targets agreed with central government.

c) Give the opportunity for successful Projects to have some degree of sustainability into the future

d) Enhance future partnership work by the County Council including supporting partnership relationships and initiatives that contribute to the outcomes to be included in the Warwickshire Local Area Agreement.

4.4 The Board is asked to consider whether (and if so how) more specific criteria should now be developed to inform the allocation process. It is suggested that this issue is referred by the Board to the LPSA2 Steering Group with a request that they engage with all key stakeholders and then return to the next available meeting of the Board with appropriate recommendations for the Board to consider.

5 Providing short term sustainability for successful projects

5.1 The Board will recall that LPSA2 projects have, since 2006/7, been supported through the allocation of a Pump Priming Grant. Made up of central government funding and the Virtual Bank Loan of the County Council.

5.2 Pump Priming Funds will cease with effect from 31st March 2009.

5.3 A number of projects (all of which are currently predicting 100% reward grant) have raised an issue regarding providing short term sustainability from 1st April 2009 until such time as decisions are made regarding the allocation of the reward grant. These Projects are:

- Project 7 - Tackling Poverty (both aspects) currently predicting 100% Reward Grant of £1,163,485. This Project has an end date of 31.3.09.
- Project 5 The Positive Destinations aspect which is currently predicting Reward Grant of £1,745,228. This Project has an end date of November 2009.

5.4 In relation to both of these Projects, we understand that a number of staff have been employed on the strength of the Pump Priming Grant and that redundancy arrangements and processes will shortly apply.




5.5 The Board is asked to consider this as a matter of urgency and, in particular, to find a way forward for the partnership to sustain successful projects pending decisions on the allocation of the reward grant

Overall LPSA 2 Performance by Projects

LPSA ref	Project	Project officer(s)	Project end date	Potential Reward Grant	Forecast Reward grant based upon current performance
1	Overall Crime	David Whitehouse	31 st March 2008	£2,210,621	£1,414,797
3	Road Casualties	Estyn Williams	31 st Dec 2008	£1,163,486	£1,163,486
2	Youth Re-Offending	Diane Johnson	2006 - 31 st March 2009	£1,163,485	£349,046
4	Domestic Fires	Balbir Singh	March – November 2009	£1,163,486	£1,023,867
5	Improve Educational Attainment & Positive destinations	Norma Smeaton, Lorrie Cooper, Fran Downes		£2,326,971	£1,745,228*
7	Tackling Poverty	Nick GJ & Hilary Holland		£1,163,486	£1,163,486
8	Dignity, Independence, Choices and Quality of Life	Jon Reading		£1,163,485	£1,163,485
9	Reduce waste to landfill and increase recycling	Roy Burton		£1,163,485	£1,163,485
10	Healthy schools	Leena Pindoria	31 st Dec 2009	£1,279,834	£767,900
6	Healthy lifestyles	Carole Edkins	31 st Dec 2010	£1,163,485	£1,163,485
	Total			£ 13,961,823	£11,118,265

* Reward Grant relates exclusively to Positive Destinations Project

LPSA2 Indicators Quarter 2 2008

Key					
	Forecast of Actual performance at end of LPSA2 period exceeds target		Forecast of Actual performance at end of LPSA2 period meets target		Forecast of Actual performance at end of LPSA2 period misses target (See remedial action section)
Notes					
<p>Forecast of Actual performance at end of LPSA2 period plus explanation of calculation</p> <p>As we enter the last year for the majority of LPSA2 targets we need to ensure that all forecasts of final outturn are accurate. Project Leads are required to state their predicted performance at the end of the LPSA2 period (this varies between projects) and explain how that figure has been reached.</p> <p>Targets - '60% Of the Stretch'</p> <p>NB. No reward grant will be issued for measures, which do not achieve the normal target or up to 60% of the agreed stretch target . The stretch is the difference between the normal (without LPSA2) target and the LPSA2 target.</p> <p>Percentage of the potential reward grant</p> <p>No reward grant is issued for measures which achieve less than 60% of the stretch targets. For measures which achieve above 60% of the stretch' target a percentage of the reward grant, equivalent to the performance is allocated, up to the 100% maximum i.e. A measure forecasting 80% of the agreed target will be allocated 80% of the reward grant.</p> <p>Remedial action</p> <p>Where you are reporting any red triangles against any of the targets you will need to complete the remedial action section at the end of this form - The Public Service Board analyse this information in detail and following previous reports require this action to be as robust, clear and SMART as possible. It is essential, therefore, that there is a causal link between the remedial actions proposed and an improvement in performance</p>					

LPSA 2 – Target 1		SAFER COMMUNITIES								End date- 31 st March 2008		
		Block Lead: Andy Parker, Deputy Chief Constable, Warwickshire Police										
		Performance Lead: Julie Sullivan WCC										
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
	Overall Crime											
	Project Lead – David Whitehouse									£2,210,621	£1,414,797	
	Number of violent offences in Warwickshire recorded by Warwickshire Police	Low	COMPLETED						£795,824	0%	Nil	
	Number of burglary offences	Low							£751,611	100%	£751,611	
	Number of thefts of motor vehicles	Low							£552,655	100%	£552,655	
	Number of thefts from motor vehicles	Low							£110,531	100%	£110,531	

LPSA 2 – Target 2			SAFER COMMUNITIES							End date- 31 st March 2009			
			<p align="center">Block Lead: Andy Parker, Deputy Chief Constable, Warwickshire Police</p> <p align="center">Performance Lead: Julie Sullivan WCC</p>										
Ref	Indicator		Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
					Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
					Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
									£1,047,137				
	The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1st to Dec 31st:	06/07	Low	COMPLETED						£232,697	0%	Nil	
Sa2i		07/08		COMPLETED						£232,697	0%	Nil	
Sa2ii		08/09		40%									
			Based on a cohort of young offenders who received a substantive outcome during the period Oct-Dec 2007 whose continued offending is tracked for 12 months.	34.3%	▲	33.7%	▲	33.3%	▲	£232,697	0%	Nil	
Sa 2iii	Increase the number of parents receiving targeted support from YOT		High	100						£232,697	100%	232,697	
		Increase parents satisfaction rate with this service	High	Actual number of parents anticipated to start parenting programmes with YOS based on baseline figures prior to LPSA2 targeting and increased staffing levels.	55	★	82	★	100				●
			High	95%									
					75%	★	77%	★	80%	★			

Sa 2iv	Increase the number of victims participating in a restorative process	High	80 Actual number of victims anticipated to accept some form of restorative justice with YOS based on baseline figures prior to LPSA2 targeting.	60	★	69	★	75	★	£116,349	100%	116,349
Sa2i	Increase victims satisfaction rate with this service	High	90%	75%	★	81%	★	85%	★			

LPSA 2 – Target 3		SAFER COMMUNITIES								End date- 31 st Dec 2008		
		Block Lead: Andy Parker, Deputy Chief Constable, Warwickshire Police Performance Lead: Julie Sullivan WCC										
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
Sa 10	Road Casualties Project lead – Estyn Williams									£1,163,486		
Sa 10i	Improve Road Safety BV99a (I) People killed or seriously injured	Low	414	468	★	449	★	436	★	£1,163,486	100	£1,163,486

LPSA 2 – Target 4		SAFER COMMUNITIES Block Lead: Andy Parker, Deputy Chief Constable, Warwickshire Police Performance Lead: Julie Sullivan WCC								End date- 31 st March 2009		
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
Sa9	Domestic Fires Project lead – Balbir Singh									£1,163,486		
Sa9ii	To reduce the number of deliberate secondary fires occurring on grassland, in refuse containers, outdoor structures, derelict property/vehicle and international straw.	Low	1132	1502	★	1280	★	1132	●	£349,046	100%	£349,046
Sa9iii	To reduce the number of deliberate primary vehicle fires	Low	260	618	★	522	★	458	★	£465,394	100%	£465,394
Sa 9iv	To reduce the number of deliberate primary property fires - including garages, sheds and caravans, buildings - including those under construction, deliberate non-domestic (commercial) property fires and deliberate fires in educational establishments	Low	178	190	★	178	●	170	▲	£349,046	60%	£209,427

LPSA 2 – Target 5		CHILDREN AND YOUNG PEOPLE Block Lead: Marion Davis. Strategic Director for Children, Young People and Families –WCC Performance Lead: David MacNiven								End date- 31 st March 2009 NB. Final results in July 2009 Reported in Sept 2009		
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
CYP 14	Improve education attainment – early years Project lead – Norma Smeaton (Margaret Heard)											
CYP 14a	PSE Performance – Number of Children achieving L6 or above at Foundation Stage in Personal & Social Education	High	82	89.5%	▲	93.6%	▲	96.4%	▲	£349,046	0%	Nil
CYP 14b	CLL Foundation Stage Number of Children achieving L6 or above at Foundation Stage in Communication Language and Literacy	High	61	71%	▲	76%	▲	79.4%	▲			

CYP 14c	Improving educational attainment – Key Stage 2 Project lead – Lorrie Cooper											
CYP 14ci	KS2 Attainment - English	High	Results are currently 84% level 4 + and have shown at least a 1% rise per year in each of the last 3 years	83%	★	83.75%	★	84.25%	★	£232,697	0%	Nil
CYP 14cii	KS2 Attainment - Maths	High	Results are currently at 81% and as such are at best in class compared to our statistical neighbours. However the leap to 87.25 is very significant. This figure is above the Fischer Family Trust highest target which is based on the prior attainment of pupils in the cohort. It is therefore unlikely to be reached	86%	▲	86.75%	▲	87.25%	▲			
CYP 14ciii	KS2 Attainment - Science	High	Current results are at 90% and have been static for 3 years. This result is best in class compared to our statistical neighbours and is 2% above the national result. Trends in this subject suggest that it is unlikely that we will meet a stretch target of 95.25%	94%	▲	94.75%	▲	95.25%	▲			
CYP 16	Improving destinations for Young People (Fran Downes)											
CYP 16	Improving destinations for Young People (Fran Downes)	High	96.5%	95.5%	★	96.1%	★	96.5%	●	£1,745,228	100%	£1,745,228

LPSA 2 – Target 6		HEALTHIER COMMUNITIES & OLDER PEOPLE Block Lead: Graeme Betts – WCC Strategic Director & Tim Davies – Warwickshire PCT Performance Lead: Kim Harlock (WCC)								End date- 31 st Dec 2010		
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
HCO P 4	Healthy lifestyles Project lead – Carole Edkins											
HCO P 4ai	Improve Mortality rates from all Circulatory Diseases in Nuneaton & Bedworth for persons under 75 years	Low	99 per 100,000 pop	109 per 100,000 pop	★	103 per 100,000 pop	★	99 per 100,000 pop	●	£1,163,485	100%	£1,163,485

LPSA 2 – Target 7		HEALTHIER COMMUNITIES & OLDER PEOPLE Block Lead: Graeme Betts – WCC Strategic Director & Tim Davies – Warwickshire PCT Performance Lead: Kim Harlock (WCC)										
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
HCO P 3	Tackling Poverty Project officers – Andy Jones & Hilary Holland									£1,163,486		
HCO P 3a	Number of Housing Benefit & Council Tax Benefit Claims in Warwickshire	High	37,705	33,586	★	34,955	★	35,868	★	£988,963	100%	£988,963
HCO P 3b	Number of successful new and amended claims for statutory benefits made as a result of the tackling poverty in Warwick District	High	1050	600	★	870	★	1050	●	£174,523	100%	£174,523

LPSA 2 – Target 8		HEALTHIER COMMUNITIES & OLDER PEOPLE Block Lead: Graeme Betts – WCC Strategic Director & Tim Davies – Warwickshire PCT Performance Lead: Kim Harlock (WCC)								End date- 31 st March 2009		
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
HCO P5	Dignity, Independence, Choices and Quality of Life Project officer – Jon Reading											
HCO P 5i	Percentage of older people aged 65 or over surveyed, who report being satisfied with the home care commissioned by WCC and satisfied with the services purchased directly using Direct Payments	High	67%	62%	★	65%	★	67%	●	£1,163,485	100%	£1,163,485

LPSA 2 – Target 9		CLIMATE CHANGE AND ENVIRONMENT								End date- 31 st March 2009		
		Block Lead: Christine Kerr – Chief Executive of Nuneaton & Bedworth Borough Council Performance Lead: Nik Moore (RBC)										
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
E4	Reduce waste to landfill and increase recycling Project officer – Roy Burton											
E4iv	To increase the proportion of household waste arising recycled (through an increase in the recycling of glass, metal, plastic and some textiles) stretched	High	24,000	17,000	★	20,600	★	23,000	★	£1,163,485	100%	£1,163,485

LPSA 2 – Target 10		CHILDREN AND YOUNG PEOPLE Block Lead: Marion Davis. Strategic Director for Children, Young People and Families –WCC Performance Lead: David MacNiven								End date- 31 st Dec 2009		
Ref	Indicator	Aim	Forecast of Actual performance at end of LPSA2 period (A) plus explanation of calculation	Forecast v. Target						Reward Grant summary		
				Without LPSA 2		60% of 'The Stretch'		With LPSA 2		Potential Reward Grant	Forecast Reward grant based upon current performance (see A)	
				Target (B)	Status (A v B)	Target (C)	Status (A v C)	Target (D)	Status (A v D)		% of potential reward grant	Value
CYP 5	Healthy schools Project officer – Bob Hooper & Leena Pindoria											
CYP 5	To Increase the number of schools in Warwickshire achieving Healthy Schools status		87%	75%	★	87%	●	95%	▲	£1,279,834	60%	767,900

LPSA2 Indicators - Remedial Action

Ref	Indicator	Reason for Red Status	Remedial Action	By Whom	By When
Sa 2 (ii)	The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1st to Dec 31st:	Performance against this very ambitious target has been affected over the last couple of years by the improved "offences brought to justice" performance of the Police who have charged increasing numbers of young people, some of whom will be captured in the re-offending cohort used to measure this LPSA target. It also reflects the success of the PPO scheme (persistent and priority offenders) with Police, YOT and CDRPs working together to share intelligence about and target PPOs for surveillance.	<i>Although we are unlikely to meet the target, performance in Warwickshire is one of the best in England and Wales as demonstrated in our performance compared regionally, nationally and against our "YOT family".</i> We continue to work successfully with partners to ensure that young people are appropriately challenged and supported in addressing the factors leading to offending e.g. education, employment, housing, mental health etc.	Diane Johnson	

Ref	Indicator	Reason for Red Status	Remedial Action	By Whom	By When
Sa 9iv	To reduce the number of deliberate primary property fires - including garages, sheds and caravans, buildings - including those under construction, deliberate non-domestic (commercial) property fires and deliberate fires in educational establishments	The overall number of primary fires has increased year on year. On analysis of the incidents it appears that 50% of the incidents are occurring in Nuneaton and Bedworth.	The Arson Reduction Team is working from the Justice Centre in Nuneaton where they can liaise closely with other partners such as the Police to reduce the incidence of arson. Community Fire Safety department is also working hard with target groups to highlight the arson issue and there are many ongoing initiatives. The Area Risk Teams and the Fire Safety department are working with owners and occupiers of non domestic properties across the County to ensure that they have the necessary fire precautions within their premises.	Area Reduction team CFS Area Risk Teams	Ongoing

Ref	Indicator	Reason for Red Status	Remedial Action	By Whom	By When
CYP14 – a and b	Improve education attainment – early years	<p>What has gone well over the last quarter?</p> <p>The projects that are being delivered in Dordon and Clopton are both doing some extremely valuable and productive work. Both projects produced an end of year report that demonstrates a high level of participation from the families and providers in the target reach areas.</p> <p>Partnership working is excellent, as is feedback from parents and providers.</p> <p>What has not gone well over the last quarter?</p> <p>We are still not able to evidence impact against the prescribed targets. However, we have evidence of the impact on the levels of engagement and participation from families and the feedback families have offered.</p>	<p>What steps are you putting in place to address the things that have not gone well?</p> <p>We are not able to assess the children with whom we are working before the end of the Foundation Stage.</p> <p>What steps are you putting in place to achieve end year targets?</p> <p>We will continue with the work that we are doing but if funding is withdrawn because we are not meeting targets (as may be the case) we would have revise or radically reduce our service.</p>	Norma Smeaton	2009
CYP14 – c and d	Improving educational attainment – Key Stage 2	<p>What has gone well over the last quarter?</p> <p>All support and training programmes have been delivered on time to the target schools. High intervention schools have been regularly monitored and the progress of pupils towards their targets have been checked. SIPs have checked the school's progress towards their targets on a termly basis. Initial data indicators for 2008 should be available in the next few weeks.</p> <p>What has not gone well over the last quarter?</p> <p>There is some uncertainty about the security of national data for this year following significant difficulties over marking. A number of schools are raising concerns about the variance of their data from that being produced nationally. This may affect the reliability of published data.</p>	<p>What steps are you putting in place to address the things that have not gone well?</p> <p>Continued support and training programmes delivered on time to the target schools. High intervention schools regularly monitored and the progress of pupils towards their targets checked. SIPs continue to check the school's progress towards their targets on a termly basis.</p>	Lorrie Cooper	2009
14cii maths	KS 2 Attainment-Maths	<p>Though results continue to improve year on year it is unlikely that this very ambitious target will be met by Sept 2009 especially since the statutory target for schools at KS2 has now changed and the focus for schools is therefore slightly different</p>	<p>An ongoing programme of training and support will be offered again next year to build on the success of that offered last year which resulted in a 2.6% increase at level 4. Schools whose results are below the floor target will be offered individual support and training whilst others will be part of</p>	Primary National Strategy advisers and Inspectors	July 2009

