

## **PUBLIC SERVICE BOARD**

### **AGENDA**

**Thursday 25<sup>th</sup> June 2009 at 2.00pm in the Trident Park Technology Centre,  
Leamington Spa**

#### **Membership of Board**

##### Council Leaders

Councillor Alan Farnell (Chair), Warwickshire County Council  
Councillor Michael Doody, Warwick District Council  
Councillor Peter Gilbert, 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, 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 William Lowe

## **A-PROCEDURAL ITEMS**

### **1 Apologies for Absence**

### **2 Minutes of Previous Meeting (attached)**

- a) To agree the minutes of the meeting held on 30<sup>th</sup> April 2009 (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. Learning to Deliver 2009/10 Programme**

Presentation from David Galliers and Derrick Johnstone of the West Midlands Regional Improvement and Efficiency Partnership

### **4. 'What will Warwickshire Look Like in 2026'-A draft Sustainable Community Strategy for Warwickshire**

Draft Warwickshire Sustainable Community Strategy for consideration.

### **5. Economic Downturn-Update**

Report from the Economic Development and Enterprise Block

### **6. 'Working Together, Working Locally'-Report from the Public Service Advisory Forum**

Report from Steve Stewart, Chair of the Public Service Advisory Forum as endorsed by the Stronger Communities Block.

## **C-BUSINESS PLANNING, FINANCE & PERFORMANCE**

### **7. Financial and Performance Update**

Update report on 2008/9 Year End Performance in relation to LAA, LPSA 2 and the Area Based Grant Outturn.

## **D-CLOSE OF BUSINESS**

### **8. Any Other Business**

### **9. Future Meetings**

23 <sup>rd</sup> September 2009- 10:00 a.m.-	tbc
25 November 2009- 10:00 a.m. -	Trident Centre, Leamington Spa
26 January 2010- 2:00 p.m. -	Trident Centre, Leamington Spa

## 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 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](mailto:jeanhardwick@warwickshire.gov.uk)

## Further Information

**Visit the Warwickshire LAA website for further information about the LAA**

[www.warwickshire.gov.uk/newlaasite](http://www.warwickshire.gov.uk/newlaasite)

Or alternatively contact

Nick Gower-Johnson, County Partnerships Manager, Tel: 01926 412053  
Email: [nickgower-johnson@warwickshire.gov.uk](mailto:nickgower-johnson@warwickshire.gov.uk) OR Bill Basra, LAA Manager  
Tel: 01926 412016, Email: [billbasra@warwickshire.gov.uk](mailto:billbasra@warwickshire.gov.uk)

**Minutes of a meeting of the Warwickshire Public Service Board held on 30 April 2009  
at Shire Hall, Warwick.**

Present:

**Members of the Public Service Board**

Council Leaders:

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

Voluntary and Community Sector - William Clemmey (CWIC)

C&W Chamber of Commerce - Louise Bennett

Warwickshire Police Authority - Ian Francis

Learning and Skills Council (C&W) - Apology sent

NHS Warwickshire (PCT) - Bryan Stoten

Warwickshire Association of Local Councils (WALC) - Councillor Bill Lowe

**Other attendees**

Coventry, Solihull and Warwickshire Partnership – Steve Stewart  
Stratford LSP – Charles Goodey  
Warwickshire County Council – Councillor June Tandy and Councillor Jerry Roodhouse

**Officers**

District/Borough Council Chief Executives:

Chris Elliott – Warwick District Council  
Paul Lankester, Stratford on Avon District Council  
Christine Kerr – Nuneaton and Bedworth Borough Council  
Jerry Hutchinson – North Warwickshire Borough Council  
Simon Warren – Rugby Borough Council

Warwickshire Police – DCC Andy Parker.

WALC - Alison Hodge

NHS Warwickshire/WCC – Helen King

CWIC – Jacqui Aucott

GOWM – Terry Cotton  
John Perkins

County Council      Bill Basra, LAA Manager.  
Colin Ball, Camp Hill Project Director  
David Carter, Strategic Director for Customers, Workforce and Governance  
Monica Fogarty, Assistant Chief Executive  
Geoff King, Commissioning, Planning and Partnership  
Paul Galland, Strategic Director of Environment and Economy  
Nick Gower-Johnson, County Partnership Manager.  
Jim Graham, Chief Executive  
Jean Hardwick, Interim Member Support Manager  
Kate Nash, Head of Community Safety  
Virginia Rennie, Group Accountant

1.	<b>Apologies for Absence</b>  Were received from Council Michael Doody, Warwick District Council, Colin Hayfield, North Warwickshire Borough Council, Paul Jennings, NHS Warwickshire, Councillor Marcus Jones, Nuneaton and Bedworth Borough Council, Kim Thorneywork, Learning and Skills Council (C&W), Marion Davis, Strategic Director, Children, Young People and Families and David Clarke, Strategic Director of Resources.	
2.	<b>Minutes of Previous Meeting</b>  The Minutes of the meeting held on 3 March 2009 were agreed and signed as a correct record.  <b>Matters Arising</b>  <u>Item 9 Allocation of the Area Based Grant</u>  Nick Gower-Johnson referred to the discussion of this item at the previous meeting and asked that the PCT's representatives be given the opportunity to demonstrate the closeness of the NHS' agenda to that of the PSB and its commitment to "narrowing the gap" in particular in relation to its work in Nuneaton.  Helen King highlighted the PCT's new programme of work, which involved an investment of £3m in Nuneaton and Bedworth, in particular, building a new Health Centre in Camp Hill. This latest project had been progressed with the help of partners using the latest health care facilities	

	<p>aimed at improving equalities, looking at providing welfare and benefits advice and providing outreach workers. Additionally resources had also been committed to address Domestic Abuse including £100k to help progress the family centered intervention work that would be discussed under a separate agenda item at the meeting.</p> <p>Christine Kerr welcomed the investment in Camp Hill, which she said had been a long time in planning, and welcomed the opening of this much-needed facility. She also welcomed the support for the Family Intervention project in Nuneaton and Bedworth. The Chair concurred with this view.</p>	
	<p><b>Swine Flu Pandemic</b></p> <p>Helen King then updated the Board on the latest position with regard to the Swine Flu Pandemic and said that shortly the Dept. of Health would be issuing a leaflet to every household in the country giving information about swine flu. This information would also be available on the Dept. of Health website. It was agreed that appropriate signposting would be established on the LAA website.</p> <p>Paul Galland added that the Local Resilience Forum had met the previous day to update the emergency planning procedures.</p>	
3.	<p><b>What will Warwickshire be Look Like in 2026 – A draft Sustainable Community Strategy (SCS) for Warwickshire</b></p> <p>The Board considered the report of the County Partnership Manager/LAA Manager.</p> <p>Although the Board broadly endorsed progress and the proposed approach it was noted that further work on alignment of strategies was required. In response to a query from William Clemmey on deferment, all acknowledged the need for a Warwickshire wide SCS to be agreed by the Summer.</p> <p>The Board -</p> <ul style="list-style-type: none"> <li>(1) noted the progress towards a Sustainable Community Strategy for Warwickshire;</li> <li>(2) agreed the way forward as set out in the report.</li> </ul>	
4.	<p><b>Partnership Evaluation</b></p>	
	<p>Monica Fogarty presented the report that focused on the approach the public services within Warwickshire agreed, in principle to undertake in support of delivery the Area Assessment of CAA framework.</p> <p>The Board approved the approach to Partnership Evaluation for Warwickshire and noted the need for a partnership event in June.</p>	