Ref	Indicator	Reason for Red Status	Remedial Action	By Whom	By When
			focussed groups for training.		
14ciii science	KS 2 Attainment- Science	Science results are already high at 91%. There has been no significant movement in science results for last two years. Primary science does not form part of the Primary National Strategy focus and therefore training in this area is limited to that which schools can buy. The pressure on schools has been to focus on improvements in English and mathematics. This may have impacted on science results.	SIPs will continue to challenge performance in this area and will ensure that appropriately challenging targets are set in each year group. Targets for pupils in year 6 will be particularly tracked through the year. Support for the development of science in schools in high intervention categories will continue to be commissioned through EDS	SIPs	July 2009

Ref	Indicator	Reason for Red Status	Remedial Action	By Whom	By When
CYP5	Healthy Schools	<p>What has gone well over the last quarter? The 100 schools that achieved Healthy School Status (HSS) in the last academic year celebrated their success at a high profile event that was well-attended by schools and partners.</p> <p>Following a letter from Marion Davis to the non-participating schools, a further 4 schools have registered to work towards HSS which means that 237 out of 241 schools are now participating in Healthy Schools (98%).</p> <p>147 (61%) schools in Warwickshire have confirmed HSS.</p> <p>A further 7 schools have self-validated as meeting HSS and it is expected that these 7 schools will be confirmed by Friday 24th October. This will result in 154 (64%) schools with confirmed HSS. This would exceed the number of schools forecasted to achieve the local target of 152 (63%) schools with HSS by the end of October 2008.</p> <p>The remaining 87 schools working towards HSS have completed, on average, 50% of the criteria for HSS. Warwickshire is the second highest Local Authority on HSS criteria completed by the remaining participating schools compared to its statistical neighbours.</p> <p>21 schools are required to meet the end of year milestone that 175 (73%) schools will have confirmed HSS. These schools have been identified and action plans are in place to support their achievement of the Status. A targeted and differentiated approach to working with each school has resulted in positive engagement by the schools with the local programme.</p> <p>The use of data to inform the work of the programme and the strategies and approaches for working with schools were reviewed by a National Healthy Schools Consultant during a support visit this month and it was concluded that</p>	<p>What has not gone well over the last quarter? We have not yet had confirmation whether funding allocations agreed in the last two months can be spent beyond March 2009 and up to December 2009 which is required for budget planning.</p> <p>The part-time Administrator support this term has not provided the capacity expected resulting in an increase in the Administrator tasks by the full-time staff in the team.</p> <p>What steps are you putting in place to address the things that have not gone well? Clarification is being sought from funding sources on the flexibility to spend the additional funding allocations beyond March 2009.</p> <p>The Administrator post is being reviewed and will also be advertised this term.</p> <p>What steps are you putting in place to achieve end year targets? Interviews for a permanent Healthy Schools Coordinator takes place on Monday 20th October.</p> <p>Action plans for targeted schools are being funded, where appropriate, to achieve the actions.</p> <p>The names of schools that are identified to self-validate before the next Quality Assurance deadline are circulated to key partners in the Quality Assurance Group followed up by discussions and meetings in advance so that any concerns raised can be acted upon quickly by the team and school to secure the school's Status.</p> <p>A termly review of the team action plan is taking place to manage the programme and workload.</p>	Leena Pindoria	

<i>Ref</i>	<i>Indicator</i>	<i>Reason for Red Status</i>	<i>Remedial Action</i>	<i>By Whom</i>	<i>By When</i>
		<p>the programme is operating at a sophisticated and high level in both these areas.</p> <p>The Assistant Headteacher from a secondary school has been supporting secondary schools to achieve the Status. Schools have responded positively to his support and it is anticipated that his school will also achieve HSS this term.</p> <p>The team have developed key resources to support difficult to meet criteria for schools such as the Feeling Good Toolkit and revised resources such as the Healthy Schools Presentation to bring them in line with current policies and priorities.</p> <p>The Healthy Schools' training programme for schools which includes commissioned courses from Education Development Service and Birmingham Health Education Unit have helped schools meet a number of Healthy Schools criteria.</p> <p>The number of teachers that have registered to achieve the national accreditation in the teaching of PSHE has increased from 4 teachers in 2007-08 to 15 teachers this year (2008-09).</p>			

Warwickshire Public Service Board

20 November 2008

2008/09 Area Based Grant – Projected Outturn as at Quarter 2

Report of the Accountable Officer

Recommendation

It is recommended that the PSB:

- Notes the 2008/09 Quarter 2 position and the projected 2008/09 outturn and makes any comments as appropriate.

1 Introduction

- 1.1 The purpose of this report is to inform the PSB of the quarter 2 position and the 2008/09 projected outturn for the use of Area Based Grant, based on the information known at the end of September 2008.
- 1.2 The report covers the 2008/09 Area Based Grant of £22.151 million plus the additional £1 million made available for 2008/09 only, that was allocated by the County Council on the 18 March 2008. The report does not include Nuneaton and Bedworth Borough Council's £0.049 million Area Based Grant for Cohesion.
- 1.3 The report has been compiled on the basis of the returns from each of the Themed Blocks in receipt of pooled grant, in consultation with partners.

2 Spending Compared With Estimates

- 2.1 At this stage, the 2008/09 projected outturn for Area Based Grant and the additional £1 million top-up allocation is an overspend of £2.072 million. This overspend represents 9.0% of the total funds monitored. However, £1.907 million of this was known about prior to the start of the financial year and provision to meet this cost is included within the County Council's budget. Therefore, excluding this element, the budget is forecast to be fully spent by the end of the financial year, with a forecast overspend of 0.7%. Providing funding to meet any overspend is the responsibility of the relevant partner at the end of the financial year.
- 2.2 At 30 September 2008 a total underspend of £0.855 million or 7.6% was reported in comparison to the funds allocated at the end of quarter 2. This reflects the fact that proportionately more of the planned spending will take place in the second half of the year.

2.3 Table 1 shows a summary of the second quarter position and the projected year-end outturn for each of the Themed Blocks in receipt of funding.

Table 1: LAA Themed Block	Position as at 30/09/08				Forecast Outturn			
	Grant £	Spend £	Variation £	Variation %	Grant £	Spend £	Variation £	Variation %
Children & Young People	5,152,055	3,530,908	(1,621,147)	-31.5%	10,289,718	10,289,718	0	0.0%
Healthier Communities and Older People	3,734,804	4,712,181	977,377	26.2%	7,863,144	9,925,276	2,062,132	26.2%
Climate Change and Environment	716,149	699,213	(16,936)	-2.4%	1,432,297	1,432,297	0	0.0%
Safer Communities	1,276,882	1,159,731	(117,151)	-9.2%	2,553,766	2,563,766	10,000	0.4%
Stronger Communities	303,034	226,033	(77,001)	-25.4%	1,012,137	1,012,137	0	0.0%
Total	11,182,924	10,328,066	(854,858)	-7.6%	23,151,062	25,223,194	2,072,132	9.0%

2.4 Of the additional £1 million made available for 2008/09 by the County Council, £800,000 was allocated to the Local Strategic Partnerships. Only the delivery plans for Nuneaton and Bedworth LSP and Stratford LSP had commenced by the end of quarter 2. The figures above assume all the £800,000 will be spent in 2008/09. However, it is expected some of this spend may be deferred until 2009/10. A more accurate forecast of the £800,000 allocation will be available for quarter 3.

2.5 No partners in receipt of Area Based Grant have reported any consequences to delivery of outcomes in the preparation of this report.

DAVID CLARKE
Strategic Director, Resources
Warwickshire County Council
And Accountable Officer of the Warwickshire LAA

Agenda Item 8

Report to the Warwickshire Public Service Board

20th November 2008

Summary of LAA Performance and Progress (2008/09: Quarter 2)

Report of the LAA Block Leaders

Recommendations:

That the Board




1. Comments upon the progress made to date in relation to LAA performance, targets and issues that have been identified by the Block Leaders including remedial actions and suggests further action where necessary.

1. Introduction

- 1.1 The New LAA came into force on 1st July 2008. As a result there was a moratorium on Quarter 1 forecasting which provided the opportunity to explore improvements to performance monitoring and management.
- 1.2 At the May meeting of the Board, a consensus developed around the need for the Board to adopt a strategic approach and to free itself of some of the operational business associated with the LAA.
- 1.3 Accordingly this is the first quarter where LAA performance has been reported and considered in full by a meeting of the LAA Block Leaders. That meeting was held on 6th November 2008 and this report from the Block Leaders provides a summary of headline performance, key issues and remedial actions where underperformance has been reported.

2. Overall Progress

- 2.1 Presented below is a summary of the Quarter 2 Performance Information in relation to the LAA. There are 62 measures within the Local Area Agreement which consist of 34 LAA targets, 16 mandatory targets and 12 local indicators. The 12 local indicators are not reported to GOWM for LAA purposes but are monitored by partners within Warwickshire. Remedial Action for underperformance is attached as Appendix 1.

	Quarter 2 Actual compared to year end target [#]						Total	
	Mid year forecast to exceed target		Mid year forecast to meet target		Mid year forecast to miss target			
								
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%
Children & Young People	1	5	18	90	1	5	27 (7)*	100%
Safer Communities	0	0	1	33	2	67	3 (3)*	100%
Stronger Communities	0	0	5	100	0	0	5	100%
Healthier Communities & Older People	2	22	6	67	1	11	11 (2)*	100%
Economic Development & Enterprise	1	17	5	83	0	0	6	100%
Climate Change & Environment	1	20	3	60	1	20	5	100%
LPSA targets	8	38	6	29	7	33	21	100%
OVERALL TOTAL	13	19	44	64	12	17	81 (12)*	100%

* Outstanding

[#]NB Please note that although the standard LAA is measured against targets for the end of 2007/08 the decision has been taken to measure performance of the LPSA2 targets against the targets within the LPSA 2 agreement which have completion dates ranging from 2007 to the end of 2009.

General LAA Indicators – Quarter 2 2008

Children and Young People									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (^A)	Qtr 2 Year End Forecast (^B)	End of Year Target (^C)	Qtr 2 YE Forecast against End of Year target (^B) v (^C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI102ii	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	Smaller is Better	Quarterly	31.8	33.4	33.4	31	▲	Educational attainment results for Q2 are based on the academic year 2007-8 and are provisional at this stage.

Safer Communities									
Indicators				Baseline (2007- 2008 Year End Actual)	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v(C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI015	Serious violent crime (to include Domestic Violence) - per 1000 population	Smaller is Better	Quarterly	0.50	0.31	0.59	0.47	▲	(The serious violent crime definition has changed so new targets will need to be set)
LI015a	Serious violent crime (to include Domestic Violence) - Number of recorded offences	Smaller is Better	Quarterly	261.00	162	308	248.00	▲	(The serious violent crime definition has changed so new targets will need to be set)
NI016	Serious acquisitive crime - per 1000 population	Smaller is Better	Quarterly	15.31	7.65	14.59	14.54	▲	
LI016a	Serious acquisitive crime - Number of recorded offences	Smaller is Better	Quarterly	7995.00	3993	7618	7595.00	▲	

Healthier Communities & Older People									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI141	Number of vulnerable people achieving independent living (Supporting People)	Bigger is Better	Quarterly	63.91	63.69*	67.00	70.29	▲	A workshop is to be held with providers and CLG to share good practice and improve the reporting of outcomes and service delivery. Figures are based on Q1 Outturn. Q2 expected 14/11/08

Climate Change & Environment									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI195c	Improved street and environmental cleanliness - Graffiti	Smaller is Better	3 times per year	3.00	4.20	4.40	3.00	▲	Officers are meeting regularly to discuss performance and necessary action. A campaign on Graffiti on media cabinets (private property and utility boxes) in conjunction with owners is planned.

Agenda Item 9(i)

Report to the Warwickshire Public Service Board

20th November 2008

Narrowing the Gaps-Proposed Delivery Strategy and Programme 2008-15

Joint Report of Strategic Directors (Performance & Development and Environment & Economy), Warwickshire County Council

Recommendations:

1. That the approach outlined in the attached Strategy be endorsed.

1. Introduction

- 1.1 At the last meeting of the Board consideration was given to the Narrowing the Gaps agenda and how it might be addressed. At the same meeting it was agreed that an approach would be presented to the November meeting of the Board.
- 1.2 Attached to this report is a strategy which seeks to outline an approach to tackling such gaps within Warwickshire.

Narrowing the Gaps
Proposed Delivery Strategy and Programme
2008 – 2015

Contents

		Page
1	Introduction	3
2	The Strategic Challenge	4
	2.1 Vision	
	2.2 Values	
3	Context – NTGs	6
4	Current Position and Progress	9
	4.1 Regional and Sub regional dimension and joint working	
	4.2 Local Area Agreements/ locality working	
	4.3 Combating Health Inequalities	
	4.4 Transforming Education and Primary Strategy for Change	
	4.5 Summary of WCC regeneration and economic development programmes.	
	4.6 Nuneaton and Bedworth activity.	
	4.7 PSB funding and activities	
	4.8 NTGs Communication strategy	
5	Next Steps	13
	5.1 Key Issues	
	5.2 Proposed Objectives	
	5.3 Proposed Delivery Strategy and Programme.	

Appendices

1	NTGs Indicators
2	Stakeholder conference brief
3	Proposed NTGs Delivery Strategy and Programme
4	Proposed NTGs Strategy and Action Plans
5	Proposed Evaluation Methodology

1. Introduction

This paper sets out the background to the 'Narrowing the Gaps' agenda in Warwickshire, what is meant by the term and what activities are underway to tackle the gaps identified. This paper then details a proposed delivery strategy and programme, the next steps in driving forward the Narrowing the Gaps agenda.

The Public Service Board has defined 'Narrowing the Gaps' as:

'Reducing differences across the County in terms of achievement, opportunity and quality of life'.

It is clear that whilst there are some geographical inequalities; the key focus for activity is communities of interest that span geographical boundaries. In spite of a number of initiatives over the years, either through the county council or other public sector agencies, to tackle issues as defined under 'Narrowing the Gaps', little progress has been made in significantly reducing the inequalities that exist. It appears that a lack of combined strategic and/or operational co-ordination has failed to make the necessary impact to address the inequalities. It is, therefore, imperative that any future strategy addresses both 1) improved co-ordination and 2) increasing the intensity and focus of a collective Narrowing the Gaps approach.

"Effective Partnership working is the key to tackling many of the challenges facing the county. Whilst most parts of Warwickshire can properly be seen as relatively prosperous, there are many residents living in both urban and rural areas who experience significant levels of deprivation. These complex issues cannot be addressed by anyone agency working in isolation and demand joined up and focused delivery through partnership". Taken from LAA 1

The aim of any Narrowing the Gaps strategy must be to tackle the gaps facing communities of interest across Warwickshire, recognising that there are concentrations of these gaps in some areas, such as Nuneaton and Bedworth.

In addition to attempting to reduce the inequalities within the County, we need to understand the wider context within which Warwickshire operates. This includes recognising the poor overall economic performance of the West Midlands region compared with the South East region. Coventry-Solihull-Warwickshire is the only sub-region in the West Midlands that performs better (in terms of Gross Value Added) than the national average. By raising overall economic success across the whole County, Warwickshire can help to close the £10 billion shortfall in the region.

2. Strategic challenge

There are projects, programmes and partnerships that have been seeking to tackle the gaps. Whilst there have been local successes, these are somewhat fragmented and overall the gaps still exist. 'Narrowing the Gaps' seeks to attack the issue afresh, looking for new ways of working that tackle these issues in a more holistic way.

The strategic challenge, therefore, is six-fold:

- To engage with partners to develop a strategic approach to 'Narrowing the Gaps' that exist, pledging a commitment to addressing the inequalities and adopting an action-based approach that will make a difference to peoples lives and be sustainable.
- To narrow the gaps, whilst seeking to improve continually quality of life and raise standards for everyone in the County. Incorporating cross cutting themes, such as health and crime and disorder.
- To work proactively within the sub-regional context to address the wider economic performance issues.
- Promoting economic growth - raising the profile of the County at a regional and national level; attracting greater inward investment through business, tourism/recreation and housing demands.
- Raising aspirations of local people in respect of improved services, quality education and quality of life, particularly in relating to minority and priority groups (e.g. Carers and those with learning difficulties).
- To ensure that the County Council across its Directorates, develops and implements a co-ordinated and comprehensive approach to Narrowing the Gaps, in order to a) provide strategic leadership across the partnerships with which it engages and b) maximise the impact of its own resources.

2.1 Vision

Working in partnership to put customers first, improve services and lead communities, so that everyone in Warwickshire benefits from greater prosperity and a better environment – but the most dramatic improvements seen in the most deprived communities. (From WCC 2015 Vision)

2.2 Values

- Work proactively with partners to ensure best value, share good practice and deliver quality, sustainable programmes towards Narrowing the Gaps.
- Raise aspirations and create opportunities for local people.
- To understand the changing needs of communities and to build an ethos of good communication and resident engagement.
- Business development and inward investment.
- Working with local agencies proactively to tackle issues. E.g. Child poverty, linking with agencies such as the Children's Trust. All with the common goal to improve the Quality of Life of Warwickshire residents.
- Raise the bar on what can be achieved at a County and sub regional level, in partnership with Coventry CC and Solihull MBC.
- Creating a clear sense of place and well-being.

Progress in delivery will be measured with reference to progress against measures/targets contained in the LAA Narrowing the Gaps data set agreed by the PSB

at its meeting held on 15th May 2008, also through the annual WCC Quality of Life report and regular updates and reviews of Indices of Multiple Deprivation (IMD) statistics.

On 22nd September 2008, the PSB agreed to use differential targets to tackle the most significant gaps. LAA Chairs, LSP Block Leads/Chairs and WCC's SDLT have been asked to review how to implement differential targets and how to bend existing funding programmes and make recommendations on how to secure future funding to deliver these differential targets. This could involve looking at how the Local Area Business Growth Initiative (LABGI) could be allocated to support delivering differential targets. This could also involve looking at distributing Area Based Grants and/or LPSA Reward funds proportionately, according to the worse Super Output Areas (SOAs).

Clearly, the national issues emerging from the 'credit crunch' and possible recession (and the local impact of these) bring an increased imperative to tackle the increasing difficulties that many in Warwickshire will experience. Here are a few examples of what these may be. There is now talk of a rise in the number unemployed of up to 2 million by this Christmas and possibly much higher in the course of next year. The stalled housing market, with a likely dramatic fall off in new building and reduction in the availability of affordable housing, will make the situation very difficult indeed for those at risk of losing their home through repossession. There are likely to be increases in fuel poverty, caused by rising gas and electricity prices, compounded by likely reductions in income through cut backs in production and the risk of unemployment. Increasing levels of poverty may well lead to increases in acquisitive crime.

Many of the national problems emerging will have a local impact – and disproportionately on those already on the margins - whether as part of one of the “communities of interest” (e.g. the elderly and fuel poverty) or where there are already concentrations of deprived SOAs (e.g. parts of the NBBC area)

3. Context – Narrowing The Gaps

Addressing the ‘Gaps’ that exist across Warwickshire is complex, and extends beyond the geographical interpretation of the north-south divide. The gaps embrace different groups of people, in different ways and in different places. The problems are not new, but despite past and current projects and programmes, significant gaps still exist in the quality of lives between some of our communities. To address this will involve ensuring that we raise standards for all, while seeing the most dramatic improvements in the most deprived communities.

In July 2007, the PSB commissioned a report aiming to quantify the gaps that exist amongst Warwickshire’s communities on a range of socio-economic indicators. A set of **sixteen core indicators**¹ were selected and agreed by the PSB, across all six blocks within the LAA. These measure, where possible, **the gaps between the ‘best’ and ‘worst’** performing district/boroughs.

The Narrowing the Gaps in Warwickshire report² to the Public Service Board on 22nd September 2008 builds on previous reports and details further evidence based analysis to help shape future “Narrowing the Gaps” activity. This report identifies the current extent of the gaps and suggests methodologies for developing differential LAA targets and identifies priority localities in order to help reduce the gaps.

The key findings include:

- As in previous analyses, Nuneaton & Bedworth emerges as the District/Borough of greatest need in a geographical context. Of the 13 narrowing the gaps indicators for which there is District-level information, Nuneaton & Bedworth has the weakest performance in nine, and only performs comparatively well on one measure; access to services.
- However, this Borough-wide generalisation masks a significant ‘gap’ even within Nuneaton & Bedworth. The Locality-based analysis identifies that parts of Nuneaton are among the best performing neighbourhoods in the County across the narrowing the gaps indicators. The Weddington and St. Nicolas Locality actually displays the strongest performance of all Localities in four of the nine indicators measurable at that level.
- This emphasises the need for targeted support at the community level rather than a broad District or Borough level approach. Partners should be aware that the widest gaps can be experienced within a single town. A further example is the Rugby Town North Locality, which features both Brownsover North and Brownsover South; South has consistently featured in deprivation analysis in the past, whereas Brownsover North performs well on almost all socio-economic indicators.
- The analysis also draws attention to other significant forms of gap, aside from geographical variations in performance. For example;

¹ See Appendix 1 - Original LAA 16 Narrowing the Gap Indicators and ‘new’ 15 NTG indicators (May 2008)

² Narrowing the Gaps in Warwickshire report sets out the detail of the analysis and sources.

- Children entitled to receive free school meals are a third as likely to achieve five or more GCSEs at grades A* - C including Maths and English as those who are not entitled. Even more significantly, children who do not have 'looked after' status are six times more likely than those who are looked after to achieve this standard,
- Males are four times as likely as females to be the victim of serious violent crime in Warwickshire,
- Residents in minority groups (e.g. minority ethnic groups, unemployed and disabled) are all *more* likely to feel they can play a role in local decision-making than the general population,
- The number of people who have stopped smoking four weeks after the end of their support programme is 3½ times greater in the white population than in minority ethnic groups,
- Males in full-time employment earn on average 31% more than females in full-time employment.
- 7 out of 10 carers under 50 and 8 out of 10 carers aged 50 to 60 have given up their jobs to care. (source carers UK 2008) Almost 21% of carers providing over 50 hours of care self report that they are in poor health compared to 11% on the non carers population (Source ONS 2001 census).
- 84% of people, with mental health problems feel isolated experiencing problems getting jobs, mortgages, healthcare and in forming friendships and relationships (MIND "Isolation" report 2004).
- Approximately nine out of ten people with learning disabilities never get a job although many would be able to do so ("Hidden Lives": Turning Point 2004).

Solutions to these complex issues are being sought through a composition of cross cutting objectives, which are being delivered through a series of strategies (see appendix 4) all of which delivered through a genuine partnership approach. These include;

- Crime and disorder solutions. For example dealing with local concerns about anti social behaviour and crime. Tackling serious violent crime such as domestic violence.
- Employment and skills agenda - helping people into work, providing opportunities to gain skills. Raising average earnings.
- Education – raising school attainment, raise aspirations and provide opportunities for further education and training.
- Economic growth – boosting inward investment, assisting businesses, job creation and new business start ups, housing affordability and need, access to services.

- Supporting and encouraging people to live healthier lifestyles. (e.g. address issues concerning life expectancy and poverty).
- Addressing issues of child poverty.

One example of a strategy for dealing with one aspect of the “communities of interest” would be that of Mental Health. WCC’s Cabinet approved a joint commissioning strategy for adults with mental health needs which includes key components in relation to social inclusion and health equality with our vision for social inclusion expressing that we want people with mental health needs to have the same opportunities to work and participate in their communities as any other citizen. The key theme running throughout this strategy is one of social inclusion regardless of age, race or disability. Another key aim is to promote health and well-being, proactively prevent ill health and work in partnership to reduce health inequalities. This vision is underpinned by a raft of legislation and national policy including:

- Mental Capacity Act 2005
- Mental Health Act 2007
- Deprivation of Liberty safeguards (amendment to Mental Capacity Act)

Our joint vision and values include:

Promoting employment and occupation opportunities, again through the development of meaningful and measured specialist support services
Combating stigma, through services delivered by well trained and supported staff that recognise and respect diversity and who actively promote positive images of mental health

Promoting choice where possible as to both where and when services will be delivered and available, irrespective of rurality.

4. Current position and progress to date.

4.1 Regional and Sub-Regional Dimension and joint working

The Review of Sub-National Economic Development and Regeneration (SNR) highlighted the importance of considering a sub-regional approach, based on functional economic areas, rather than being constrained by administrative boundaries. Joint programmes have been, and continue to be, developed through the Coventry and Nuneaton Regeneration Zone and European funding opportunities.

This approach is covered in more detail in the 'State of Warwickshire' report and the 'Story of Place' document of the new LAA. Also, the Economic Development and Enterprise monitoring indicators of the LAA have specific targets aimed at narrowing the gaps that exist with the South-East Region in terms of skills and earnings.

There are undoubtedly further opportunities for improving and increasing joint working on common regeneration issues across Coventry and Nuneaton and Bedworth – and, indeed, with Solihull Metropolitan Borough Council, which also suffers from areas of multiple deprivation, with high levels of deprivation in Chelmsley Wood and neighbouring wards.

4.2 Local Area Agreements / Locality Working Arrangements

Preparations for the new LAA also suggest that steps should be taken by partner agencies to agree localities or priority neighbourhood areas that should be a focal point for Narrowing the Gaps activity, taking into account the Index of Multiple Deprivation and other relevant data sources. This would build on the work of individual agencies, with a view to developing and agreeing a proposal that applies across the breadth of public sector provision in the County.

Example: Economic Development and Enterprise (EDE) Block

Delivery plans for the 6 EDE indicators being drafted and were considered at the EDE Partnership Board meeting of 23rd September 2008.

- Three indicators specifically prioritise actions to even geographic disparities in performance with the Warwickshire average (the original Narrowing the Gaps intention).
- Two indicators intend to help retain Warwickshire's competitive advantage as an area to attract inward investment with the Warwickshire average compared to the South East: Investing in Success.
- The final indicator works to increase access to opportunity via public transport for the more isolated communities.

4.3 Health equalities strategy

Narrowing the health gaps between disadvantaged groups and the rest of the country is a top priority nationally with a national Public Service Agreement target, which is, by 2010, to reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth. The Public Service Board considered a report (on the 22nd September 2008) which took into account the recommendations of the Audit Commission and, linked to the LAA, following consideration of that report, suggested actions from the Nuneaton and Bedworth LSP.

4.4 Transforming Education (BSF) and Primary Strategy for Change (PC4C)

The BSF proposals consider the future of all secondary schools in the County starting with the Nuneaton Area, prompted by low levels of attainment in some schools in Nuneaton and Bedworth and a widening gap between levels of attainment in that area and the rest of Warwickshire. The opportunity presented by Building Schools for the Future and the Academies Programme will secure significant investment in secondary schools and, from that, a “step change” in educational attainment. Primary Strategy for Change is similarly a capital investment programme aimed at addressing poor school buildings and surplus places and raising standards. Both these programmes offer creative opportunities to develop a wide range of extended services placing schools at the heart of the community and the Narrowing the Gap delivery programme. Mark Gore as Project Manager for Transforming Education will report in-directly to the Narrowing the Gap.

4.5 Summary of WCC Regeneration and Economic Development programmes

There are a number of current and proposed activities underway which have made significant steps towards providing opportunities for disadvantaged areas, as summarised below.

- Skills for Jobs is a new service being delivered by Warwickshire County Council’s Skills Delivery Group, with funding from the Learning and Skills Council (LSC) and European Social Fund.
- Support to retail businesses within the Regeneration Zone, safeguarding jobs and businesses.
- Coventry and Nuneaton Sustainable Urban Development (SUD) package, in partnership with Coventry City Council, to draw down ERDF funding.
- Delivery plans for the 6 EDE indicators were discussed at the Partnership Board meeting 23rd September 2008.
- Leamington CUP Programme (Creating Uplift Provision) and other Coventry and Nuneaton Regeneration Zone funded capital investment in deprived parts of Leamington and Rugby.
- Warwickshire Education Business Partnership’s programme of work with schools and businesses.
- EED Leading work with Corporate HR and key external partners such as the LSC and Job Centre Plus (JCP) to develop programmes to support the hard to reach and disadvantaged through WCC embracing the Public Sector Skills Challenge (around workforce skills, jobs for workless and apprenticeships).

4.6 Nuneaton and Bedworth targeted activity

- Regeneration of Nuneaton town centre, improving job opportunities, safeguarding businesses, delivering environmental improvements, supporting economic vitality.
- Extension to Centenary Business Centre, creating additional business space, supporting existing and new firms and providing and safeguarding jobs.
- Pride in Camp Hill (PinCH) delivering significant improvements in what was the most disadvantaged ward in the county.
- Provision of high quality business space at EPIC, stimulating innovative high technology company growth within the RZ.
- New Employment Partnership programme to help improve networks and access for local people around the integrated skills, training and job agendas.

- BSN (Building Sustainable Neighbourhoods) delivering community support programmes in the most deprived wards in the Nuneaton and Bedworth area.
- Environmental improvements in Camp Hill and other parts of the Regeneration Zone.

4.7 PSB Funding and activities

The County Council, on the advice of the Public Service Board, made available specific funding as a forward spend against predicted LPSA2 Reward Grant to address Narrowing the Gaps issues across all Districts and Boroughs which will contribute to the overall objectives of the LAA.

The Public Service Board must sign off the Action Plans, in order to release the resource to the LSPs. The Nuneaton and Bedworth LSP Action Plan identifies that proportionately more funds have been allocated to Nuneaton and Bedworth, in view of the Borough having the highest priority need. Nuneaton and Bedworth LSP received £400,000 with the other LSPs receiving £100,000 each. Whilst this resource is very small in relation to base budgets, it provides an opportunity to pump-prime new initiatives.

The Nuneaton & Bedworth LSP have already agreed their Action Plan with the PSB and decided how to allocate this money, identifying a range of specific initiatives aimed at narrowing the gaps. These include, among others, locally based projects to tackle obesity, smoking, domestic violence, teenage conceptions and employment prospects across the Borough. Other LSPs are developing their own delivery plans. However, even though these projects offer some small scale “quick wins”, it is larger, coordinated, multi-agency work that will provide the sustainable and significant improvements needed to make a real impact.

This requires significantly greater investment, improved and new ways of working, effective sub-regional partnerships and bending of more mainstream funding and programmes. Major groundbreaking projects, such as “Building Schools for the Future”, will provide the opportunities for the sort of “step changes” in performance needed.

At the time of preparing this report, the action plan produced by the Stratford District LSP has also been approved by the Public Service Board and the plans of the remaining district LSPs were considered by the PSB at its meeting on 22nd September 2008.

In line with the need to set differential targets, delivery planning may also need to be prioritised as to attempt to deliver on all fronts at once may dilute the impact.

4.8 NTGs Communication Strategy

The overall aim of the NTGs PR strategy is to promote an understanding of a shared vision for the future: a unity of understanding between the stakeholders. It sets a clear direction that people can understand, embrace and follow passionately through the development of a communications plan that has the right level of impact and is sustainable over time.

The strategy adopts a long-term vision for an ambitious, desired future which can be realised through the implementation of a 5 – 10 year PR strategy, which: -

- Communicates with a single voice to unite stakeholders with a common, united, vision for the future.
- Acknowledges that values drive behaviour and therefore guide the actions of stakeholders into the future.
- Make a difference to the lives of the people living in the community.
- Win engagement and support of key funders / partners and other interest groups and to in turn gain recognition and attract potential investors and partners.
- Attract more visitors to County cultural centres and as a place to shop.

Opportunities exist to develop and build on media relations, to share the aspirations of the NTGs initiatives, and work proactively with the media to raise the profile of the County both within and beyond the County.

Engaging with key stakeholders (Elected Members, Strategic Directors & Officers, Partner Agencies, community & voluntary sectors, private sector).