5	<p align="center"><b>Coordinating Partnership Work in Priority Neighbourhoods High Harm Causers and Targeted Family Centred Intervention</b></p>	
.	<p>The Board, having considered the report of the County Council's Strategic Director -</p> <ol style="list-style-type: none"> <li>1, Welcomed and endorsed the approach set out in this Report</li> <li>2. Noted the proposal to establish steering and support arrangements via a joint Sub Group of Warwickshire Safer Communities Partnership and Warwickshire Children's Trust</li> <li>3. Agreed the initial membership and remit of the Sub Group as set out in paragraph 2 the report.</li> </ol>	
6	<p><b>Implementation of the LAA Medium Term Financial Strategy</b></p>	
.	<p>Virginia Rennie presented the report which outlined proposals for implementing the LAA Medium Term Financial Strategy as requested at the previous meeting.</p> <p>The Board endorsed the approach to the implementation of the Medium Term Financial Strategy as outlined in the report.</p>	
7	<p><b>Outcomes from LPSA 2 Consultation on Criteria and Interim Award of Reward Grant</b></p> <p>Nick Gower-Johnson presented a revision of the report, which was deferred from the previous meeting, and which outlined the proposed revised criteria for the future allocation of LPSA2 reward monies that had been developed following consultation requested by the Board that took place in December 2008/January 2009.</p> <p>The Board -</p> <ol style="list-style-type: none"> <li>1. Endorsed the recommendations of the LPSA2 Steering Group for the allocation of Interim Reward Grant as follows: <ul style="list-style-type: none"> <li>Warwick District CAB / CABlocal : £35,000</li> <li>Reduce NEETs / Connexions : £50,000</li> <li>Healthy Life Styles / Nuneaton &amp; Bedworth Leisure Trust : £6,000</li> <li>Tackling Poverty / North Warwickshire BC on behalf of the District &amp; Borough Councils : £37,000</li> <li>Road Casualties / Warwickshire County Council: £15,000</li> </ul> </li> <li>2. Required the Block Leader for Economic Development and Enterprise to consider providing further support to Cablocal from the Area Based Grant allocation made to the Block in 2009/10</li> </ol>	

	<p>3. Agreed that the award to North Warwickshire Borough Council is conditional upon the District / Borough and County Councils and VCS representatives convening a multi agency steering group to develop a countywide approach to Tackling Poverty focusing on priority neighbourhoods and groups.</p>	
<b>8</b>	<p><b>2009/10 Allocation of the Area Based Grants District LSPs</b></p> <p>Nick Gower-Johnson presented the report and highlighted paragraph 4.1 relating to the process and timelines for submissions.</p> <p>Discussion following during which some concerns were expressed about the timescale for submissions being too short whilst a different view was expressed by those agencies who had already prepared and submitted their proposals. The Chair suggested that a two-stage approach should be adopted with regard to submissions and that those bids that were ready should be processed now and the others processed as submitted.</p> <p>The Board -</p> <ol style="list-style-type: none"> <li>1. Noted the final confirmation of 2009/10 allocation of Area Based Grant as follows: <p style="margin-left: 40px;">Nuneaton and Bedworth LSP £141,000 Remaining LSPs £53,000 equally</p> </li> <li>2. Nominated Louise Bennett (Coventry &amp; Warwickshire Chamber of Commerce), DCC Andy Parker (Warwickshire Police) and Kate Mulkern (Heart of England Community Foundation) to the Sub-Group as outlined in paragraph 2.</li> <li>3. approved the criteria, process and timetable as outlined in paragraph 3.</li> <li>4. requested the District LSPs to ensure that Compact principles are used by the District LSPs in the formulation of their programmes as outlined in paragraph 4</li> </ol>	
<b>9</b>	<p><b>2009/10 Allocation of the Area Based Grant - Proposals from Themed Blocks</b></p> <p>Virginia Rennie presented the report which sought the Board's endorsement of the proposals from each of the Themed Blocks and for release of the relevant funding.</p> <p>Christine Kerr, speaking as Block Leader, Climate Change and Environment, expressed concern at the lack of transparency experienced</p>	



	<p>during the last ABG bidding process where substantial efforts had been expended during the preparation of bids (e.g. One Time Challenge) with no subsequent explanation as to why the bids had been unsuccessful or in some cases considered.</p> <p>The Chair acknowledged these points and agreed on the need for clarity, transparency and communication in future processes.</p> <p>The Board endorsed the use of the approved LAA resources for the delivery of the LAA priorities in 2009/10, in line with the proposals from each of the Themed Blocks outlined in this report and approved the release of the relevant funding.</p>	
<b>10.</b>	<p><b>Any Other Business</b></p> <p><u>Late Despatch of Agenda Papers</u></p> <p>Christine Kerr expressed concern about the late dispatch of some of the agenda papers and asked that in the future they be made available seven days before the meeting.</p> <p>The Chair acknowledged this problem and said that every effort would be made to ensure that this did not happen in the future.</p>	
<b>11.</b>	<p><b>Future Meetings</b></p> <p>The Board noted the times, venues and dates of future meetings as follows -</p> <p>25<sup>th</sup> June 2009- 2:00 p.m. - Trident Centre, Leamington Spa  23<sup>rd</sup> September 2009- 10:00 a.m.- tbc  25 November 2009- 10:00 a.m. - Trident Centre, Leamington Spa  26 January 2010- 2:00 p.m. - Trident Centre, Leamington Spa</p>	

The meeting finished at 3:00 p.m.

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Chair

# Improvement & Efficiency West Midlands

Learning to Deliver – A LAA  
Support Programme

# IEWM Support Programmes

## People and Leadership

- package of financial subsidies for members to attend the IDeA Leadership Academy
- package of member development support around LAAs
- Development of a “coaching pool” and related training
- Steps to Leadership – management development programme
- Regional Recruitment Portal
- Sub-Regional resource allocation to strengthen leadership
- Talent Exchange – to share talent across the region.
- Catalyst programme for Future Leaders

Contact: Rebecca Davis:  
0121 678 1045

## Adult Social Care

- Support to the Joint Improvement Partnership
- Support to DoH Care Services Efficiency Programme for Local Authorities
- Support packages for 1 star Authorities
- Workforce planning project to baseline social care workforce in the region
- Support to Personalisation and Telecare Network
- Support and training in use of Care Funding Calculator

Contact: Matt Bowsher:  
0121 245 0170

## Performance Improvement

- Targeted packages of support to a range of authorities with particular needs or circumstances.
- emphasis on **peer review** offering a 50% subsidy to undertake these.
- Developing a regional pool for LSP Peer Challenge and discrete Peer support;
- Support to prepare for CAA
- Support on Customer Insight

Contact: Sue Banks:  
0121 245 0231

## Children's Services

- Artemis project – an e-approach to children’s workforce induction.
- Social Care Improvement Partner Project (with Coventry) and the regional Obesity Project, both in partnership with IDeA;
- regional children’s commissioning project and the progress of the ‘matching engine’ for children’s placements
- Obesity Project - working with IDeA to investigate the state of strategic planning to tackle obesity, especially in terms of preventative measures,

Contact: Andrew Worrall:  
07876 392 038

# IEWM Support Programmes

## Transformation and Process Improvement

- training in process improvement and related skills;
- Core team to provide transformation advice
- Funding to provide support to service transformation

Contact: Ged Bowles:  
0121 245 0223

## Partnership Working and LAA Support

- Improvement Grants
- Lead Local Improvement Adviser Support
- Joint Learning Projects
- Learning Resources
- Local Improvement Adviser Assignments
- Support on key themes of Climate Change, Worklessness, Community Empowerment, Cohesion & Equalities

Contact: David Galliers:  
07973 780 871

## Procurement and Efficiency

- Category Management e.g. Home School Transport
- Regional Procurement Hub
- Procurement Capacity Building Training
- Capacity Building Fund to support procurement capacity
- West Midlands Highway Alliance
- Regional Construction Framework
- Disposal & Recycling Mapping

Contact: Keith Gordon:  
0121 245 0224

# LAA Support Programme – Learning to Deliver

## **Aim:**

- To support authorities and their partners improve and tackle underperformance
- To support successful LAAs and the delivery of key LAA outcomes
- To support greater efficiency and effectiveness

## **How:**

- By helping LSPs/PSBs further develop a systematic approach to improving their delivery of LAA targets

# A Systematic Approach

- We want to work with you to strengthen | your approach not replace it!
- The approach should help all partners to:
  - Identify common priorities
  - Agree what the barriers and blockages are to improving the joint delivery of services
  - Agree what needs to be done differently and work out how to make this happen
  - Agree how and what resources need to be moved in order to tackle their common priorities

# Our Offer 2009-11

## Advice & Challenge

- Lead Local Improvement Adviser to help:
  - I. Review current position
  - II. Develop the approach
  - III. Identify good practice
  - IV. Challenge existing practice
  - V. Identify additional support
  - VI. Identify efficiencies and vfm resulting from approach
  - VII. Thematic support and challenge on Climate Change, Equalities, Community Cohesion, Empowerment & Worklessness

## Funding

- To help “pump prime” the improvement system through:
  1. Mets, Unitaries, Counties - £100,000
  2. Districts - £14,000

# Our Offer 2009-11

## Joint Learning Projects

- 4-5 day short programmes involving up to 5 localities tackling common delivery issues
- Can involve Elected Members, staff, leaders, service managers
- Can be run as Peer Challenges

## Learning “Bundles”

- Case studies, toolkits, showreels
- based on local practice but drawing on national resources
- For use in localities to strengthen delivery
- easily accessible and updated



# Our Offer 2009-11

## National Local Improvement Adviser Programme

- Expert Advice
- Short targeted assignments
- Designed to transfer skills and knowledge into locality

## How to Workshops & Briefings

- Provide briefing on emerging policies
- Showcase promising practice
- Demonstrate tools and techniques

## Virtual & Physical Networks

- Share best practice
- Improve communication
- Find support from peers

# Our Offer 2009-11

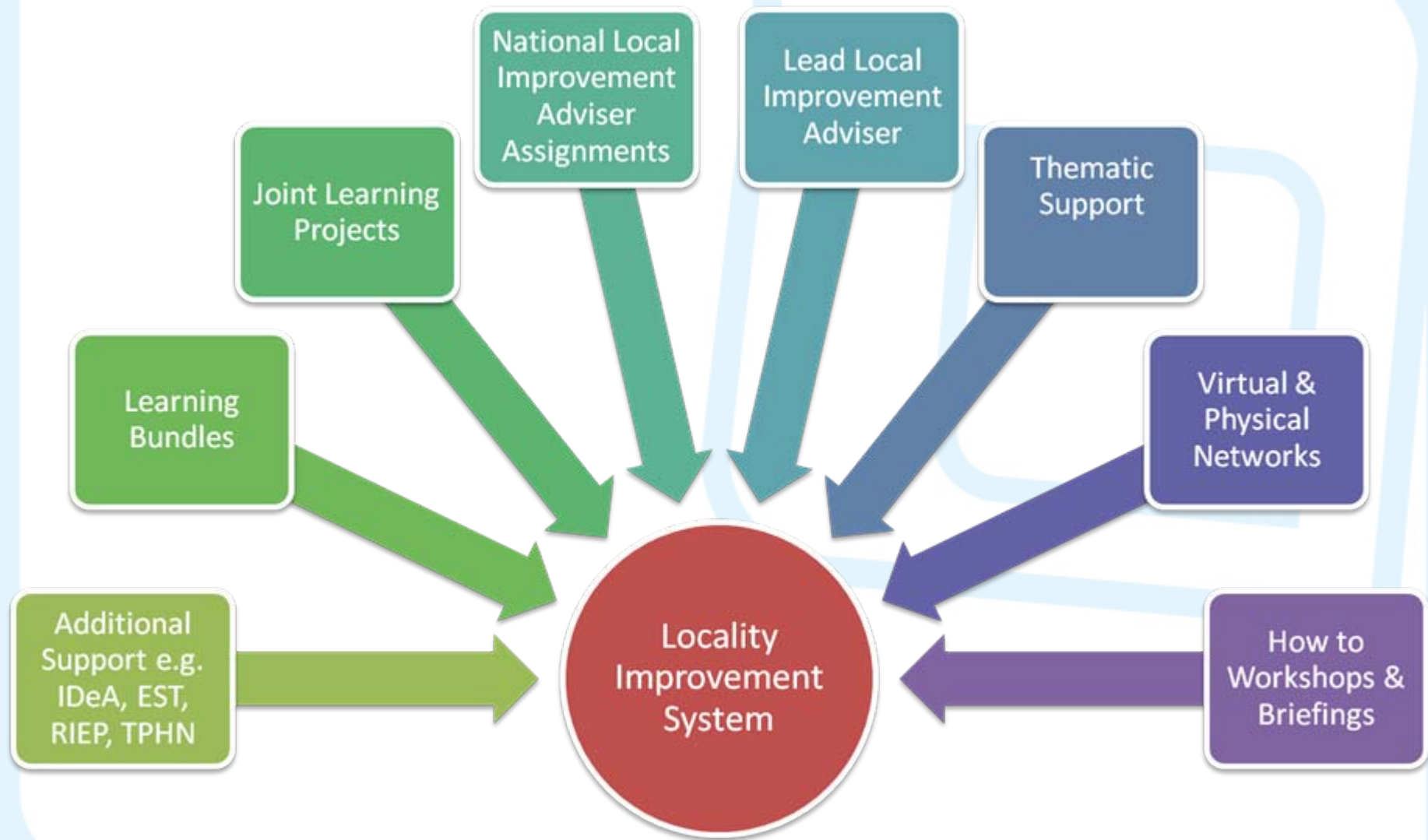
IEWM funding and support needs to:

1. Support one or more strategic improvement objectives agreed between the locality and IEWM
2. Support the improvement of agreed LAA targets and be able to demonstrate the impact of the activity on these targets
3. Support and be able to demonstrate the improvement of public sector service delivery in the county and in districts where relevant
4. Demonstrate efficiency and/or value for money gains
5. Demonstrate the “plausibility” of how the activities will address the strategic objectives

# From You

## To make this happen we need:

- Your agreement to provide support and leadership to develop/further develop a locality improvement system which:
  - Partners can use to improve their delivery of the LAA
  - Uses common approaches tailored to local circumstances
  - Results in a more efficient and effective approach to the delivery of the LAA
  - Helps to target resources towards priority needs
  - Puts the PSB at the heart of locality improvement
- You to commission key people from partnership organisations to work with us
- You to agree to receive regular reports on progress and to provide strategic support.
- You to agree that Paul Lankester, Monica Fogarty & David Galliers oversee the work and prepare regular progress reports for you and IEWM



# Comments & Questions?

Paul Lankester : 01789260101  
Monica Fogarty : 01926 412514  
Derrick Johnstone: 07767793480  
David Galliers: 07973 780 871

**Report to the Warwickshire Public Service Board**

**25<sup>th</sup> June 2009**

**‘What will Warwickshire Look Like in 2026?’  
A draft Sustainable Community Strategy for Warwickshire**

**Report of the LAA Manager & County Localities  
and Communities Manager**

**Recommendations:**

It is recommended that the Board:

1. Approves the Draft Sustainable Community Strategy and recommends adoption of the Strategy in July subject to comments received at the extended meeting of the Public Service Board Advisory Forum meeting on 29<sup>th</sup> June 2009.

**1 Introduction**

- 1.1 The Board will recall that the Visioning Event held at the Nuneaton Town Football Club on 13<sup>th</sup> January 2009 provided the basis for the development of a Sustainable Community Strategy for Warwickshire. An outline of the proposed strategy was subsequently endorsed by the Board at its meeting on 3<sup>rd</sup> March 2009 with the 1<sup>st</sup> Draft Strategy approved subject to comments.
- 1.2 The approach to a 2<sup>nd</sup> Draft was also agreed at that meeting and this report now seeks to report on key developments since the April meeting and outlines the approach that will ensure the adoption of a Sustainable Community Strategy for Warwickshire in July 2009 in accordance with the timescales set by the Board last year.
- 1.3 We have been very keen to make sure that wherever possible this is an 'outward facing' strategy that makes clear to Warwickshire people the role that they have to play in helping the achievement of the Vision and Strategy. The appropriate sections of the draft Strategy make this clear and should form the basis for a short sharp summary which can be widely distributed and publicised both through the press/ media and at Community Forums across the County

## 2. Progress

2.1 A 2<sup>nd</sup> Draft of the Warwickshire SCS was produced based on the comments received during the 1<sup>st</sup> Draft consultation stage and also discussions at the PSB meeting in April. This draft was then circulated for consultation on 21<sup>st</sup> May with the deadline for comments being 12<sup>th</sup> June 2009. Key comments received were:

- **Target Audience:** Who is the Strategy aimed at – partners or members of the public, it needs to be free of jargon so that it can be understood by all partners
- **Alignment:** Consistency between the County and local LSP priorities, greater alignment required between measure and actions
- **Sub Regional:** include text around a focus on Coventry, Solihull & Warwickshire and sub regional working
- **Clarity:** Vision needs to be more explicit, articulated more clearly and referenced much earlier on within the document, make the document as clear as possible, wording of the outcome needs to be clarified

2.2 In addition to general consultation focussed work has also been conducted with specific groups to strengthen the document in relation to:

- Borough/District SCS alignment
- Narrowing the Gaps
- Data and Evidence available
- Regional and Sub-Regional linkages
- Cross Cutting Issues

## 3. Next Steps

3.1 The 3<sup>rd</sup> and 'near final' draft is attached as Appendix 1. Given that the process for developing an SCS commenced with the Public Service Advisory Meeting in January it was felt appropriate that the final document was submitted to that body for an opportunity to comment before adoption in July.