A key part of the communications strategy is to unite stakeholders with a common, united vision for the future. A conference³ is being planned for early 2009 to secure the commitment of Elected Members and senior officers from the County and Districts/Boroughs and to raise awareness and understanding of the tasks ahead. This is an opportunity to provide information on vision, concept and delivery and to promote understanding and support. Elected Members will also be part of the Locality Working arrangements, and key to setting to the aspirations and objectives for the locality areas. The aim is to help position the values and vision of the NTGs agenda within the wider County context and so gain wider “buy in” from the whole area. This will in turn provide direction for stakeholders to work towards, with the creation of a dialogue with groups (businesses, citizens, visitors etc). There will then be later events for other key partners and stakeholders, to secure their “buy in” to the programme.

³ See Appendix 2- Stakeholder Conference

5. Next steps

There are a series of dilemmas that WCC (and the rest of the Public Sector) need to address and resolve, if Narrowing the Gaps is not to continue as an “add on”, rather than being seen, as it should be, as a critical and important part of the “day job”.

Unless these dilemmas are resolved, then the good work that is currently taking place will remain fragmented and uncoordinated – and the “step changes” needed to tackle the inequalities will not take place.

5.1 Key issues

Key issues that need to be addressed and resolved are as follows:

- How do we raise the standards for everyone in the County, but make a “step change” in the areas of highest inequality first? Is this realistic and “doable”?
- Can we “bend the spend” on the “day job” to focus more on the Narrowing the Gaps agenda or is it to be/remain more of an “add on” to the “day job” approach, underpinned by specific projects?
- Investing in longer term, sustainable “step change” projects versus “quick wins” (i.e. lots of small projects) – what is the right balance?
- Given that Narrowing the Gaps requires a multi-agency approach, who determines the priorities, who leads, etc?

5.2 Objectives

Priority objectives have been summarised below in order to help formulate NTGs delivery programme / approach, for agreement.

- i) To secure buy-in from Key Stakeholders, including partner agencies for the NTGs agenda.
- ii) Identify a delivery programme, to respond to Narrowing the Gaps agenda.
- iii) To develop an action plan of activities that address Narrowing the Gaps issues and set key priorities.
- iv) To agree a collective vision for Narrowing the Gaps, which is aspirational and sets the long-term direction of all partners.
- v) Identify appropriate resources to support the Narrowing the Gaps programme.

5.3 Proposed Delivery Strategy and Programme

This section sets out the proposed delivery mechanism and structure for the NTGs programme. It is recommended that a NTGs Strategic Development Group is developed to oversee WCC's contribution to the NTGs programme, and respond to the key issues identified – and, in time, with all key partners and stakeholders involved, drive the programme forward. Suggested priority objectives and strategies are drafted in Appendix 3.

The delivery strategy cannot be solely reliant on funding to succeed; a primary driver for long-lasting benefits is a genuine partner approach, with shared ambition. This may mean changes in how partners work across directorates and through cross agency working, with an emphasis on delivering local improvements. For example, forging links with the Children's Trust and Every Child Matters agenda to tackle children and young people issues.

Roles and Responsibilities

Public Service Board

The Public Service Board (PSB) oversees the NTGs programme, with reporting structures feeding into the PSB from each of the Local Strategic Partnerships (LSPs) across the County.

NTGs Strategic Development Group

Working with the LSPs (and to the PSB), the Strategic Development Group (SDG) would, initially, develop, and co-ordinate the WCC corporate strategic approach to the LSPs in respect of Narrowing the Gaps objectives, working through Community Forum arrangements as the local delivery mechanism. In the longer term, partners will join the STG from the Borough and District Councils, the Primary Care Trust (PCT), the Police Authority and any other key stakeholders.

The SDG would be responsible for overseeing the delivery programme, including links to sub regional work and to oversee key evaluation measures.

This Delivery Team would develop the NTGs Business Plan, which is to be delivered through the structures identified, to address the NTGs issues countywide and in particular:

- To set the overarching vision and direction for the 10 year programme.
- Provide direction for the NTGs action planning and delivery.
- PR and Communications plan.
- Private investor plan - maximising the external investment that can be levered into the county towards Narrowing the Gaps.
- Ensuring that the Narrowing the Gaps theme is a key element of the Warwickshire Sustainable Community Strategy.
- Monitoring and evaluation.

The structured method of approach would be a Prince 2 Project Management framework, providing regular reviews of progress and good communication channels.

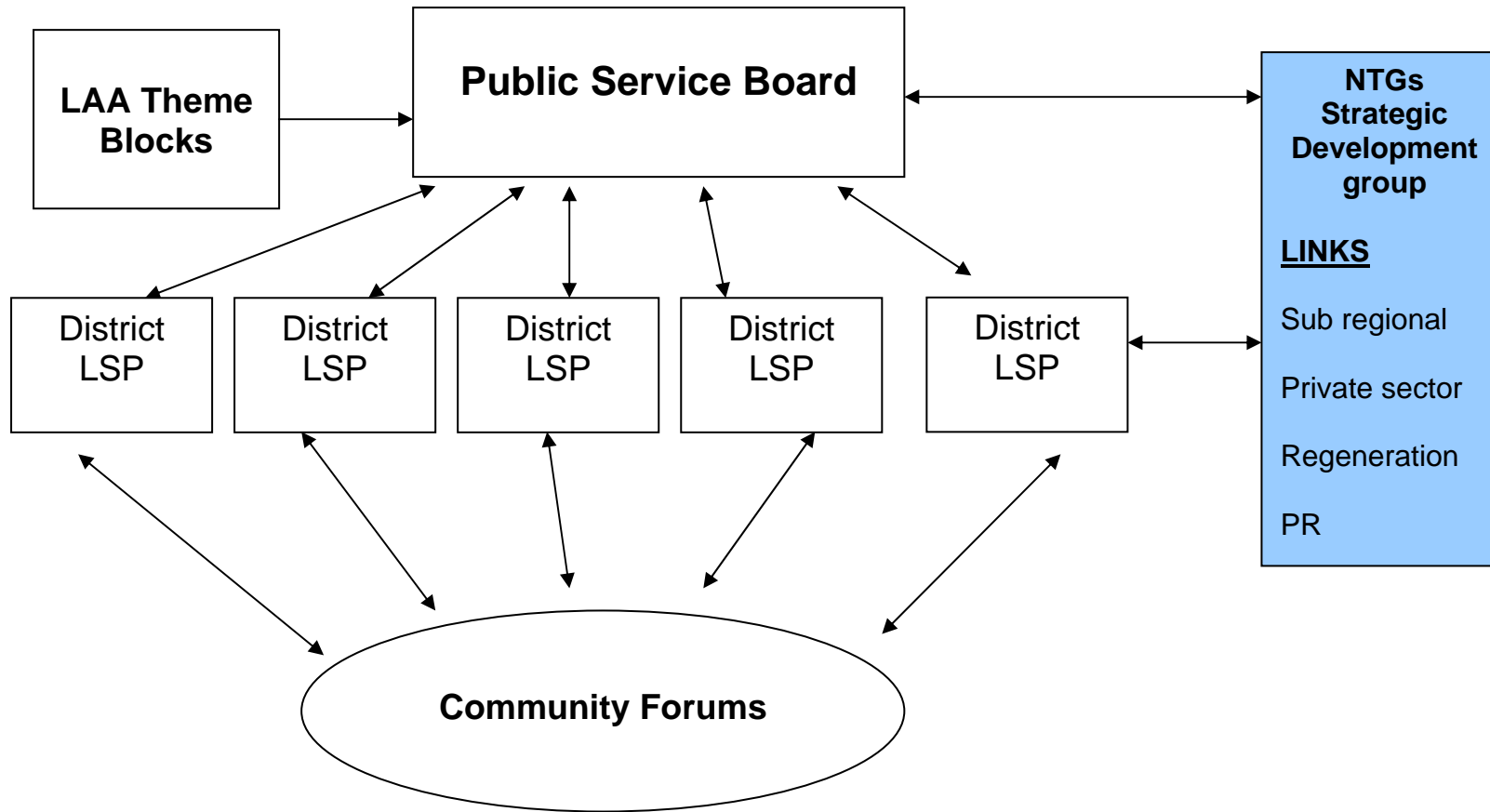
Community Forums

Each of the Community Forums will have specific responsibility for developing activity within their geographical areas.

Differential targets

On 22nd September 2008, the PSB agreed to differential targets. LAA Chairs, LSP Block Leads/Chairs and WCC's SDLT have been asked to review how to implement differential targets and how to bend existing funding programmes and make recommendations on how to secure future funding to deliver these differential targets. This could involve looking at how the Local Area Business Growth Initiative (LABGI) could be allocated to support delivering differential targets. This could also involve looking at distributing Area Based Grants and/or LPSA Reward funds proportionately, according to the worse SOAs.

Proposed NTG Delivery Programme Structure



Appendix: 1

'ORIGINAL' LAA-16 NARROWING THE GAP INDICATORS

LAA Theme	Description
Children and Young People	Deaths occurring within 1 year of birth per 1,000 live births
	Under 18 conception rate
	Pupils obtaining 5+ GCSEs grade A-C
	Year 11 leavers in positive destinations
Safer Communities	British Crime Survey comparator crime
	Residents' fear of crime
	Residents with high level of perceived disorder
Stronger Communities	Residents who feel they can influence decisions affecting their local area
	Residents who find it easy to access essential services
	Residents who feel their local area is a place where people from different backgrounds get on together
Healthier Communities & Older People	All age, all cause mortality rates
Economic Development & Enterprise	Working age population with no qualifications
	Working age population with NVQ4 or above
	Incapacity Benefit claimants
	Job Seeker Allowance Claimant Count
Climate Change & Environment	Residents satisfied with their local area as a place to live

'NEW' LAA – 15 NARROWING THE GAP INDICATORS - MAY 2008

National Indicator No.	LAA Theme	Description
75	Children & Young People	5 + GCSEs A* - C or equivalent including Maths and English
116	Children & Young People	Proportion of children in poverty
117	Children & Young People	16-18 year olds who are Not in Education Employment or Training
15	Safer Communities	Serious Violent Crime (inc Domestic Violence)
16	Safer Communities	Serious Acquisitive Crime
21	Safer Communities	Dealing with local concerns about anti social behaviour and crime by the local council and the police
4	Stronger Communities	% of people who feel they can influence decisions in their locality
1	Stronger Communities	% of people who believe people from different backgrounds get on well together in their local area
120	Healthier Communities & Older People	All Age, All cause Mortality
123	Healthier Communities & Older People	Smoking cessation
152	Economic Development & Enterprise	Working age population on out of work benefits
163	Economic Development & Enterprise	Working age population with Level 2 qualification
166	Economic Development & Enterprise	Average earnings of employees in the area
175	Economic Development & Enterprise	Access to services and facilities by public transport walking & cycling
195	Climate Change & the Environment	Improved street and environmental cleanliness (levels of graffiti, litter detritus and fly posting)

APPENDIX 2

Stakeholder conference PR brief for discussion

This brief sets out a branding proposal for the Stakeholders event, as a means of creating a wider “buy in” to a bigger vision, aiming to move on from what might be seen as negative aspects of “Narrowing the Gaps” to a more positive image / branding, such as “Working for Warwickshire – Making a difference”. We will work with WCC colleagues and those at Warwick University, with particular expertise in this field, to deliver this event.

1. The PR Challenge

Change perceptions – including our own

Combat stigma and challenge stereotypes (e.g. sleepy Warwickshire or deprived N&B)

Promote Warwickshire in unity

Budgets

Process

2. Key message

Warwickshire – a focus for action. To engage conference attendees by inducing the idea of using Warwickshire as the ‘hook’ to create a compelling story, or place shaping brand, that can be directed towards citizens, businesses and visitors. A brand that has the potential to release energy into the area, influencing attitudes and behaviour;

- To help position the values and vision of the NTGs agenda within the wider county and sub-regional context and so gain wider “buy in” from the whole area.
- Provide direction for stakeholders to work towards, with the creation of a dialogue with groups (businesses, citizens, visitors etc).

3. Key speaker

The ‘what’ and the ‘how’. An overview of outcomes from place shaping project

Propose a branding consultant (Jim Northover from Lloyd Northover or similar) or chief officer from another authority to present a case study example, (e.g., Kris Donaldson, Liverpool Culture Company). To demonstrate how branding can boost the reputation of an area and make positive contributions back to the economy.

An overview of how a brand works, include key elements: -

- A conurbation - leading umbrella brand
- Balancing the interest of stakeholders
- Aligning slipstream brands. Bringing together the Public and Private Sector to create a consistent message for the area.
- Managing the message matrix – how we can maintain one strong message.

(The two individuals identified above featured at a PR Branding conference recently, impressive speakers with different approaches – Jim Northover setting the context of what it means to ‘brand’ and benefits of a common brand, Kris Donaldson presents a very exciting, and innovative example of how Liverpool pulled together the strands into one consistent message as part of their capital of culture bid).

4. Member Engagement:

The two key speakers will have provoked a lot of thinking, and enthusiasm, and undoubtedly raised a lot of questions about how Warwickshire can benefit from a similar approach.

One Workshop – (approx 30mins – 1 hour)

Considering three aspects:

- **What's the common thread for Warwickshire?**
(Education, Employment, Aspiration, Inward Investment, Opportunity)
- **What are the Opportunities ahead of us?**
- **How can we maximise those opportunities?**

5. Illustrative Example only (potential outcomes)

Commonality across Warwickshire: 'World Class Literature' – Shakespeare, George Elliot, and more recently Rosie Goodwin (picking up Catherine Cookson legacy)

Warwick University: World-class academic establishment on our doorstep

Building Schools for future: Aspiring to be the best, & producing the best

Technology Corridors: Leading the way in innovation, producing the entrepreneurs of tomorrow.

6. Development process

Building a business case, which is fully accountable

- Evaluate the options internally and externally to secure funding for implementing a robust, innovative and exciting programme of change, particularly for those who are at greatest disadvantage.
- Attracting private sector support to ensure the vision is viable in the present and sustainable in the long term
- Engages with key stakeholders to raise aspiration, inspire and excite.

Public/private steering group

- Engaging all stakeholders in decision making for a brand that reflects our multi-faceted interests.
- Creation of clear objectives

Community

- Getting the community involved so that the vision represents how local people would like to see their future.
- Challenging perceptions, providing positive examples of real change and a real future ahead.
- Bringing people together and ensuring community buy-in to the support vision.

Appendix 3– NTGs Delivery strategy and Programme 2008/2009 and 2009/2010

	Objective	Strategy	Date
1	Secure buy in from key stakeholders.	<p>Securing buy in from all sectors – statutory, voluntary and private.</p> <ul style="list-style-type: none"> ▪ Stakeholder conference with Warwickshire County and District Elected Members. (See appendix 2) ▪ Private sector (as part of the future funding plan – objective 5, over). 	January/Feb 2009
2	Develop an overall delivery programme for agreement.	<p>The draft NTGs Delivery Programme to be tabled at PSB on Thursday 20 November 2:00 p.m. for agreement. To include: -</p> <ul style="list-style-type: none"> ▪ Agreement on delivery structure, delivery team, roles and responsibilities. ▪ Agreement on overall delivery programme, ▪ Reporting mechanisms, ▪ Links to sub regional work (Coventry and Solihull) ▪ Key evaluation measures, such as Quality of Life indicators. <p>Delivery team to develop the NTGs Business Plan, which is to be delivered through the structures identified, to address the NTGs issues countywide and in particular;</p> <ul style="list-style-type: none"> ▪ To set the overarching vision and direction for the 10 year programme. ▪ Tie in with the Elected Member stakeholder conference ▪ Set overall priorities, ▪ Provide combined direction for the NTGs action planning and delivery (see objective 3, over) ▪ Provide links to sub regional work (Coventry and Solihull) ▪ Set key evaluation measures, such as Quality of Life indicators. ▪ PR and Communications plan (see objective 4, over) ▪ Private investor plan. (See objective 5, over) ▪ Monitoring and evaluation. 	<p>Nov 2008</p> <p>January 2009</p>

3	NTGs action planning - key priorities and delivery mechanisms.	<p>Partners to develop clear strategic approaches for each of the NTGs LAA themes, which will form part of the overall NTGs Business Plan, to include:</p> <ul style="list-style-type: none"> ▪ Audit of current activities and partnerships ▪ Priority areas of focus and approach, ▪ Development of SMART objectives and differential targets ▪ Links to sub regional work ▪ Monitoring and evaluation <p>(See appendix 4)</p>	Ongoing
4	Create a concept for a vision for the future.	<p>To build a strategic PR approach, which will aim to;</p> <ul style="list-style-type: none"> ▪ Help position the values and vision of the NTGs agenda within the wider county context and so gain wider “buy in” from the whole area. ▪ Provide direction for stakeholders to work towards, with the creation of a dialogue with groups (businesses, citizens, visitors etc). ▪ Work to harness private sector investment. <p>Delivery through a PR and Communications strategy, Warwickshire – a focus for action. With initial buy in from the stakeholder conference.</p> <p>Build a business case, which is fully accountable</p> <ul style="list-style-type: none"> • Evaluate the options internally and externally to secure funding for implementing a robust, innovative and exciting programme of change, particularly for those who are at greatest disadvantage. • Attracting private sector support to ensure the vision is viable in the present and sustainable in the long term • Engages with key stakeholders to raise aspiration, inspire and excite. <p>Public/private steering group</p> <ul style="list-style-type: none"> • Engaging all stakeholders in decision making for a brand that reflects our multi-faceted interests. • Creation of clear objectives 	<p>January 2009</p> <p>Spring 2009</p>

		<p>Community</p> <ul style="list-style-type: none"> • Getting the community involved so that the vision represents how local people would like to see their future. • Challenging perceptions, providing positive examples of real change and a real future ahead. • Bringing people together and ensuring community buy-in to the support vision. 	<p>Summer 2009</p> <p>Winter 2009</p>
5	Future funding.	<p>We have in place a £400k Narrowing the Gap Delivery Programme for 2008/2009 for Nuneaton and Bedworth and £100k for each of the other 4 districts/boroughs. However, all partners have agreed that allocation of future resources follows need across the County.</p> <p>The inclusion of a private sector investment plan, within the NTGs Business Plan, which will seek to attract private sector support to ensure the vision is viable in the present and sustainable in the long term.</p> <ul style="list-style-type: none"> • Private sector investment focus group to lead. <p>On 22nd September 2008, the PSB agreed to differential targets. LAA Chairs, LSP Block Leads/Chairs and SDLT have been asked to review how to implement differential targets and how to bend existing funding programmes and make recommendations on how to secure future funding to deliver these differential targets. This could involve looking at how the Local Area Business Growth Initiative (LABGI) could be allocated to support delivering differential targets. This could also involve looking at distributing Area Based Grants and/or LPSA Reward funds proportionately, according to the worse SOAs.</p>	<p>Autumn 2009</p>

Appendix 4 – NTGs Strategy and Action Plans

Overall Objective:

Narrow the Gaps of inequality that exist amongst different people, in different ways and in different places.

Specific Measurable Objectives

(Taken from the Narrowing the Gaps draft report).

1 Children and Young People

- 1.1 Addressing issues of Child Poverty
- 1.2 Narrowing the gaps in educational attainment.

2 People of Working Age

- 2.1 Reducing numbers of people claiming workless benefits
- 2.2 Addressing issues of Housing Affordability and Need.
- 2.3 Improve access to services
- 2.4 Address issues of gender inequality

3 Older People

- 3.1 Address issues concerning life expectancy and healthy life expectancy.
- 3.2 Address issues of poverty, including fuel poverty.

4 Minority & Priority groups

Identify & address issues relating to changes in ethnic composition

- 4.1 Address issues of infant mortality amongst gypsy and traveller mothers (being 20 times more likely than mothers in a settled community).

5 Cross cutting themes. It is important to note that the cross cutting themes of health and crime and disorder and community safety are also key factors (and could be viewed as symptoms of the issues already identified), and therefore cut across the objectives set out.

Action Plans will need to be worked up with the key Officers and Members responsible for each area of work. The templates and suggestions over set out a possible framework for developing the Action Plans.

Strategy and Plan.

	Objective	Strategy (Links to LAA partners)	Date	Measure
1	Children and Young People <ul style="list-style-type: none"> Addressing issues of Child Poverty 	<ul style="list-style-type: none"> See NtG Children & Young people strategy & Action Plan (Lead Agency – Children’s Services Directorate, WCC) 	To be developed	As per strategy
2	People of Working Age <ul style="list-style-type: none"> Reducing numbers of people claiming workless benefits Addressing issues of Housing Affordability and Need. Improve access to services Address issues of gender inequality 	<ul style="list-style-type: none"> See NtG Economic Strategy & Action Plan (Lead Agency – Economy & Environment Directorate, WCC) 	To be developed	As per strategy
3	Older People <ul style="list-style-type: none"> Address issues concerning life expectancy and healthy life expectancy. Address issues of poverty, including fuel poverty. 	<ul style="list-style-type: none"> See NtG Strategy & Action Plan for Older People (Lead Agency – Adult Services, WCC) 	To be developed	As per strategy
4	Minority & Priority groups <ul style="list-style-type: none"> Identify & address issues relating to changes in ethnic composition Address issues of infant mortality amongst gypsy and traveller mothers Carers Mentally ill 	<ul style="list-style-type: none"> See NtG Strategy & Action Plan for Minority & priority Groups. (Lead Agency - 	To be developed	As per strategy
5	Cross Cutting Themes <ul style="list-style-type: none"> Community Safety/Crime and Disorder Health. 	Links and references to all objectives identified.	To be developed	As per strategies.

Appendix 5 - Evaluation

The purpose of evaluation is to measure effectiveness against the longer-term objectives of the NtG Programme, which are to:

- Narrow the Gaps of inequality that exist amongst different people, in different ways and in different places.

Specifically:

- To identify if programmes of activity are having a positive effect on narrowing the gaps.
- To identify areas where there is little or no change in effect, and identify new approaches that will address those areas.
- Identify areas where resources are not providing value for money, or having little impact on narrowing the gap, and review or omit those activities.

For example, using the matrix on the following page, from the Applied Research Centre in Sustainable Regeneration at Coventry University (SURGE), on employment and enterprise support in the Nuneaton and Bedworth area, as a tool to measure whether best practice has been achieved in delivery of the programme:

PROPOSED MODEL OF EMPLOYMENT AND ENTERPRISE SUPPORT IN NUNEATON & BEDWORTH

<p>Analysis of the history of low engagement has established a gap in terms of basic intermediary level support that would provide a bridge between clients and mainstream agencies.</p>	C O N T E X T
<p>Community organisations have a broader remit and agenda, are already working effectively in the Borough in a number of areas, and as such are best placed to fulfil this role if sufficient capacity can be identified and developed.</p>	

<p>Undertake a capacity assessment of human and capital resources to support the expansion of the employability and enterprise support agenda via community-based organisations acting as delivery agents for mainstream agencies.</p>	A C T I O N
<p>Develop framework of approach and performance management which is underpinned by need for degree of flexibility and autonomy in delivery, bringing together stakeholders and delivery agents in a single co-ordinating forum.</p>	
<p>Develop and agree mechanisms of support for delivery agents from mainstream agencies.</p>	
<p>Develop an autonomous/independent brand.</p>	
<p>Delivery support agreement between mainstream agencies and community-based agents could include:</p> <ul style="list-style-type: none"> - Profiling data, information, intelligence on needs of local economy - Coaching / on-tap support from mainstream agencies to community-based mentors - Agreement on mainstream agencies taking clients from community-based delivery agents at an agreed appropriate stage of development - Support around branding / administration / accommodation costs - Support around accountability/governance mechanisms. 	

Agenda Item 9(iii)

Report to the Warwickshire Public Service Board

20th November 2008

Narrowing the Gaps Action Plan – 6 Month Update

Report of the Nuneaton and Bedworth Local Strategic Partnership

Recommendations:

It is recommended that the Board:

1. Notes the progress made in relation to agreed targets

1 Introduction & Context

- 1.1 The Public Service Board (PSB) at its meeting on 12th March 2008 agreed that a total of £800,000 be allocated to LSPs in 2008/09 in respect of the 'Narrowing the Gaps' agenda, subject to approval by the PSB of an appropriate spending / action plan.
- 1.2 A total of £400,000 was awarded to the N & B LSP at the meeting of the PSB on 15th May 2008. A condition of the allocation is the reporting of progress at 6 months and at end of project. This report is a 6 month update on agreed targets.

2 The LSP Action Plan-Progress

- 2.1 The progress against agreed targets is attached in Appendix 1.
- 2.2 To say there are key achievements at this early stage would be premature, but there are indications in the majority of projects that the desired outcomes are on target to be achieved as indicated in the Six Month Project Plan Up-Date.
- 2.3 The Crime and Disorder project relating to Domestic Violence (LSP 14) is presently on target. There has been a reduction and change in the nature of reporting incidents in that more calls are now being received for verbal abuse as couples are more comfortable about reporting issues knowing that action will be taken. This would appear to allay the fear that the project may drive incidents underground, as there is now more confidence to report and the Police are closely monitoring the situation to ensure that the assumption is correct.
- 2.4 Lessons learnt so far relate to the lead in time when projects are employing part-time temporary employees. An example relates to the Crime and Disorder Project on Anti-Social Engagement Officers/Youth Contact Team Workers

(LSP 13). N & B LSP commissioned Nuneaton and Bedworth Leisure Trust (NBLT) to this project and their requirement was to engage two Anti-Social Engagement Officers/Youth Contact Team Workers to target the Boroughs key Super Output Areas.

- 2.5 NBLT did experience difficulties in employing suitable part-time temporary employees on 12 month contracts. There is also the process of CRB checks and training, which eats into the project time scale. That said NBLT feel reasonably confident now that they have the posts filled they will be able to make significant impact in the SOA's by condensing their work programme.
- 2.6 The above project supports the Local Area Agreement Safer Block. It is worth noting that the Nuneaton and Bedworth Safer Communities Partnership (NABSCOP) has previously commissioned NBLT on similar projects that have proven to be successful over a number of years.
- 2.7 A project that does not fit neatly into the 'project year' relates to Employment and Skills – Breakthrough (LSP 9). This project is based on the academic year and exam grades and other data, the project year end information required potentially would not be available until mid August early September 2009.

3 Conclusion

- 3.1 A further report to the Public Service Board will be made available indicating the progress on the projects as they approach completion.
- 3.2 A review on lessons learnt will also be part of that report sharing best practice, areas of success and potential areas for improvement.
- 3.3 A review of all the projects is scheduled to be undertaken during quarter three to evaluate the potential effectiveness and potential outcomes and reported to the LSP.
- 3.4 We are in discussions with the Warwickshire Observatory on the scale of the 'Gaps', which exist between the priority localities in Nuneaton and Bedworth and other areas in order to quantify the potential resources required.
- 3.5 Further consideration is also being given to what is needed beyond the life cycle of the current projects and the LSP will be developing a short, medium/long term action plan and strategy for presentation to a future Public Services Board.

Christine Kerr
Chair

Nuneaton and Bedworth Local Strategic Partnership

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project	Brief update on progress	Status
LSP 1	Adult weight management service	Weight management training delivered. New weekly classes being offered	On target
LSP 2	Wellness Matters service	Street health checks events being delivered, with signposting to nearby centres	On target
LSP 3	Wellness Matters for Men	Health checks and screenings in pubs, clubs, betting shops, football and rugby match etc. Targeting men are being delivered	On target
LSP 4	Stop smoking services	Information packs distributed to routine and manual workers on smoking cessation	On target
LSP 5	NEET's peer mentoring project	Training package and dates have been developed.	On target
LSP 6	Respect yourself campaign work in FE colleges with high risk groups of young people	Event delivered during Fresher's week at NWHC Further three events are planned including Chlamydia screenings	On target
LSP 7	Let's leave it till later – delay training for professionals in Nuneaton	Training days organised	On target
LSP 8	Young parents parenting programme	Pilot project delivered Further sessions are being planned with young mothers at children's centres across the Borough	On target
LSP 9	Breakthrough	Breakthrough projects has been broadened to include three other projects that are currently running Programme will be fully implemented from Jan 09 – June 09	On target
LSP 10	Sustained positive destinations	Young people have been identified Sessions have been scheduled	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project	Brief update on progress	Status
LSP 11	Local employment partnership	Officer appointed Relationships have been developed	On target
LSP 12	Targeted environmental actions and resources	Two operatives with a vehicle have been made available Active removal of fly tipped items and general cleansing and maintenance	On target
LSP 13	Anti-social engagement officers/youth contact team workers Resources	Appointed two members of staff – awaiting CRB clearance Contracts amended due to recruitment issues	On target
LSP 14	Domestic Violence pilot project	A reduction and change in the nature of reporting incidents	On target
LSP 15	Targeted engagement on drugs and alcohol	Projects under discussion and will be delivered in qtr 3 and qtr 4	On target
LSP 16	Commission a social network	Consultant has been appointed (WCAVA) and a final work programme has been agreed.	On target
LSP 17	Secondary schools challenge fund	Work with two schools has begun, meetings with school councils have been planned to discuss proposed projects	On target
LSP 18	Strategic public relations	Questionnaire produced for business on inward investments Freelance journalist appointed – articles have been developed Conference for elected members and senior staff provisionally booked	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

<u>HEALTH</u>						
Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 1	Adult weight management service (weight watchers/weight busters) Nuneaton and Bedworth Healthy Living Network	<ul style="list-style-type: none"> Weight management training Publicity material developed and distributed in local communities Referrals into programme through “Wellness Matters” road shows. 	<ul style="list-style-type: none"> 5 people trained to run the sessions 2 new weekly classes 27 new members 2 new volunteers recruited 7 people attended as a result of “Wellness Matters” road shows. 	<ul style="list-style-type: none"> Long-term aim to encourage healthier lifestyle choices and reduce prevalence of obesity in the local population and cardiovascular risk. Total number of beneficiaries 300 140 people achieving 5% weight reduction in overweight/obese population confers health benefit 	<ul style="list-style-type: none"> Reduction in overweight & obesity people Improved general health & emotional wellbeing. Target for all participants to lose 5% of their starting weight. 12 Volunteers will be recruited & trained to support the delivery of these programmes. 3 sustainable classes Increase in physical activity & people eating 5 a day. 	On target
Original budget: £15,600 Expenditure to date: £3,900						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 2	Wellness Matters Service Nuneaton and Bedworth Healthy Living Network	<ul style="list-style-type: none"> Provision of on the street health checks and signposting to a nearby centre 	<ul style="list-style-type: none"> 5 events delivered 274 health checks - (f = 182 m = 92) 23 referred to GP (10 went 2 prescribed BP tablets) 41 referred to weight busters (4 went) 3 referred to smoking cessation (2 went) 3 taster exercise sessions were provided and 18 people accessed them) 	<ul style="list-style-type: none"> Target of 35 road shows a year (to see a minimum of 25 clients per session) to include BP, weight, cholesterol & glucose check + provision of 3 other services of interest to client group in target areas. Engage community with preventative care services, social care services, and other partners and provide services specific to local needs. Referrals to services are made and attendance is supported by the Wellness Matters team. 	<ul style="list-style-type: none"> Improved knowledge of how to live healthy lifestyle and information about personal health status to encourage behaviour change for those most at risk. Increased numbers of people eating 5 a day. Increase numbers of people taking physical activity. Baseline health screening data collected. 	<p>On target</p> <p>No cholesterol and glucose checks due to no 'medical' input. To meet with Cardiac Network and arrange for health care assistant to support the project.</p>
<p>Original budget: £23,000 Expenditure to date: £5,750</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 3	Wellness Matters for Men Nuneaton and Bedworth Healthy Living Network	<ul style="list-style-type: none"> Provision of health checks & screenings in pubs, clubs, betting shops, football and rugby matches etc. targeting men. 	<ul style="list-style-type: none"> 7 events delivered 114 health checks (f = 34 m = 80) 22 referred to GP (15 went 6 prescribed BP tablets) 12 referred to weight busters 1 referred to smoking cessation (went to Health trainer service instead – now at 3 weeks and still quit) 	<ul style="list-style-type: none"> Target of 24 road shows a year (to see a minimum of 25 clients per session) to include BP, weight, cholesterol & glucose check + provision of 3 other services of interest to client group in target areas. Engage community with preventative care services, other partners and provide services specific to local needs. Referrals to services are made and attendance is supported by the Wellness Matters team. Encourage people who take little or no exercise to get active through walks, making use of green spaces. Initiate walks and train volunteers, deliver information physical activity sessions in areas of need to follow on from the road shows in areas on need. 	<ul style="list-style-type: none"> Reduce health inequalities by improving life expectancy of men in Nuneaton & Bedworth. Increase levels of physical activity/ Reduce stress & improve emotional wellbeing. 6 volunteers trained as walk leaders. 	On target No cholesterol and glucose checks due to no ‘medical’ input. To meet with Cardiac Network and arrange for health care assistant to support the project.