3.2 The wider meeting of the Forum will also be an opportunity for the partnership to consider its effectiveness in seeking to meet the priorities contained within the document. In doing so the partnership will also demonstrate its commitment to translate the strategy into reality as it seeks to achieve the aspirations contained within the document.

## 4 Conclusion

4.1 The development and ownership of a Sustainable Communities Strategy is fundamental to successful partnership working in Warwickshire. It is also crucial as a focus for sharing priorities and resources to deliver key outcomes. The SCS will become the vision that knits together partners in Warwickshire.

- 4.2 The Board is thanked for its support in the development of a Sustainable Communities Strategy, and work to develop the SCS has been undertaken in keeping with the Board's guidance. The Board is now asked to endorse the Draft SCS attached and recommend its adoption in July subject to comments received at the meeting of the Public Service Board Advisory Forum on 29<sup>th</sup> June 2009.

Bill Basra, LAA Manager

Nick Gower-Johnson, County Localities and Communities Manager

June 2009



**REPORT TO WARWICKSHIRE PUBLIC SERVICE BOARD  
25<sup>TH</sup> JUNE 2009  
Update on the Economic Downturn  
Report from the Economic Development & Enterprise Block**

This report updates and extends that presented to PSB on 3<sup>rd</sup> March 2009 and comprises:

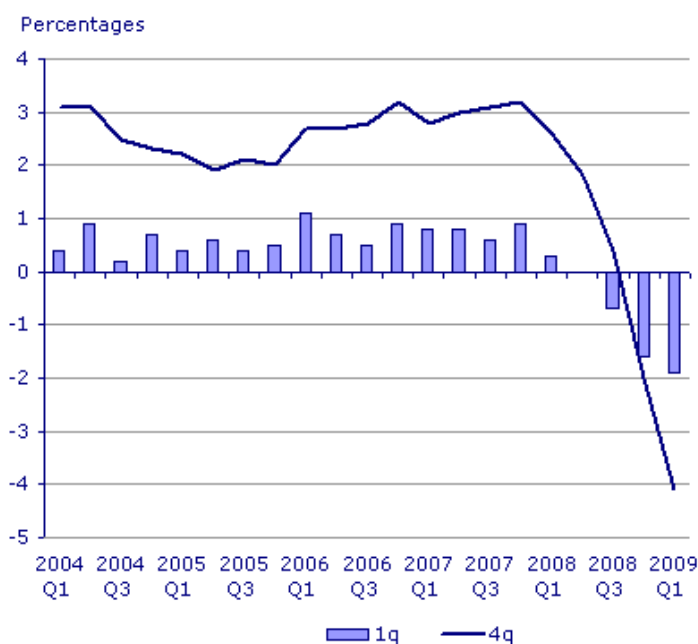
1. Economic overview and forecasts
2. Key impacts
3. Strategic response
4. Warwickshire response
  - housing and homelessness
  - debt and repossessions
  - redundancies
  - signposting support and advice
  - support for people
  - support for business
  - help for the high street
  - supporting the 3<sup>rd</sup> sector
5. Preparing for recovery

A short PowerPoint presentation summarising the above will be made. This is a fast moving agenda, so latest statistics and intelligence will be available for consideration by the Board.

**1. Economic update**

The country is in the middle of a deep recession. In the first quarter of 2009, the UK economy contracted by 1.9% compared to the previous quarter, and by 4.1% over the past year (see Figure 1 below). We have now seen four quarters of zero or negative growth.

Figure 1: GDP growth in the UK



It is expected that this contraction will continue to increase in the current quarter (2009 Q2), but there is increasing hope that this quarter will be the low point in this recession. Many forecasters are now predicting that economic conditions will gradually improve over the summer (i.e. levels of contraction will ease), with a possible return to positive growth at the end of year/beginning of 2010.

This tentative optimism is, in part, due to some improvement in a number of leading indicators and growing evidence of increased liquidity in the financial markets. In particular, recent weeks have seen:

- The OECD's composite leading indicator on economic output showing a slower pace of decline for the UK
- Improvement in the Chartered Institute of Supply & Purchasing Index, showing an increase in purchasing activity as companies have run down their stocks of goods and longer-term confidence grows
- Industrial output increased by 0.3% in April (the first time in 14 months), although the picture for the quarter as a whole was an overall contraction
- House prices rose in May for the second time in three months, although the overall three-monthly figure showed a decrease of 0.5% (but significantly better than the 3% fall in the previous quarter)
- Surveyors and estate agents recording a growing interest in the property market, and banks offering improved terms for mortgage agreements
- A number of banks, including the Lloyds Banking Group in the UK, indicating that they are ready to start repaying Government loans, indicating a marked improvement in liquidity and trading conditions in the financial sector.

However, these shoots of recovery are unlikely to impact on the "real economy" immediately. While the rate of growth in unemployment in the county has slowed in the last couple of months, the total number of people claiming Jobseekers Allowance stood at 12,160 in May – nearly double what it was just 12 months ago. We can expect these numbers to increase further over the coming months, as unemployment levels always lags behind changes in economic output. Previous recessions have seen unemployment levels peak 6-12 months after the lowest point.

Businesses will also continue to adapt and adjust to the new economic climate, and again we can expect more businesses to close or downsize despite a tentative improvement in the overall economy. The recent collapse of LDV reminds us that it is still uncertain times for many businesses. In the first quarter of 2009, the business base of Warwickshire fell by nearly 2000, down from 24,221 businesses to 22,253. This was a drop of 8.1%, more than the UK (6.0%) and the West Midlands (6.9%) average. It is likely that we will further declines over the summer, and that it will probably take a couple of years for numbers to return to pre-recession levels.

## **2. Key impacts of the economic downturn**

- Increasing redundancies, increases in unemployment and increased levels of debt; resulting in significantly more people and businesses requesting local authority and partner agency's advice, guidance and support
- Major loss in consumer and business confidence
- Talk of town centres looking run down, increasing numbers of shop vacancies and many regeneration projects mothballed

- Increasing levels of homelessness, domestic violence and family breakdown coupled with a sharp decline in house building meaning fewer social and affordable housing projects coming forward have been key features of the recession in some places. In Warwickshire the impact on these indicators has been more muted and in some cases, like increase in reporting incidences of domestic violence, it is hard to apportion cause.
- Local authority and other statutory sectors partner's ability to radically affect change within their own organisations has been stifled to some extent by the budget pressure facing us eg in terms of the Public Sector Challenge, Apprenticeship programmes and work placement for the hard to reach (Local Employment Partnership actions)

### **3. Strategic responses**

- Councils and partners supporting communities through delivery of core services are also adapting services and resources to meet expanded and new needs – all within the context of serious pressures on our budgets, including reduced income streams from many charged-for services and those of some strategic funding partners (e.g. AWM and LSC).
- Partners using range of mechanisms to raise awareness of services to local business, individuals and communities
- Preparations for recovery focused on maintaining long term strategies, delivering key infrastructure projects and working closely with key partners

### **4. Warwickshire response**

A WMLGA report published in May, entitled 'Weathering the Storm and Preparing for Recovery' surveyed all West Midlands local authorities to find out how the recession is affecting them; to identify emerging 'best practice' initiatives being utilised to mitigate impacts; and to look at longer term impacts and preparations for recovery.

They identified 8 key areas where the impact on local authority services and communities are being most felt.

The authors of this report have undertaken a quick analysis of actions, partners and the local authorities are taking in Warwickshire under each of these areas. The examples below are illustrations only and do not comprise anything more than a snap shot of some of the initiatives we have heard about. The recession is hitting different parts of the county in different ways and response is therefore going to be tailored to local circumstances – and the opportunity to respond.