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Original budget: £21,000 Expenditure to date: £5,250						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 4	Stop smoking services Warwickshire Primary Care Trust	<ul style="list-style-type: none"> Obtained list of workplaces with high levels of routine and manual workers from NBBC Developed information for workplaces on smoking cessation, including the offer of free stop smoking support on site Contact existing contacts in workplaces to offer additional free service 	<ul style="list-style-type: none"> List of 520 workplaces – factories, industrial non-food and warehouses 520 packs distributed September 2008. Currently liaising with Dairy Crest 	<ul style="list-style-type: none"> 50-75 people setting a quit date 25 - 35 people quit at 4 weeks <p><i>(Warwickshire quit rates close to national average)</i></p>	<ul style="list-style-type: none"> Reduce smoking rates in routine and manual workers 	Outcomes will be influenced by response to mailing list
<p>Original budget: £15,000 Expenditure to date: £3,750</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 5	NEET's Peer Mentoring Project Warwickshire County Council – Respect Yourself Campaign	<ul style="list-style-type: none"> Partnership established with Connexions, Education for Children out of School and Warwickshire Association of Youth Clubs Working together to identify 10-14 YP Young mothers contacted <p>Training package developed to include:</p> <ul style="list-style-type: none"> Being a mother – skills, confidence, self-esteem and positive attitudes Benefits of becoming a volunteer and signing them up to the V project so they can claim for their hours as peer mentors. Child Protection Training With a relaxation and meditation theme running throughout 	<ul style="list-style-type: none"> Dates for the Taster Day, Training Days, Refresher and Evaluation Days have been decided including a celebration event at the end of the project for both mothers & children to recognise their achievements. Venues have been booked for training, taking into account public transport, childcare and crèche facilities. 	<p>No.'s</p> <ul style="list-style-type: none"> No. attended – min 20 No. of mentors recruited No. trained for mentoring No. referred to other agencies No. of 1:1 Decrease the number of young mothers with a situation of unknown Engagement of young parents in the Forum No. of YP reporting programme has helped improve relationships and health outcomes No. engaged in EET 	<p><u>Teenage parents will:</u></p> <ul style="list-style-type: none"> Live healthy lifestyles Raise healthy children Contribute positively to the community Enjoy and achieve <p><u>National/Local drivers</u></p> <ul style="list-style-type: none"> Reduction in the under-18 conception rate Reduction of second or subsequent pregnancies Reduction in the prevalence of Chlamydia Reduction of the infant mortality rate 	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

				<p><u>%</u></p> <ul style="list-style-type: none"> • Distribution of referral by agency • Mentors staying for future programme • Mentors who felt it was positive • Applications for C2L • Referrals accepted • Unit cost per mentor • Rate of attendance • YP say improved relationships & health • YP that have engaged in EET 		
<p>Original budget: £12,500 Expenditure to date: £3,125</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 6	Respect Yourself campaign work in FE Colleges with high risk groups of young people Warwickshire County Council – Respect Yourself Campaign	<ul style="list-style-type: none"> Organised Fresher’s Day – 5th September 2008 at North Warwickshire and Hinckley College Consulted with YP to produce ‘Be smart, Be sure, Be safe’ Bags. Engaged young people as peer educators Prepared and gave out 1000 bags A further 3 Health days are planned to give out remaining 1000 bags and to do Chlamydia testing 	<ul style="list-style-type: none"> 11 workshops 69 people x sessions 1700 (Fresher’s Day, gave out 1000 bags) 8,000 4 (2 negative and 2 inhibitory) 	<u>No’s</u> <ul style="list-style-type: none"> No.of sessions No. of YP benefiting from workshops No. of YP that attend the health campaigns No. of condoms distributed No. of Chlamydia Screenings No. of referrals to other agencies No. of partners contributing No. of YP reporting that the programme has helped improve relationships and health outcomes 	<u>Young people will:</u> <ul style="list-style-type: none"> Be Healthy: Enjoy good physical and mental health Stay Safe: Understand risk management regarding health outcomes Enjoy and Achieve: Develop skills of negotiation <u>National/Local drivers</u> <ul style="list-style-type: none"> Reduction in the drop out rate due to pregnancy Reduction in the under-18 conception rate Reduction in the prevalence of Chlamydia 	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

			Percentages to follow once project complete	<u>%</u> <ul style="list-style-type: none"> • YP who felt workshops were positive • YP who felt campaign was beneficial • Referrals accepted Positive and Negative Chlamydia breakdown		
Original budget: £6,000 Expenditure to date: £1,500						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 7	<p>‘Let’s leave it ‘til later’ Delay training for professionals in Nuneaton</p> <p>Warwickshire County Council – Respect Yourself Campaign</p>	<p>Training</p> <ul style="list-style-type: none"> Partnership between Respect Yourself Campaign and Connexions to run three training days 16th September 10th November 20th January <p>Co-ordination</p> <ul style="list-style-type: none"> Umbrella Voluntary Sector youth organisations have been approached to manage the project 	<ul style="list-style-type: none"> Attended by 5 voluntary staff 	<p>No.’s</p> <ul style="list-style-type: none"> No. of professionals attended No. of YP benefiting from workshops No. of referrals to other agencies No. of partners contributing No. of YP reporting programme has helped improve relationships and health outcomes <p>%</p> <ul style="list-style-type: none"> YP who felt it was positive <p>Referrals accepted</p>	<p>Young people will:</p> <ul style="list-style-type: none"> Be Healthy: Enjoy good physical and mental health Stay Safe: Understand risk management regarding health outcomes Enjoy and Achieve: Develop skills of negotiation <p>National/Local drivers</p> <ul style="list-style-type: none"> Reduction in the under-18 conception rate Reduction in the prevalence of Chlamydia 	On target
<p>Original budget: £4,000 Expenditure to date: £1,000</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 8	Young Parents Parenting Programme Warwickshire County Council – Respect Yourself Campaign	<ul style="list-style-type: none"> Steering group has been set up with Respect Yourself Campaign, Connexions and Healthy Living Network Pilot project carried out at Bromford Housings Hadley Mews (supported accommodation units for single mothers and young peoples) <p>Next steps:</p> <ul style="list-style-type: none"> Aim to work with young mothers at Bedworth Early Years Centre Abbey Children’s Centre Bedworth Heath Nursery School and Children’s Centre Hadley Mews – young parents receiving floating support 	<ul style="list-style-type: none"> 5 young mums attended three sessions delivered at Hadley Mews on the following: <ul style="list-style-type: none"> - Introductions - Contraception - Healthy Eating - Physical activity t/f Referrals made for checks and patches safety equipment to be fitted in the accommodation Young Mums found the sessions a positive and enjoyable experience, the only thing they would change is not having their children in their learning environment. 	<p>No.’s</p> <ul style="list-style-type: none"> No. attended No. of mentors recruited No. trained for mentoring No. of referrals to other agencies No. of partners contributing No. of 1:1 No. of YP reporting programme has helped improve relationships and health outcomes No. of Young parents receive safety checks & equipment – 120 	<p><u>Teenage parents will:</u></p> <ul style="list-style-type: none"> Live healthy lifestyles Raise healthy children Protect their children from harm and minimise risk Contribute positively to the community <p><u>National/Local drivers</u></p> <ul style="list-style-type: none"> Reduction in the under-18 conception rate Reduction of second or subsequent pregnancies Reduction in the prevalence of Chlamydia Reduction of the infant mortality rate 	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

				<p><u>%</u></p> <ul style="list-style-type: none"> • Distribution of referral by agency • Peer Educators staying for future programme • YP who felt it was positive • Referrals accepted • Unit cost per Educator • Rate of attendance • YP say improved relationships & health 		
<p>Original budget: £12,400 Expenditure to date: £3,100</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

EMPLOYMENT AND SKILLS

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 9	Breakthrough Warwickshire County Council	<ul style="list-style-type: none"> Breakthrough has now been broadened to include three other projects that are running to combine and create a more robust and effective programme. This programme will be fully implemented from January 2009 through to June 2009 	<ul style="list-style-type: none"> 4 programmes and resources pooled to create a more coherent and robust package for schools with tighter performance management 	<ul style="list-style-type: none"> Track development throughout the year with regards to attendance, attitude, application and resilience. Holistic approach that would include out of school activities / FLARE programme / residential etc. 	<ul style="list-style-type: none"> 100% young people who finish the programme. Estimated grades and numbers of exams to be taken. 	On target
<p>Original budget: £20,000 Expenditure to date: £</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 10	Sustained Positive Destinations Connexions	<ul style="list-style-type: none"> • CCIS database screened for possible YP • List discussed with PA's to identify 40 YP from the list 	<ul style="list-style-type: none"> • 40 YP identified <ul style="list-style-type: none"> - Pathfinders course at NWHC - Students on 1 year GCSE courses within 6th forms and 6th form colleges - Students on pre-apprenticeships courses • Work planned for YP doing the Pathfinders course: <ul style="list-style-type: none"> - 10 group sessions scheduled - 1 to 1 interviews scheduled 	<ul style="list-style-type: none"> • 40 identified and referred • 40 places secured • 10 sessions for the year • Monthly mentor meetings • Fortnight tracking 	<ul style="list-style-type: none"> • 40 engaged 	On target
Original budget: £18,500 Expenditure to date: £9,250						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 11	Economic Development (Local Employment Partnership) Warwickshire County Council	<ul style="list-style-type: none"> Officers appointed July/Sept 2008 Relationships with Community groups, support groups, JCP, LSC, and Providers of Welfare to Work Programmes being developed and established. Community Centres and community groups eager to become involved with Community Enterprise and Employment element of SUD. Raising awareness & encouraging groups in Nuneaton & Bedworth to join the Coventry & Warwickshire Recruitment Network. With the aim to support & strengthen the work being done and to share best practice and 	<ul style="list-style-type: none"> Further discussions required with LSP to agree suitable targets 	<ul style="list-style-type: none"> Officer appointed Relationships developed Links developed/ established Relationships developed/ established 	<ul style="list-style-type: none"> Increased engagement Additional outcomes (jobs, skills, business start ups) See separate ABG output calculations. 	On target with the exception of Local Employment Partnership which is in development

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

		<p>lessons learned from partners in Coventry, which may lead to future funding opportunities.</p> <ul style="list-style-type: none"> • Partnership in development stage • Outline to be submitted in November 2008 • Strategic Framework, work in progress 		<ul style="list-style-type: none"> • Local Employment Partnership with more effective co-ordination and delivery in place Autumn 2008 • Application submitted • Strategic framework in place 		
<p>Original budget: £60,000 Expenditure to date: £15,000</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

<u>CRIME AND DISORDER</u>						
Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 12	Targeted environmental actions and resources Nuneaton and Bedworth Borough Council	<ul style="list-style-type: none"> Two operatives with a 3.5 tonne vehicle have been made available to work in key areas of the borough to respond to reports of environmental antisocial behaviour. They are active in the removal of fly tipped items and the general cleansing and maintenance of the local environment. 	<ul style="list-style-type: none"> 83 Incidents of fly tipped waste within the 48 working hours target since June. Periodic monitoring of “hotspot” areas resulting in waste being removed and areas cleansed quicker. Response times to reported incidents of litter or spillage problems reduced (most incidents reported before 2pm dealt with on the same day) 	<ul style="list-style-type: none"> To respond to reported case of Environmental Anti-social behaviour e.g. Fly tipping (within the capability of the team) within 48 working hours Discarded hypodermic needles with 24 working hours Fly posting within working 3 days Links made to enforcement practices. To provide 1/4 monitoring data 	<ul style="list-style-type: none"> Reduction in perception of Anti-social behaviour in SOA’s Increase in community cohesion in SOA’s Reduced fear of crime in SOA’s 	On target
Original budget: £60,000 Expenditure to date: £						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 13	Anti-social Engagement Officers/ Youth Contact Team workers resources Nuneaton and Bedworth Leisure Trust	<ul style="list-style-type: none"> Appointed 1 member of the Youth Contact Team Second post offered, awaiting CRB checks. 	<ul style="list-style-type: none"> No outputs at present recruitment issues – however Contracts amended to 20 hours over a 6 month period to reflect the timescales for outcomes. 	<ul style="list-style-type: none"> Respond to actions highlighted by the Community Confidence forum in the 6 SOA's and feedback from residents and Police and ward members in NBBC. Raise profile of the Team Members and the funding agency to reassure residents / local communities and provide links to PCSO's and Police. Provide monthly report to NBBC and partners on work undertaken 	<ul style="list-style-type: none"> Assist in reducing Anti Social Behaviour by 2.5% in the 6 SOA's. Assist in the reduction of the fear of crime by 3.75% in the 6 SOA's Support with the dealing of local concerns about Crime by NBBC and Police in the 6 SOA's Assist in the reduction of ASB reporting in the 6 SOA's. 	Late notification of funding had an impact on recruitment .
<p>Original budget: £26,000 Expenditure to date: £6,500</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 14	Domestic Violence Pilot Project Warwickshire Police	<ul style="list-style-type: none"> Project is running along side the CDRP funded project. The increase in the number of domestic incidents in September is due to 8 incidents from one couple. This case has been reviewed with partners and the situation has quietened down and this should be reflected in October's figures. There has been a change in the nature of reporting the incidents of physical violence have reduced but more calls are now being received for a verbal nature as couples are 	Number of incidents: - June 08 = 28 - July 08 = 4 - August = 3 - September = 8	<ul style="list-style-type: none"> 20 households contacted Early intervention will have an impact on the number of incidents reported. Increase number of cases getting to court. Work with 40 people both Victims and suspects 	<ul style="list-style-type: none"> Significant impact on overall crime. Reduced Domestic Violence in SOA's Reduction on Domestic Violence within enhanced support households Compliant with ABC's Additional support through referrals Enforcement actions through BC's, ASBO's and CCJ's 20% reduction in the number of domestic violence incidents reported. Reduction in criminal damage reports. 	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

		<p>more comfortable about reporting issues as they know action will be taken. This would appear to allay the fear that the project may drive incidents underground, as there is now more confidence to report.</p> <ul style="list-style-type: none"> • These early indicators allude to a reduction in violent incidents among this targeted group. Further investigations are being conducted to establish if the reduction is cyclical or if the pattern is being broken. 				
<p>Original budget: £20.000 Expenditure to date: £</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 15	Targeted engagement on Drugs and Alcohol Drugs and Alcohol Team	Discussions have taken place between several partners to confirm and clarify projects, with the aim that our projects are delivered in Quarters 3 and 4. Projects under discussion are joint projects with Road Safety, the Safer Schools Partnership and working with local PCSO's. As other partners have their own work already underway (e.g. Road Safety) care is being taken with the Narrowing the Gap money not to duplicate work or deliver a contradictory message to what other Warwickshire partners are delivering. It is hoped that a partnership approach will achieve better results and better outcomes for Nuneaton and Bedworth.	<ul style="list-style-type: none"> • Young people in Nuneaton and Bedworth will have their awareness of alcohol misuse greatly enhanced. • Drinking around Christmas and New Years will hopefully be reduced following the alcohol awareness work. 	<ul style="list-style-type: none"> • 20 Campaigns undertaken within top 30% of SOA's. 	<ul style="list-style-type: none"> • Reducing Anti Social Behaviour in the SOA's. • Reduction of the fear of crime by in the SOA's. 	
Original budget: £10,000 Expenditure to date: £2,500						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

<u>COMMUNITY COHESION</u>						
Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 16	<p>Commission a Social Network to be developed within the top five most deprived SOA's within Nuneaton and Bedworth.</p> <p>Nuneaton and Bedworth Borough Council</p>	<ul style="list-style-type: none"> An invitation to tender for the work was publicised and six consultants were interviewed. It is hoped a worker will be in place shortly to commence the engagement phase of the project. 	<ul style="list-style-type: none"> A consultant has now been appointed (WCAVA) and a final programme of work has also been agreed. 	<ul style="list-style-type: none"> Brief developed by June 08 1 partnership meeting July 08 Commission process June 08 Appoint Commissioner Late July 08 20 people trained September 08 250 people engaged in consultation - October 08 1 draft report -February 09 Final report to LSP March 09 	<ul style="list-style-type: none"> Establish 4 key community priorities for the LSP to develop further to improve QOL within SOA's. 20 community reps trained 1 cohesion strategy developed 1% increase in NI 4 for N&B (Stronger block 0.7%) 2% increase in NI 1 for N&B (Stronger Block 1.2%) 	On target
<p>Original budget: £40,000 Expenditure to date: £</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 17	<p>Secondary Schools Challenge Fund</p> <p>Nuneaton and Bedworth Borough Council</p>	<ul style="list-style-type: none"> Met with the Deputy Head of Manor Park on 6 October 2008 to discuss the proposed project Met with the Schools Council on the 20th October 2008 to work through lesson plan 	<ul style="list-style-type: none"> Met with Schools Council (6 pupils) to come up with a list of concerns/issues that affect the young people within the School or local community The young people voted on three top issues: <ul style="list-style-type: none"> - Healthy living issues particularly related to smoking, - Community safety concerns linked to violence - Eco Schools project perhaps linked to gardening etc. The Young people are to promote the project work, and the rest of the School will be asked to vote through their form group on the three issues identified. 	<ul style="list-style-type: none"> Work with PCSO in Manor Park May/June 2008 3 schools to participate To work with Schools Councils – Oct/Nov 08 To work within the school to identify options for improvement/change and determine priorities through a school based democratic framework. – Nov 08 – Feb 09 Report to LSP – March 09 	<ul style="list-style-type: none"> 3 improvement projects with ownership from students. 300 pupils to participate in programme. No. of LSP members called to be accountable 1% increase in NI 4 for N&B (Stronger block 0.7%) 2% increase in NI 1 for N&B (Stronger Block 1.2%) 	<p>On target</p> <p>Two schools will be worked with now instead of the three originally planned.</p>

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

		Met with Head Teacher of George Eliot School on 10 October 2008 to discuss the proposed project	<ul style="list-style-type: none"> Schools Council Sub Committee on the 6 November 2008. This will be to establish the concerns of the young people, and to discuss possible project ideas. 			
<p>Original budget: £9,000 Expenditure to date: £</p>						

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

<u>STRATEGIC PUBLIC RELATIONS</u>						
Project No.	Project / Project lead	Progress	Outputs	Targets Set	Agreed Outcomes	Status
LSP 18	<p>Strategic Public Relations</p> <p>Baseline research into the demographics of Nuneaton & Bedworth.</p> <p>Development of a PR strategy & Action Plan for N & B</p> <p>Tactical PR / Marketing Campaign promoting N&B (implementing the action plan)</p>	<ul style="list-style-type: none"> • Questionnaire produced for WIPS to distribute – to obtain baseline inward investment information • Working closely with partners to take forward communications ideas • Conference for Elected Members and Senior staff has been provisionally booked • Freelance Journalist appointed to promote project successes 	<ul style="list-style-type: none"> • Over 200 businesses will be contacted in coming weeks for feedback. • In process of developing some press initiatives with PCT & HLN • Synergies identified through Alan Ottey Town Centre Development • Anticipating approx 100 elected members attending the NtG conference. • Over 20 journalistic articles have been developed so far which will be issued as part of a campaign over the next four months, including a ‘lifestyle’ communication showcasing best of N&B. 	<ul style="list-style-type: none"> • Appoint consultant • Baseline Analysis completed • (Opportunity to link with Spatial planning strategy). • Identify key stakeholders • Strategy ‘event’ • Action Plan developed • PR Protocol agreed • Identify key achievements from Community plan • Timetable a series of external communication messages (press releases etc) • Implement PR actions 	<ul style="list-style-type: none"> • Gain recognition and attract investors. • Boost perception and aspirations of residents. • Create a sense of place and wellbeing • Promoting platform for inward investment / business development • Gain recognition and attract investors. • Boost perception and aspirations of residents. • Create a sense of place and wellbeing 	On target

**Nuneaton and Bedworth Local Strategic Partnership –
Six month update on the Narrowing the Gaps Projects**

Appendix 1

	PR Co-ordination with N&B Spatial Planning Strategy	<ul style="list-style-type: none"> Working up a range of communications which are designed to promote the 'best' of Nuneaton & Bedworth. 	<ul style="list-style-type: none"> A bank of images for N&B has been produced to be used as part of campaign. Core Strategy in its embryonic stage, but will link in to the vision for N&B as part of discovering N&B PR Strategy. 	<ul style="list-style-type: none"> Ensuring that the key outcomes of the SPS are linked into to the overall PR plan for the Borough.(consistent messages, and raising aspirations) 	<ul style="list-style-type: none"> Promoting platform for inward investment / business development. 	
<p>Original budget: £27,000 Expenditure to date: £</p>						

Agenda Item 9(iii)

Report to the Warwickshire Public Service Board

20 November 2008

Narrowing the Gaps Action Plan – 6 Month Update Report

Report of the Stratford District Local Strategic Partnership

Recommendations:

It is recommended that the Board:

1. Notes the progress made in relation to agreed targets

1 Introduction & Context

- 1.1 The Public Service Board (PSB) at its meeting on 12th March 2008 agreed that a total of £800,000 be allocated to LSP's in 2008/09 in respect of the 'Narrowing the Gaps' agenda subject to approval by the PSB, of an appropriate spending/action plan.
- 1.2 A total of £100,000 was awarded to the LSP at the meeting of the PSB on 15 May 2008 . A condition of the allocation is the reporting of progress at 6 months and 12 months. This report is a 6 month update on agreed targets.

2 The LSP Action Plan-Progress

- 2.1 The progress against agreed targets is attached in Appendix 1.
- 2.2 The four projects included within the action plan are underway and being delivered. An indication of progress by the four projects is included and at this relatively early stage they are on target to deliver the anticipated outputs and the projects are being delivered within their projected timescales.
- 2.3 The project focussed on the Delivery of Cooking and Healthy Eating in Alcester has recently had its major event, Tea in the Big Tent 2, which is a key element in engaging with the community of Alcester in particular the target communities of Conway and Ten Acres areas.
- 2.4 The project that aims to reduce the number of NEETS is progressing well and has successfully recruited seven people (target of 16) and two have already progressed on to positive destinations.

- 2.5 The project to support the implementation of Parish Plans has successfully recruited a worker. A total of 25 parishes have been visited and various initiatives are being developed including the recruitment of “Retail Gurus” to provide advice to local shops to help retain this important local service.
- 2.6 The final project, aimed at reducing the fear of crime through environmental improvement, has also successfully recruited a worker to lead the project. Positive links have been established with Orbit heart of England Housing Association, Probation Service and also with Clinical Psychiatric Nurses. A number of volunteers have also been recruited to the project.

3 Conclusion

- 3.1 A further report will be made in six months time when the projects will either be completed or nearing completion. This report will set out the position at that time and will include what has been learnt through the delivery of the projects. This will be based on a review that will be undertaken by the Stratford District LSP of those projects.
- 3.2 Part of that review will include an indication of what will happen to the individual projects once their existing funding has ended.

**Narrowing the Gap 2008/09
Progress to Date**

Project	
Addressing the NEETs issue in Stratford District	
Project Description & Area to be delivered	
<p>The project aims to re-engage and transform the lives of young people who are not in education, employment or training.</p> <p>This will be achieved through a multi-agency consortia (including the College; Connexions; Mencap & GroundWork) bringing together the successful elements of two previously ESF co-financed projects, notably, On Board (led by Stratford Business Services) and Evolution 2 (led by Connexions). These projects are no longer funded in the Stratford-on-Avon District.</p>	
Outcomes	
Engage 16 young people from across Stratford District between May 2008 and Mar 2009.	A total of seven young people have been engaged as at 30/09/08.
Contribute to a reduction in NI 117 NEETs in Stratford year on year.	
Increase educational attainment by providing formal and informal learning opportunities that will result in 60% of the engaged young people gaining an accredited/qualification.	<p>Learners are currently working towards accredited and non-accredited qualifications. Depending on their ability, learners are either undertaking the OCR Level 3 Qualification in Job Seeking Skills or the OCR Level 1 Qualification in Career Planning and the ASDAN Warwickshire Challenge. Other activities include: Arts and Crafts, Interviews and Application Forms Techniques. We provide in-house vocational taster sessions in tiling, plastering, electrical and mechanical engineering, bricklaying and carpentry. We also operate a breakfast club before the start of their training session.</p> <p>The programme also provides Numeracy and Literacy sessions to improve basic skills. Educational activities and trips out are organised on a termly basis. The programme also offers personal and social skills development sessions.</p>

<p>Enable young people to gain confidence, self-esteem, and motivation and improve communication to make their way forward into the workplace.</p>	<p>The training aims to develop the learner's character and allow them to have better awareness of the following modules:</p> <ul style="list-style-type: none"> • Managing money • Personal presentation skills • Nutrition • Good sleep habits • Bullying • Personal safety • Healthy eating • Self care • Time management • Cleanliness • Relationships • Stress management • Money and finances • Equality and diversity • Dealing with conflict • The Environment
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<p>Progress to Date</p> <ul style="list-style-type: none"> • Starts to date: 7 • On programme at 30/09/08: 5 • Progressions: 2 (1 employment, 1 to E2E) <p>Difficulty with claiming EMA, payment delay of up to 10 weeks. This will have an impact on recruitment and retention as many students will be experiencing financial hardship. The College is putting into place emergency funding to try to alleviate the situation.</p>
<p>Outputs Achieved</p> <p>Two people have left the programme having progressed positively. One into employment and one to the Entry to Employment programme. They both achieved non-accredited qualifications.</p>
<p>Expenditure</p> <p>£12,000 set up costs £8,000 delivery costs</p>

Project: Act.com Cook & Eat – Delivery of Cooking and Healthy Eating Programme

Reducing inequality in personal health.

Project Description & Area to be delivered

Community led project in Alcester to improve healthy eating.

Outcomes

NI 55 Obesity in primary school age children in Reception.

NI 56 Obesity in primary school age children in Year 6.

NI 120 All-age all cause mortality rate.

Progress to Date

1. Continuing to develop delivery of Cook and Eat Sessions commencing in 2009
2. Development and planning stages for Tea in the Big Tent 2 recruitment & registration event to be hosted by act.com on 1 November 08
3. Cost analysis of ingredients to support recipes still in progress.
4. Lesson plans in development stages
5. Recipes and packs in process of being developed
6. Banners & materials for Tea in the Big Tent 2 being developed
7. Risk assessments being developed

Outputs Achieved

1. Local chef recruited to deliver cook and eat sessions
2. Registration forms completed and ready to distribute via schools, children centre, health visitors, Councillors etc
3. Local fruit & Veg retailers enlisted
4. Environmental Health support enlisted to help deliver sessions and to cover food hygiene and H&S

Expenditure £827

Project (Description/Areas to be delivered) Reducing fear of crime through environmental improvement within residential areas.

A Volunteer Gardening Project aimed at vulnerable tenants living in socially rented housing. The project will use an allotment in Stratford as a base for storage and training. Links will also be made with the Probation Service re Community Payback.

Outcomes/Targets	Progress at 6 months
Up to 40 disadvantaged households living in social housing will benefit in the first year. This will generate up to 350 volunteer days, and up to 35 volunteers.	<p>A good rapport has been established with Orbit Housing Officers who are prioritising the work required to be done. Funding for equipment became available on the 17th September, equipment was ordered on the 18th Sept, collected and commissioned on the 23rd Sept and work started in earnest on the 24th September when 2 gardens in very poor condition were completed on day 1. An advertisement was placed in the Midweek Herald to seek additional volunteers for the project. The project has a pass to use any of the Warwickshire Recycling Centres, an absolute essential as initial site visits will generate a considerable amount of waste. Meeting held with clinical psychiatric nurses to explore opportunities for patients recovering from mental health issues to participate in the project. Current status is one patient accepted and another in the process of being assessed. The National Probation Service has visited 3 locations and has agreed to undertake all the work so far proposed. The first job is the second allotment in Church Lane, the second is the Riverside Walk in Stratford and the last is a Church Yard at Avon Dassett. There remains a fourth job (Bridgetown Woodland) for which I am waiting details of the design brief and the work required assessed.</p> <p>16 Orbit Housing properties have been visited and the work required assessed. A site report has been created for each property and work has commenced on the first three properties. This has so far involved 4 volunteer days work and 7 days work in total. One new volunteer has joined the project and another four new volunteers who responded to the Midweek Herald advert are to be assessed. Work on a large garden in Studley was completed on the 30th September when 27 large bags of garden waste were removed from site.</p>
Cared for gardens can reduce the opportunities for crime and overcome the appearance of disorder.	
Volunteers recovering from mental ill health may use the work experience to move to a job.	
Measurement of outcomes will be evidence-based: quantitative per written records of the number of volunteers and service users; qualitative evidence from beneficiaries, the housing associations, and the volunteers.	
Volunteers will be undertaking healthy exercise.	

Expenditure

Total: £7658

Project (Description/Areas to be delivered) Support the implementation of parish plan projects.

Stratford CVS/VC will provide support, advice and information to parishes across Stratford District to assist in addressing local issues including the implementation of their action plans. Stratford CVS/VC will provide support for implementation and monitoring of action plans, with recruitment and training of volunteers locally being an important part of the project.

Outcomes/Targets	Progress at 6 months
<p>NI4 Percentage of people who feel they can influence decisions in their locality</p> <p>NI6 Participation in regular volunteering.</p>	<p>PARISH PLAN AND ACTION PLAN ASSESSMENT –</p> <ol style="list-style-type: none"> 1) 25 of 28 Parishes visited at least once. All PPs and APs assessed and several areas of best practice and methodology for new PP development, for AP resurveying, with possible significant cost savings <p>COMMUNICATION –</p> <ol style="list-style-type: none"> 1) PP/AP Database to be available for end October 2) Web site development tutorials for end Oct /early Nov (Community valued Parish Web Sites) – possibly up to 3 courses each, for 6 PCs a course – have established possible funding sources – to meet WCC to discuss this mid October 3) Targeted SDC (WCC) ‘service delivery’ web page to be available early November. Database of all Parish Magazines (editorial etc) to be used in conjunction with CVS/VB Marketing & PR/PP newsletter to give very regular updates/info/research access to PCs 4) First targets – Youth Sport, Arts, Careers access New (Social & Affordable) Housing Grants & Funding – first ‘partnership’ meeting should be in November 08 <p>INITIATIVES –</p> <ol style="list-style-type: none"> 1) Retail Guru – Launched initiatives with excellent local and

	<p>regional coverage</p> <ol style="list-style-type: none"> 2) Neighbourhood Watch – WCC & Warks Police have planned meeting to re-start Stratford District NW – have provide them with good background on present weakness and communities where NW has lost support. May be invited to work with PCSO scheme at Shipston School using techniques which market NW concept to U18s 3) Concentrating on second level sports and to integrate with Olympics success and support, plan to develop 2/3 groups working on a volunteer partnership between a group of villages to then support the aspirations of pockets of interest spread across a number of communities 4) PCs to attend very new 3rd sector 'income outside funding' training course from the DTA. Other training possibilities being considered. Including any new or re-stated services from SDC or WCC etc. on PP newsletter – following this up with personal input where required, to individual (identified) PCs with need. 5) With CVS/VB Marketing & PR support, to offer consistent and valuable access to all sorts of media to PCs. 6) Concentrating on understanding then helping where possible the two communities with the highest deprivation indices – Studley and Long Compton.
<p>Expenditure Total £4651</p>	

Report to the Warwickshire Public Service Board

20th November 2008

LAA and General Update

Report of the County Partnerships Manager

Recommendations:

1. It is recommended the Board:

a) Notes and endorses the approach to:

The approach to LAA Review and Refresh (Paragraph 2)

The Development of the Warwickshire Sustainable Community Strategy (paragraph 3)

Sustainable Communities Act 2007 (Paragraph 4)

The development of Joint Scrutiny Arrangements (Paragraph 5)

b) Adopts the Strategic Risk Register and agrees to the approach outlined to Risk Management (Paragraph 6)

1 Introduction

1.1 This report seeks to update the Board on key LAA developments in respect of:

- Review and Refresh (Paragraph 2)
- The Development of the Warwickshire SCS (paragraph 3)
- Sustainable Communities Act 2007 (Paragraph 4)
- Joint Scrutiny Developments (Paragraph 5)
- Risk Management (Paragraph 6)

2 Review and Refresh

2.1 In relation to the review element it is proposed that this be largely a paper based exercise followed by 2 meetings between GOWM, Nick Gower-Johnson, Monica Fogarty, myself and other partners (as required). These meetings will be held on 12/11 and 8/12. Areas to cover will be:

- Delivery Plans and Implementation (Framework, Submitted Plans, Plausibility, Resources, 3rd Sector Engagement, NTG and Differential targets)
- Skills and Capacity for delivery (RIEP, Seminars, LAA plus etc)
- Governance (Structures and Fitness For Purpose-Partnership Effectiveness)
- Community Empowerment (Duty to Involve, Localities, Priority Localities, Communication Strategies)
- Duty to Engage (Levels of Engagement within the Partnership)
- Evidence of Progress Towards targets (Performance management, Quarter 2, Use of Proxy Measures, Reporting Mechanisms)
- Innovation and Good Practice (e.g. Waste)
- Resources (NTG Action Plans/ABG/LPSA 2)

3 Refresh-LAA Indicators and Targets

- 3.1 In relation to refresh it is proposed that Block Leaders meet GOWM on a block by block basis attended by a member of the LAA Team between 12th January and 13th February 2008. A template outlining key areas for discussion is attached as Appendix 1 and it is suggested that both this and the appendix 2 (LAA indicators affected by the economic climate) are used as the basis of discussions in early 2009.