Examples include:

#### ***i) Housing & Homelessness***

- Housekeeper Partnership in Nuneaton and Bedworth which involves agencies, solicitors and lending institutions. Aim is to enable people at risk of losing their homes to seek professional advice and help at early stages.
- Towards the end of last year, Stratford DC noted an increase in formal homeless approaches as a consequence of repossessions. However, more recently, numbers have stabilised as they, and other districts, have employed effective measures to prevent homelessness occurring in the first place. This includes, in Stratford, a rent deposit scheme to help people with initial deposits to access private rental sector – 2008/9 136 people used this

scheme vs just 40 planned as set out in the Districts housing strategy; good relations established with private landlords have eased the process of housing displaced people; and currently there is a massive proliferation of private tenancies available, as people are not selling homes, so potential undersupply of suitable accommodation is currently not a problem.

- North Warwickshire has similarly not seen a marked increase in numbers of repossessions, but are well prepared for it should it arise, as a time lag affect of redundancies. Eg Mortgage Rescue Scheme whereby (subject to conditions being satisfied) home owners falling behind on mortgage payments and facing repossession can apply to convert their property into a rented property (housing association becoming the owner). As a significant social landlord, NWBC have actually seen an improvement in their level of rent arrears rather than people falling behind! It is assume this is due to 60% on housing stock tenants being benefit claimants – things may be different in the private rental sector.

## ***ii) Debt & Benefits Advice***

- Organisations across Warwickshire like CAB dealing direct with local people concerned about money matters are still reporting a significant increase of workload compared to last year. There is more debt around and people are worried about housing insecurity (difficulty in paying mortgages); welfare benefits with household income decreasing due to redundancies, difficulties in finding new jobs, short time working, cessation of overtime etc. There is also an increase of enquires to organisations like Trading Standards, by people worried about getting into vastly inflated financial agreements with loan sharks.
- The responses to the economic downturn by such organisations has been rapid, there are still waiting times to see case officers for instance at the CABs, but new initiatives should help. The new 3 year Big Lottery Funded Legal Advice Warwickshire programme will start shortly to ensure people get professional advice and support over legal matters, support with court appearances etc. It is partnership between the main social, welfare and legal providers and will be using local contact drop-in points in Districts (CABs) as the 'hub'.
- Some of our CABs have receive extra resources from Citizens Advice nationally to augment services in these times.
- A meeting of key strategic and operation partners is taking place on 17<sup>th</sup> June 'Tackling Poverty & Promoting Financial Inclusion' for us to, collectively, gain a shared understanding of the range of different participants in this broad agenda and to find ways to work together – in the future- in a more coordinated and streamlined way. The customer perspective will be key. A report to future PSB will be made on the outcomes of the event.

## ***iii) Redundancies***

- Coventry & Warwickshire Economic Recovery Partnership (CWERP) has been established whereby strategic regional, sub regional and local partners liaise to collectively address issues and lobby for resources to help support business, employers and the workless facing difficulties. We have established a network and process for notification of businesses in difficulty and potential redundancies to enable partners such as JCP, Business Link or

the Chamber to investigate remedial actions before redundancies become a reality

- Working pro-actively at a regional level to help shape, inform and influence a major package of support (c. £22.75m) for people notified of redundancy, delivered by Unity Trade Union, and also on additional support via contracts with Private and public sector training providers.
- After lobbying from local agencies, the Warwickshire based “Skills for Jobs” project (run by WCC) is now able to provide advice and support for people made redundant as well as people who are long term unemployed.

#### ***iv) Signposting to Support & Advice***

- Referring companies notifying redundancies to the regional redundancy support package
- As a lead member of recruitment Network, WCC has helped consolidate a single access arrangement for employers via a new ‘Coventry & Warwickshire Offers More’ programme.
- All Warwickshire’s local authorities offer a web based advice and signposting sites to individuals and agencies offering support. They include news of local events and seminars such as the Weathering the Storm events held across the county; seminars run by Business Link and other partners; procurement events to help businesses prepare and compete for County Council and other public sector tenders etc.
- For people without immediate access to the internet, CWERP have commissioned JCP to produce a ‘hard copy’ pack of useful information for people and businesses in difficulty
- There are also a plethora of local initiatives eg North Warwickshire Community Partnership have dedicated its neighbourhood newspaper to give information and advise to residents worried about the recession.

#### ***v) Support for People***

- As well as increased workload and augmented support by agencies such as CAB and Warwickshire Welfare Rights; there are a number of strategic area based initiatives underway – and planned – to target multi agency support to communities most in need. A particular ‘gap’ for those looking for work is to ensure that they are connected more effectively to appropriate agencies, such as those contracted via DWP, to fill jobs. For the ‘hard to reach’ and long term unemployed getting a job is often well down on their list of priorities. Barrier breaking interventions, confidence building, work experience, and peer mentoring are amongst the many measures that will be employed.
- There are many programmes available for people looking to gain skills and qualifications and to re-train to enable them to improve their employability. Recent announcements by the LSC however, has seen a rapid slow down in the expansion of the highly successful Train to Gain programme for employed adults to gain Level 2 and in some cases, Level 3, qualifications. It is expected that the LSC programmes for young people will be unaffected.
- There are a number of initiatives where partners work closely with JCP to ensure local, unemployed people are given augmented support to access new jobs eg matching new jobs (and skill requirements) created by new investments to benefit claimants. And also through JCPs own programmes to

encourage employers to take on the 'hard to reach' via Golden Hello payments or ESF funded skills pledges for non accredited training

- PSB awarded Area Based Grant this year of £65,000 to support workless related activities which will go some way to help 'pump prime' some new initiatives and ensure longer term plans for strategic interventions on this agenda can be developed whilst more substantial multi-agency strategic funding initiatives are developed. This includes the new Connections to Opportunities (C2O) programme and the Sustainable Urban Development (SUD) projects in Nuneaton & Bedworth, in particular the Community Enterprise & Employment scheme. ABG will be used to :
  - fund extension of the Local Jobs Bus across priority wards in Warwickshire, links will be made with North Warwickshire new BOB Bus.
  - contribute to Coventry & Warwickshire Re-investment Trust to help lever additional AWM/ERDF funds to provide loans to people made redundant to start their own businesses. We expect to help at least 5 new start-ups with this money over the next year.
  - Discussions continue with JCP and Warwick Business School to see if there is scope for revisit the HOST initiative. This was introduced during the last recession to help senior managers and executives find new jobs and careers by a combination of retraining and work experience in local SMEs. We are conscious of not wishing to duplicate any of the new central Govt initiatives, the impact of which (locally) have not been fully absorbed, so progress on this element of the ABG has been slow
  - What is left will be used to establish a small barrier breaking fund for strategic partners to use to enable individuals overcome barrier to employment. Transport costs to interviews, short-tem child care measures, bespoke benefit advice around return to work etc. We expect this budget to be augmented once progress is made with the more substantial and strategic funding programme for the workless, e.g. C2O and SUD.

#### **vi) Support for Business**

- Regional partners, Business Link West Midlands (BL) have fundamentally restructured the delivery mechanisms of their services to respond to the economic downturn and, we believe, now offer a more comprehensive and responsive service to businesses in difficulty. However, there are still gaps locally that the PSB ABG award of £130,000 this year will help meet. The Chamber is using this to establish Enterprising Warwickshire which comprises:
  - distress support for businesses in difficulty, concentrating on cost control and developing new markets. 3 part-time Business Coaches have appraised the viability of 122 Warwickshire businesses so far since starting in April
  - start-up advice, providing mentoring, signposting and planning services for people considering self-employment. A full-time Enterprise Coach has been appointed and, since April, has assisted 48 individuals and undertaken 27 1:1 meetings to provide bespoke business start-up advice.

Both these programmes are complementary to those of BL and have BL's full support.