3 The Development of the SCS

- 3.1 A small Sub-Group consisting of Nick Gower-Johnson, Chris Elliott and Christine Kerr met in October and the following approach was suggested and subsequently endorsed by Block Leaders:
- a) Using what we have got - e.g. LAA 1 text + Story of Place, Locality Profiles, Narrowing the Gap reports with LAA 2 as delivery vehicle for the strategy
 - b) Visioning with stakeholders and via the county theme groups with the theme groups developing further their own context and vision statements to 2026
 - c) Constructing the SCS around the 6 LAA themes
 - d) Working to an end date of 2026
 - e) For EDE working on the issues sub regionally with Solihull and Coventry – for other themes ensuring an appropriate sub regional context
 - f) Ensuring a county wide SCS genuinely adds value to community planning
 - g) Ensuring synchronised joint consultation & engagement with district LSPs & Community Forums especially linking closely with consultation being carried out by those 4 LSPs that are currently refreshing their own SCS
- 3.2 All Block Leaders are required to arrange Visioning events with Stakeholders through thematic groups. This will then feed into the next meeting of the Public Service Board Advisory Forum meeting on 13th January 2009, where the focus will be the Sustainable Community Strategy.

4 Sustainable Communities Act 2007

- 4.1 All Chief Executives should have received a letter from the Secretary of State's which comprises an invitation to local authorities to submit proposals under the terms of this Act. The letter is available via the CLG website - <http://www.communities.gov.uk/publications/localgovernment/firstinvitation>
- 4.2 This letter contains a broad summary of the purposes of the Act (which originated from a Private Member's Bill) and the processes which should be followed should this be considered appropriate. The end date for submission of proposals is 31st July 2009.
- 4.3 The Board is asked to consider how it would like to ensure that all partners are encouraged to make their views known about potential opportunities that the Act may bring. It is suggested that the Chair of the Board ensures that information is distributed to all key partners and stakeholders together with a request for their suggestions as to whether a submission should be considered and that this matter is then discussed further at a subsequent meeting of the Board.

5 Joint Scrutiny Developments

- 5.1 We are currently researching the approaches taken by some other 3 tier local government areas to joint scrutiny of partnership activity – with specific reference to scrutinising the **IMPACT** of those partnerships in local communities.
- 5.2 So far, we have not found much in the way of effective models form elsewhere.
- 5.3 We intend to convene a working group of relevant scrutiny officers from across the county and suggest to them that we work collectively towards producing a 'home-grown' model for application in Warwickshire.
- 5.4 It is emphasised that we will be ensuring that the focus for joint scrutiny should be on 'Population Outcomes' and not process issues.

6 Risk Management

- 6.1 There is an increasing focus on the role of risk management in public services with the risks inherent in partnership working amongst the top 5 identified by the Audit Commission (AC).
- 6.2 The AC has reported in the past on the role of risk management in supporting and encouraging innovation in the delivery of public services, a role which has become more prominent as organisations experiment with ways to deliver more with less. Research suggests that managing risk is the most complex

part of implementing change programmes but that high awareness of risk is key to overcoming risk aversion, and ultimately, supporting innovation.

- 6.3 This presents a particular challenge across the LAA due to its scale, the timeframe for delivery of outcomes and the cross-sector nature of the partners involved. However, the introduction of Comprehensive Area Assessment (CAA), means that auditors will be seeking hard evidence of effective risk management across the LAA going forward, so action needs to be taken to introduce a formal and robust approach to risk management.
- 6.4 CAA has introduced generic descriptions and measures under the Use of Resources (UoR) assessment. Therefore, whilst it is proposed that the approach to risk management is led by the County Council's Strategic Risk Manager, this will fulfil UoR requirements for all LAA partners.
- 6.5 The development of the strategic risk register has been led by the County Council's Strategic Risk Manager and has focussed on the risks that will impact on the strategic aims and outcomes of the LAA.
- 6.6 The methodology applied has been that outlined as part of the LAA governance arrangements which mirror the county council's policy and strategy as the LAA lead. This methodology represents industry best practice and has received favourable comments from the UoR auditor. The strategic risk register is shown as Appendix 4 which was endorsed at the Block Leaders meeting on 6th November 2008.
- 6.7 The Public Service Board (PSB) has overall accountability for risk management across the partnership and is therefore identified as the risk owner for each risk. The PSB should maintain oversight of the key risks to ensure that risk action plans are delivered to manage risk effectively. Additionally each risk action is owned by an assigned individual who is responsible for the delivery of the action that is detailed to reduce threats and maximise opportunities.
- 6.8 The individual risks have been captured in the County Council's risk management database, Magique that enables the ranking of the current 9 risks, all of which are threats. No upside risk identifying potential opportunities have been identified to date and there are no key risks to report (those which remain high and red).
- 6.6 The development of the strategic risk register has been fully supported by the Strategic Risk Manager which has involved leading a number of one-to-one sessions with key officers. However, the existing risks will change over time, some may close down and new risks will arise. This is where effort now needs to be directed so that we are able to demonstrate how the risk profile of the LAA has changed across the year. The UoR Auditor will want to see this next year as evidence that a risk based approach has been taken to the way that decisions are made by the Block Leaders and Public Service Board.

- 6.7 It was agreed at the LAA Block Leaders meeting on the 6th November 2008 that an administrative resource will be identified to be trained in the use of Magique. Their role will be to monitor and update the risk register by co-ordinating the provision of updates from Risk Action Owners and updating the database. This resource will also be responsible for generating risk management reports for the quarterly risk report to the Block Leads Board and Public Service Board.
- 6.8 The role of the Block Leaders going forward will be to maintain a focus on the management of significant threats and opportunities. Risk management reports will be provided on a quarterly basis for review and challenge, timed to align with performance reporting. These reports will then be provided to the Public Service Board for endorsement.
- 6.9 An informal approach to the identification of risk is currently in place across each of the Blocks embedded within business planning. A more formal approach is required to ensure that the management of these risks is effective. Across each block the risks identified as part of delivery planning should be captured and recorded within Magique using the same methodology applied to create the strategic risk register. In terms of timing it is recommended that this will be undertaken during the refresh of delivery plans early in 2009.
- 6.10 This approach was endorsed at the Block Leaders meeting on 6th November 2008 and the Strategic Risk Manager will make contact with each of the Block Leaders to agree a practical way forward to ensure that the work is completed by 31st March 2009. Both the operational and strategic risks will then be prioritised and reported against, as described above, to ensure that the PSB has a clear view of the LAA risk profile and the key threats and opportunities that need to be managed to remove any uncertainty around the delivery of the strategic aims and outcomes for Warwickshire.

Nick Gower Johnson
County Partnerships Manager
Warwickshire County Council
13th November 2008

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T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
9000	LAA						9
T 0283	<p>Risk: The LAA does not hit targets as specified within the document or address the overall vision of narrowing the gap.</p> <p>Cause: The New LAA consist of 50 national indicators and 12 local targets. Delivery over a three year period is dependant upon a number of factors. Some of these factors are within the control of the partnership (delivery arrangements, governance) but others are environmental (e.g the current economic climate will have a direct bearing on the ability to meet EDE targets but also have an indirect impact on other blocks also).</p> <p>Effect: No increased quality of life for Warwickshire residents. No Narrowing of the gap by geography by communities of interest. Adverse comments from GOWM and AC leading to impact on overall assessment under CAA. Reputational impact on public sector agencies working in partnership and WCC as lead accountable body.</p>	LAA:PSB	11/1/2008	15	<p>01 Robust performance management system in place to ensure in any given qtr information is available on progress of LAA targets</p> <p>02 Information analysed to assess interventions required by the partnership to ensure the LAA is on track to deliver targets.</p> <p>03 If risks are a result of environmental issues discussions with GOWM during the review and refresh period will be held.</p>	10	<p>682 Review of arrangements at 6 monthly intervals to coincide with Q2 and Q4 performance reporting</p> <p>Bill Basra 11/1/2008</p>

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T 0284	<p>Risk: Failure of WCC to allocate Area Based Grant in line with the Public Service Board's priorities</p> <p>Cause: Partners have scarce resources and spending pressures within partner organisations can take priority over the LAA priorities.</p> <p>Effect: PSB would become a consultative body rather than an active service provider or commissioner. The Partners would not be able to evidence area working as part of Comprehensive Area Assessment (CAA) coming into force from 2009. Partners in receipt of ABG could be deemed to fail in its duty to consult on the use of ABG.</p>	LAA:PSB	11/20/2008	12	<p>01 An ABG Scrutiny Exercise has been conducted and recommendations contained within that report were accepted in principle.</p> <p>02 A report has been requested for the Nov meeting which will explore the consequences of the recommendations</p>	12	<p>684 Outcome of PSB decisions on 20-11 awaited before net risk score can be reassessed. Virginia Rennie 11/20/2008</p>
T 0285	<p>Risk: Duty on key partners to cooperate with the development and delivery of targets</p> <p>Cause: There is a statutory duty on key partners to cooperate with the development and delivery of targets. This represents approx 27 agencies in total. There is a risk that not all partners will fully engage in the process of developing the LAA. There is an equivalent risk that partners will not fully engage with the delivery of the LAA once a new LAA has been agreed.</p> <p>Effect: It will be difficult to demonstrate to GOWM that we have developed an inclusive LAA. In terms of the delivery of the LAA, a failure of key partners to engage in the process/resources, will impact on the services being delivered to across Warwickshire. Equally it could have an adverse impact on our reputation/ vision of narrowing the gap on Warwickshire and its public sector agencies. If we continually fail to meet our targets as a result of an unwillingness of key partners to engage and cooperate GOWM may intervene. This failure to cooperate is also likely to affect relationships between the partners involved in the development and delivery of the LAA.</p>	LAA:PSB	3/31/2009	15	<p>01 Partners fully engaged in the development of the new LAA resulting in shared ownership of the agreed targets.</p> <p>02 Inclusive engagement has also been a requirement of the delivery plans that underpin the LAA.</p> <p>03 PSB & the county themed partnerships adopted a performance management framework, supported by principle of mutual accountability</p> <p>04 Delivery slippages identified at early stage encouraging an environment where partners openly tackle performance related issues.</p> <p>05 Quarterly performance reporting identifies corrective action.</p> <p>06 Six monthly reporting to GOWM provides a key focus encouraging partners to engage in the delivery of the LAA.</p> <p>07 A Communications Framework ensures strategic vision of partners is embedded in operational elements of respective organisations</p>	6	<p>686 Tolerable risk. No further risk action planned. Bill Basra 3/31/2009</p>

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T 0286	<p>Risk: Failure to develop a Sustainable Community Strategy (SCS) within prescribed timescales</p> <p>Cause: During the development of the first LAA in 2006 the initial guidance from GOWM suggested that the LAA would be the countywide equivalent of the SCS (Borough/District Strategies) . This was reinforced in 2007 during the development of the New LAA until Guidance in the Autumn made clear that LAA were the delivery vehicles for the achievement of the longer term vision for the Area as outlined in the SCS. Developing a countywide strategy therefore will require a cultural shift and overcoming 'strategy development fatigue.</p> <p>Effect: There is a statutory duty to have an SCS in place through Local Government Acts in 2000 and more recently 2007.</p>	LAA:PSB	3/31/2009	10	<p>01 All partners have been informed of statutory requirements and have been involved in the SCS Development Project Plan.</p> <p>02 The approach will draw upon work already undertaken to ensure that there is alignment and we avoid 'reinventing the wheel'</p>	5	<p>688 Regular checkpoint meetings to ensure implementation of SCS project plan Nick Gower-Johnson 3/31/2009</p>
T 0287	<p>Risk: The LAA lacks democratic accountability</p> <p>Cause: Failure to keep members informed and engaged.</p> <p>Effect: Members become disillusioned with process, disengaged and disempowered. This in turn would have an adverse impact on individual Local Authorities to deliver their obligations as contained within the LAA. Public perceptions of partnership structures as 'unelected quangos'</p>	LAA:PSB	3/31/2009	15	<p>01 Governance Arrangements place Members at the heart of key partnership decision making structures.</p> <p>02 Effective LAACommunications Framework has been established to ensure that members are informed and involved.</p> <p>03 Communications Framework will help demonstrate the LAA is making a real and positive difference to communities of Warwickshire.</p> <p>04 Area Based Grant Scrutiny Exercise led to proposals to develop Joint Scrutiny and will further enhance Member's role</p>	5	<p>690 Regular liaison with blocks to ensure audit member engagement Bill Basra 3/31/2009</p> <p>692 Progress on Localities Implementation Bill Basra 3/31/2009</p>

T/O	Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T	0288	<p>Risk: Performance Management Framework lacks effectiveness</p> <p>Cause: There are a number of indicators where data is collated annually or more. This can make quarterly forecasting difficult. There is also a need to move from monitoring to management of performance.</p> <p>Effect: Failure to forecast whether the LAA is on target or not would seriously impair confidence in the ability to achieve three year targets. In the case of LPSA 2 the associated reward monies would affect future funding of key LAA activity</p>	LAA:PSB	3/31/2009	15	<p>01 Review and refresh of the LAA will, it is envisaged address areas where baselines and trajectories have yet to be established.</p> <p>02 The 'refresh' of LAA delivery plans for Years 2 & 3 seek to address issues of quarterly reporting and infrequent data collation.</p> <p>03 Performance Mgmt, capacity for analysis ensures robust forecasts and that causal effect of remedial actions can be determined.</p>	9	<p>694 Audit of performance management will be undertaken after the first year of the LAA. Bill Basra 3/31/2009</p>
T	0289	<p>Risk: Failure of Partners to spend or continue to spend their mainstream and/or additional resources on LAA priorities/indicators.</p> <p>Cause: Partners organisational strategic priorities do not necessarily align with LAA priorities and the performance targets.</p> <p>Effect: LAA targets are missed which might impact on CAA and reward grant received.</p>	LAA:PSB	3/31/2009	6	<p>01 To encourage alignment of LAA priorities through reflection within organisational business plans and key partnership documents</p>	6	<p>696 Outcome of current action detailed is awaited before net risk score can be reassessed. Bill Basra 3/31/2009</p>

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T 0290	<p>Risk: WCC Members reverse the decision that the LPSA2 reward grant will be allocated through the LAA.</p> <p>Cause: WCC has agreed that the LPSA2 reward grant will be allocated to the LAA in consultation with the PSB by the Chief Executive. The majority of WCC members do not believe the LAA would allocate resources in line with their priorities. A significant issue or event within WCC could mean that Members wish to redirect funding. The funding will also be allocated just ahead of local elections and political considerations may come into play.</p> <p>Effect: PSB would become a consultative body rather than an active service provider or commissioner. Negative impact on Partner engagement with the LAA. Integrity of the LAA compromised. Loss of reward grants through a lack of focus on the LPSA targets. Adverse effect on the community through lack of investments through reward grant.</p>	LAA:PSB	3/31/2009	9	01 Presentations have been made to the WCC O&S Committees and Leaders Liaison Group. 02 Focus on the integration of LPSA targets within the LAA new indicators within the reports presented to the PSB for agreement.	9	698 Develop member briefings ensuring all Members understand and are engaged with transition to the new LAA and issues involved. Nick Gower-Johnson 3/31/2009
T 0291	<p>Risk: Inability to evidence new LAA delivers cost effective use of resources for service improvement and tangible community outcomes.</p> <p>Cause: It is not currently known what mainstream resources are being committed to delivering the LAA targets therefore it not possible to assess whether service delivery provides value for money.</p> <p>Effect: CAA outcome may be compromised with reputational impact and lower use of resources scores.</p>	LAA:PSB	3/31/2009	12	01 To be addressed during the refresh of delivery plans in early 2009	12	700 Outcome of current action detailed is awaited before net risk score can be reassessed. Virginia Rennie 3/31/2009