- Various Access to Finance programmes are available from both strategic bodies such as AWM and more locally via CW Re-investment Trust. Here companies can access small loans of up to £50,000 as working capital, for start-up or expansion. So far this year they have helped 27 Warwickshire businesses, including 8 start-ups. By distributing £348,000 in loans, 80 jobs have been created or safeguarded.
- Meeting property requirements – the focus on Warwickshire Investment Partnership's work has shifted in last year from engaging with businesses moving to, or expanding in, Warwickshire to dealing with companies who are looking to consolidate into more suitable and often smaller premises thus safeguarding jobs.
- As a response to the downturn and market demand, the Hub in Bayton Road, Exhall, has created some small enterprise 'pods' for start-up businesses unable to afford the expense of a full unit. 5 of the 6 units are now occupied.
- The County Council runs a number of managed workspaces (over 200 units) through which we offer short-term and flexible terms, ideal for small companies who currently cannot raise finance up-front or commit to traditional 'institutional' leases. Currently WCC are looking at ways of introducing a range of 'means tested' methods to lessen the burden on tenants who are currently struggling to pay their rents.

#### ***vii) Help for the High Street***

- WIP's property database system reports 145 retail premises available in Warwickshire compared to 36 this time (10th June) last year – a massive increase, so they have offered landlords who have not appointed property agents the option to promote their retail premises on our property database for free. Over 1/3<sup>rd</sup> of empty retail properties on the database are in Leamington, although the messages are mixed – the TC Partnership reports 33 businesses leaving since Christmas and another 35 coming in - so a confused statistical picture!
- Overall however, many of our Town Centre Managers are fairly sanguine about the situation and not reporting vast swathes of empty premises blighting our high streets, nor particularly noting a severe fall in footfall or reported retail sales. In Nuneaton Ropewalk, for instance the figure of empty premises is 6% of total, about the same as last year
- All Warwickshire town centres have taken a number of relatively small scale, but strategic, actions to help bring back confidence to the high street. The local package of remedial actions appear to have been developed closely with local retailers and other partners and benefit from good marketing and positive relationships with local media eg Nuneaton's programme of street entertainment.
- Some Town Centre Managers have reported changes to shopping patterns over the past year with a shift towards less frequent shopping expeditions to the high street, but bigger shopping baskets. Analysing the nature of the closures and openings, suggests people are
  - cutting down on discretionary, luxury items and some leisure activities, so fashion, high end/specialist food and restaurants are being hit
  - obviously some of the big high street names have gone: Woolworths, Bay Trading, MKOne where empty property, in some cases, has taken time to be released for re-sale or letting
  - and indications of empty until being taken up in places by some smaller independents

### **viii) Supporting the 3<sup>rd</sup> Sector**

- Research undertaken by RAWM (Regional Action West Midlands) looking into the impact of the economic downturn on the voluntary and community sector has just been published. It shows that Warwickshire's VCS has the second highest level of 'at risk' organisations in the West Midlands (14 upper tier authorities), 2<sup>nd</sup> only to Birmingham. This is of significant concern and partners including CAVA are undertaking 'under the radar' research with groups and unincorporated associations, whose information was not captured by the original research
- The CWIC (Cov & Warks Infrastructure Consortium) have accessed some Government funded Resilience Support Grant to support third sector groups through the recession . The grant is being used by partners to pump prime activities to encourage joint working and provide a sound basis for bids for future funding applications
- Public sector partners are working closely together to ensure that third sector organisations across Warwickshire have access to high quality support services through a single contract funded through the public sector partners.
- The Stronger Communities Partnership will be putting in a bid to the LPSA2 Reward Fund for a Third Sector Modernisation Fund to provide short-term investment to enable organisations to make longer-term efficiencies (e.g. through mergers or shared services)

## **5. Preparing for Recovery**

### **Context**

- Whilst unemployment is a lagging indicator and numbers are likely to continue to increase for some months yet, it is expected the rate of increase will begin to slacken. The economy is beginning to show tentative signs of improvement with a number of key indicators are picking up. Throughout the last 12 months, partners have been continued to plan for the future – to keep our longer term plans if not exactly on track, then certainly holding firm, but by necessity we have prioritised dealing with the 'here and now' finding new and better ways for business and individuals suffering as a consequence of the economic downturn.
- As strategic partners, the PSB needs to be aware of some relatively immediate 'opportunities' to help us through the recession in the short term and – at the same time – work with us to address some 'challenges' facing us ahead. The latter in relation to longer term strategies we need to be getting into place now to ensure Warwickshire (and the wider sub region) is more effectively placed to recover faster and stronger than ever.
- The credit crunch and subsequent recession also encourages us to consider the *type* and *nature* of economic growth that we want to see in the future, and highlights the need to make our economy ever more adaptable, diverse and resilient. These principles help guide the following proposals:



## Short term actions

### Business:

- Within Warwickshire and the wider sub-region, we have a strong history in innovative manufacturing and transport technologies; and a growing presence in ICT, Creative Industries and applied knowledge sectors (e.g. Serious Games Institute, the future Power Academy and environmental technologies). These present clear strengths as we move forward that can be built upon to help give the area a competitive advantage in an increasingly global economy. In the short to medium term, actions being taken to take forward work in this area include:
- Supporting, facilitating and maintaining commitment to key projects and developments, such as Ansty, the Power Academy, and possibly Stoneleigh and further down the line Judkins/ North West Nuneaton Strategic Development Site.
- Promoting and maximising the benefits of our key high technology assets through an enhanced sub-regional inward investment offer
- Identifying a clear future approach to economic growth and building consensus and momentum through a new sub-regional economic development strategy
- Building on our commitment for a low carbon economy, at both strategic (cluster) and operational levels, eg build on existing specialisms within our business support services, investigating re or up-skilling in environmental technologies using existing training centre infrastructure, raising awareness and understanding of sustainable development to business and support new industries in renewable energy, low carbon vehicles, biotechnology and sustainable construction to help us mover towards being a leader in low carbon economic growth

### People:

- Develop and resource some key new initiatives under the broad Narrowing the Gaps banner, in particular in relation to affecting service delivery of partner organisations' own resources.
- Establish a framework and begin to develop a 'workless' strategy setting out the key challenge – and opportunities - in this area across Warwickshire and, if relevant, create foundation for strategic allegiances with partners outside the county.
- Drive forward, with AWM and other external funders, the development and implementation of a number of significant strategic regeneration funding initiatives – like Sustainable Urban Development, the Connections to Opportunities and the new Future Jobs Fund programmes. Ensure there are genuinely shared delivery arrangements underpinning these programmes, especially with the 3rd and voluntary/community sector and that outcomes and impacts are communicated effectively and remedial action taken if necessary as opportunities present themselves

## Longer term actions

### Business:

- In the longer term, we need to build upon the assets set out under Business (paras above) and develop national and international recognition, undertake further strategic investments where appropriate to enhance our competitive advantage.

- In addition, while Warwickshire benefits from a relatively diverse economy, the recession has shown that certain parts of the county are still vulnerable and over-reliant on a limited number of sectors. Work will be undertaken to further analyse these areas and identify potential steps that can be taken to minimise future risk, providing recommendations for future policies and strategies. Moreover, there is a continuing need to facilitate and enhance entrepreneurship and innovation within Warwickshire, with actions over the medium to longer term including:
- Supporting and enhancing where appropriate business start-up and business growth provision in the county
- Helping develop an entrepreneurial culture amongst residents of Warwickshire, particularly within our young people
- Maintaining, encouraging and facilitating further investment by businesses in continual skills development for their staff
- Increasing the take up, and maximising the benefits of, knowledge transfer between businesses and higher education establishments within the sub-region.

#### **People:**

- Work with the PSB and partners across the LAA block to ensure greater alignment between service providers leading on key cross-cutting themes as identified in the Sustainable Community Strategy – reducing worklessness, increasing skills, Child Poverty, Neets, Financial Inclusion etc.
- Ensure that successful pilot activities, such as the Family Intervention Model, where agencies have come together in local areas to address specific challenges – are properly understood and – where resources permit- rolled out across the county in a phased manner.
- Overall, key need to continually up-skill our workforce to meet the skill needs of employers of the future.
- Under Narrowing the Gaps, ensure we raise the aspirations of young people, especially those in priority communities to break the cycle of deprivation and worklessness.
- Establish a more robust, strategic sub regional partnership to maximise opportunities to co-ordinate and align activities around employment and skills in the future.

#### **Recommendations for PSB**

Will be presented as part of the PowerPoint presentation at the meeting and after discussion with the Economic Development & Enterprise Board at their meeting on 22<sup>nd</sup> June.

***Report prepared by Janet Fortune and Dave Hill, Regeneration Strategy & Europe Team, WCC. 11<sup>th</sup> June 2009***

***Email:janetfortune@warwickshire.gov.uk or davidhill@warwickshire.gov.uk***

***Members of the Economic Development & Enterprise Block of the LAA have been consulted and a full discussion will be made at their Board meeting of 22<sup>nd</sup> June. A verbal update of any significant outcomes of that meeting will be given to PSB***

## Agenda Item 6

### Report to the Warwickshire Public Service Board

25<sup>th</sup> June 2009

#### 'WORKING TOGETHER, WORKING LOCALLY'

### Report of the Warwickshire Public Service Advisory Forum

#### **Recommendations:**

It is recommended that the Board:

- Endorses the recommendations reported by the PSBAF and modified by the Stronger Communities Partnership as shown in section 5 and agree the Stronger Communities Partnership Priorities as shown in section 6.

#### **1. Introduction**

- 1.1 This report outlines the key findings and recommendations following the last meeting of the Warwickshire Public Service Advisory Forum on 21<sup>st</sup> April 2009, which was held in Benn Hall, Rugby, Warwickshire.
- 1.2 This was the fourth meeting of the Public Service Advisory Forum and focussed on 'Working Together, Working Locally'. The meeting sought to identify ways in which partners can work together better locally in order to provide services that are responsive to local need. The meeting was timely as it coincided with the recent establishment of localities and community forums which in turn would help achieve objectives within the sphere of community engagement.

#### **2. Objectives**

- 2.1 The objectives for the Forum were:
  - Have a greater understanding, appreciation and commitment to Locality working
  - Understand the barriers to locality working and what needs to be done to overcome them
  - Make recommendations where appropriate to the Stronger Communities Block, Public Service Board where a multi agency solution is required to enhance localised working.
  - Placing greater emphasis on outcomes and less on process
  - Identify ways/opportunities to work together locally

#### **3. Key issues for consideration**

- 3.1 **Joining Up:** The Golden Thread – how does it all tie together, mapped out in a clear and simple way. How do we know what is already localised, what can be localised and what needs to be undertaken strategically?  
**Narrowing the Gaps:** Developing a Multi Agency Response, linking initiatives and focussing specific services at targeted groups. How we develop preventative measures at a local level, moving from consequence to cause. How do we ‘Bend the Spend’ as applied to address Narrowing the Gaps.  
**Communication & Engagement:** How to achieve effective and positive engagement with communities. Establishment of clear (joined up) communication channels both with communities and between Partner organisations. Reaching out to all sections of the community.  
**Outcomes:** How will we know that we are making a difference?

#### 4. Key Findings

- 4.1 In order to gain an understanding of Locality Working in Warwickshire a contextual picture was provided through the following presentations:
- Paul Galland (WCC) – Identifying Challenges
  - Oliver Goode & Alison Mather (Links Consulting) – Locality Working Works
  - ACC Andy Parker (Warwickshire Police) – Local Policing
  - Jerry Doherty (N&B LSP) – An Approach for Families
- 4.2 Area Managers from each of the 5 districts also provided examples of Locality Working within Warwickshire and these together with the presentations given on the day are posted on the Warwickshire Together website [www.warwickshire.gov.uk/laa](http://www.warwickshire.gov.uk/laa).
- 4.3 The remainder of this report outlines the key recommendations that arose from the following three group sessions:
- Group 1: Communications & Engagement  
Group 2: Narrowing the Gaps  
Group 3: Ways of working together to achieve outcomes – what do we need to do differently?
- 4.4 Full notes of the Group Sessions are attached as Appendix A. In addition to the recommendations listed in Section 5 below the following key issues were highlighted:
- Need to provide services in a more holistic multi agency manner with greater focus on causes rather than the consequence
  - In doing so greater advantage is required to achieve economies of scale
  - This in turn required a genuine commitment to target resources in areas of need (‘bend the spend’)
  - Public Sector agencies should encourage the community to take ownership for their locality
  - Comparative analysis was required to identify Best practice and plausibility – Stoke (Family intervention) Staffordshire, Cumbria, South Devon
  - There was a need to increase member engagement and commitment to locality working and engaging with communities

## 5. Key Recommendations

No	PSBAF Recommendation	Suggested Recommendation to Public Service Board
<b>Communication and Engagement</b>		
1	That clarification be sought on the extent of delegation of decision making to community forums	That public sector partners agree by 1st April 2010 a clear framework for the delegation of decision making to localities  That the role of Town and Parish Councils in shaping and delivering local services is enhanced through a new Local Councils Strategy, to be developed through the Stronger Communities Partnership and brought to the Public Service Board by 1 <sup>st</sup> April 2010
2	That a joined up approach to partnership communications be established	That the PSB endorses (or suggests amendment to) the priorities agreed by the Stronger Communities Partnership for 2009-11 – including priority 2.1: Joining up communications to provide local information to local people
3	That greater consideration be given to member engagement and commitment to community engagement	That the PSB endorses (or suggests amendment to) the priorities agreed by the Stronger Communities Partnership for 2009-11 including priority 4.1: Supporting and empowering front-line Councillors (from all three tiers) to play a leading role in their local communities. <sup>1</sup>
4	That community capacity building measures be explored to develop community ownership of the localities that they live in	That the Stronger Communities Partnership should (in conjunction with the District LSPs) oversee the mapping of all community capacity building activity, and report to the Public Service Board in January with a view to rationalising and enhancing activity which builds social capital.
<b>Narrowing the Gaps</b>		
5	Clarity of leadership at all levels to be established to ensure a joined up approach and commitment to narrowing the gaps	That the PSB should set itself a target through the Sustainable Community Strategy to remove all Warwickshire's neighbourhoods from the bottom 30% of the Index of Multiple Deprivation (England) within the lifetime of the Sustainable Community Strategy.
6	That differential targets be established for all LAA targets	That from 1st October 2009 District LSP targets are established for all LAA targets (where the District LSP has identified this as a priority).

<sup>1</sup> Guidance on this is provided by the publication 'The Role of the Front-Line Councillor in Neighbourhoods' (Local Government Information Unit April 2009).

No	PSBAF Recommendation	Suggested Recommendation to Public Service Board
		That from 1st October 2009 other differential targets are established for LAA targets where there is an identified 'gap' in performance regarding a particular social group or locality
7	That greater regard be given to the decommissioning of existing funding streams to ensure resources are allocated to achieve partnership objectives and priorities to those most in need	That all partners should seek to align their spending with agreed partnership priorities. That the Stronger Communities Partnership should oversee the development of a strategy or framework to ensure that we mitigate the effects of any disinvestment from non-priority communities or services – for instance through building social capital. To be submitted to the Public Service Board at its November meeting.
<b>Achieving Outcomes</b>		
8	That mechanisms be established enabling an aggregation of views from community forums to help inform strategic planning and delivery	That from 1st January 2010 District LSPs have agreed mechanisms to oversee and coordinate community consultation and engagement activities of individual partners and where appropriate combine them <sup>2</sup> That from 1st January 2010 District LSPs have agreed mechanisms to aggregate 'community intelligence' (including priorities agreed through Community Forums) to help inform strategic planning and delivery
9	That effective communication channels be utilised to ensure clarity of actions and projects that are being delivered (to avoid duplication and harness best practice)	That Action Plans or 'pledges' developed through Community Forums to address local community priorities are kept simple and transparent, and reported to District LSPs That all agendas, reports, action plans and minutes from Local and Thematic Strategic Partnerships are published on the internet. That the PSB endorses (or suggests amendment to) the priorities agreed by the Stronger Communities Partnership in March 2009 including priority 2.2: Identifying the key public service actions to be delivered short term in each of our localities and publicising these in the form of a Locality Pledge

## 6.0 Stronger Communities Partnership Priorities

6.1 The PSB is asked to endorse (or suggests amendment to) the priorities agreed by the Stronger Communities Partnership in March 2009 for the next two years, as listed below, and asks that the Partnership uses these priorities as the basis of its action planning.

### 6.2 Stronger Communities Key Principles:

<sup>2</sup> The wording of this recommendation is taken from the Government's Statutory Guidance 'Creating Strong, Safe and Prosperous Communities' page 15, the Role of the LSP.

- *Focus on the most disadvantaged communities ('narrowing the gaps')*
- *Creating efficiencies through partnership working – streamlining the strategies*
- *Taking a realistic and sustainable approach*

### **6.3 Stronger Communities Priorities 2009-11**

#### **6.3.1 Having an Influence...**

Developing and embedding the 30 Community Forums – ensuring links into local communities, and influence over local provision of public services

Developing a single shared framework for consultation and engagement – including shared timetables of planned engagement activity and reporting of results

Continuing to develop innovative approaches to involving service-users in the commissioning and review of services, including personal budgets.

#### **6.3.2 Access to Information**

Joining up communications to provide local information to local people

Identifying the key public service actions to be delivered short term in each of our localities and publicising these in the form of a Locality Pledge

#### **6.3.3 Community Cohesion**

Identifying and responding to local tensions at an early stage

'Mainstreaming Diversity' (acting to bring communities together)

Engaging with gypsy and traveller communities; and new and emerging communities.

#### **6.3.4. Building Social Capital (civic leadership and volunteering)**

Supporting and empowering front-line Councillors (from all three tiers) to play a leading role in their local communities.

High quality third sector support services ensuring local groups are able to meet the challenges of the economic downturn

A single point of access for community grants

Developing and utilising community-run facilities in each of our localities

Building sustainable rural communities

Increasing the profile of 'volunteering' opportunities with a focus on priority neighbourhoods, and unemployed people.

Developing standards of 'Volunteer Management' and support for Volunteer Managers.

#### **6.3.5 Sport and Active Recreation**

Increasing participation in sport and active recreation through the continued development of local Community Sports Networks in each district

Identifying external funding opportunities in support of the Community Sports Networks

### **6.3.6 Housing**

Increase private and public sector investment in affordable housing, using identified public sector sites where appropriate.

## **7. Next Steps/Summing up**

- 6.1 In the summing up reference was made to discussion which had taken place throughout the day on 'bending the spend' and what this meant practically. The example given by the Vice Chair Robin Verso was – 'If an organisation were to move 0.5% of its resources per year, cumulatively after 10 years the amount shifted becomes very significant with the potential to make a real impact'.
- 6.2 All who attended the meeting agreed that the discussions had been productive and useful and that actions from the meeting be reported to the LAA Stronger Communities Block 27<sup>th</sup> May, with recommendations being taken forward thereafter to the 25<sup>th</sup> June meeting of the Public Service Board.
- 6.3 All present also agreed that the engagement of communities and responsiveness of services was one of the most important challenges facing partners and the solutions lay in a multi agency approach that targeted those areas in most need.

STEVE STEWART-Chair of the Public Service Advisory Forum



## Appendix A

### Group 1 – Communication & Engagement (Oliver Goode)

#### Issues

- What is 'a community' – definition
- Develop a shared common language / understanding
  - Defining Community
  - Defining the Terms
- Giving people a voice
- Communicating in the wider sense
  - Getting the message out to the widest population
- Bag of opportunities e.g. Forums / Website etc
- Listening
- Honesty
  - What you can / can't do things
- Co-ordination
  - Common Message / Common Language
- Managing Conflicting / Expectations priorities
  - (Although often common issues expressed differently)
- Harnessing the power of the 'digital switch over'
  - (Red Button)
- One size doesn't fit all
- Who has the voice?
  - How reflective is this of wider community
- Collecting key local 'intelligence' collating
- Perceptions
- Increasing understanding the problems and potential solutions
- Sharing data/intelligence
- Using local media
  - Building relationships
  - How to sell good news stories
- Cost / Resources
  - Good communication '2-Way'
- Inclusion

#### Feedback

- 4 Key Issues
  - Definition
  - Joined up communication / bag of opportunities inclusively
  - Shared data / intelligence
  - Honesty / managing expectations and perceptions

#### Addressing Issues / Role of Members

- Balance between:
  - Officers
  - Elected Members
  - Community
- Limited decision making
- Joint agency action plans for specific priorities addressed
- Devolution of responsibility
- Community ownership of issues raised
- Definition
- Communicating to a wide audience / joined up communication

- Intelligence / Stories
- Honesty / Managing expectation & Perceptions

#### Key Areas for Action

- Clarity of extent of devolution
- Community Champions / Community Volunteers
  - Reaching out to the harder to reach groups through the most appropriate means
- Locality based communication and Publicity
  - Pooling resources e.g. website
- Political buy-In

### **Group 2: Narrowing the Gaps (Paul Galland)**

#### Issues

- People
  - Young people NEETS
    - Education
    - Quality Teaching
    - Teaching Support
  - Family Intervention (N & B Model)
  - Target finite resources at top 10-20% SOAs
  - Encourage people to help themselves
    - Community Ownership / Engagement

#### Obstacles

- Fractured nature of Service delivery
- Need to prioritise in each area & focus money on those top issues – based on robust evidence
  - Expert
  - Community Champ
  - Work with Communities
- Sustainability
  - Combat cynicism of short term
- Engaging harder to reach members of Communities
- Balance between Strategic & Local priorities
- PSB
  - Role in setting priorities & Objectives
- District LSPs to shape countywide picture
- Leadership
  - Relaxing control
  - Improving Communication between PSB / LSPs / Community Forums
- Effective engagement takes time
- Resources: allocate equally or not?
  - Political dimension
  - Long term NTG – Focus
  - Quick wins = good but not priority

#### Bending the Spend

- Set priorities
  - Issues – Countywide
  - Neighbourhoods
  - Define unique value of partners working together

#### Actions

- Leadership

- Top Down Bottom Up
    - Town/Parish
    - District
    - County
    - National
    - PSB
    - LSPS x 5
    - Community
    - Forums
    - Neighbourhood
- } Politics
- Setting priorities for the public sector in Warwickshire
    - Use Stats & Qualitative info to base decisions keep it simple / focused
    - Integrated risk assessment
  - Resources
    - Money
      - Mainstream
      - ABG
      - External
    - Resources
      - Staff
      - Communities
      - Councillors
    - Target towards need
    - Flexibility
    - Agreed protocols to Pool resources
    - Align timing of decision-making / budget setting

Next Step

- Actions from today
  - Identify clear process for what happens now / Communication Sign
  - PSB
  - ↓
  - LSPS
  - ↓
  - FORUMS

**Group 3: Ways of working together to achieve outcomes, what do we need to do differently? (Andy Parker / Robin Verso)**

What is Local Work?

- Priority Policing Areas
- Ruby BC work with families
- Rural Outreach in Stratford
- Need to avoid making it complex
- Build on existing
- Sharing information
- Don't stop delivering services
- Role of Parish & Town councils in process
- Work with Communities
- Be clear about who is doing what
- MAP – so that it is clear in each forum who is doing what
- What should we be doing in localities
  - Identify targeted neighbourhoods

- Build evidence base using observatory etc.
- Tackle the obvious & turn it into action
- Agencies need to work together & quickly
- Lack of Structure for meeting together to tackle issue
- Share information on issues

#### Outcomes

- How do we know we're making a difference?
- Perceptions of issue
- Hard data on issue
- Statistics moving in right direction
- Use what we have
- Led by statistics or perceptions?
- Consistent information
- Key messages
- Tell & inform people about what's happening – communication is key
- Joining up communication teams to get consistent messages out
- Simple information about key activities ½ - 1 side
- Explain what agencies we doing
- Deliver on priorities
- Manage expectations
- Make it real for local people
- Role of Councillors influencing
- Process & spreading the word

**REPORT TO WARWICKSHIRE PUBLIC SERVICE BOARD  
25<sup>TH</sup> JUNE 2009**

**FINANCE & PERFORMANCE UPDATE  
ABG Outturn, LPSA2 update and LAA Performance Report**

**Report of the Strategic Director of Resources  
& Assistant Chief Executive, Warwickshire County Council**

**Recommendations:**

The Board is recommended to:

- a) Accept and comment on the current progress of the LPSA2
- b) Agree the process for reward grant allocation in relation to LPSA2
- c) Support proposed developments outlined in Section 5.0 of this report in relation to data verification and audit process
- d) Note 1<sup>st</sup> Year LAA Performance & Area Based Grant Outturn
- e) Notes that £0.235 million of the Narrowing the Gap funding allocated to the Local Strategic Partnerships (LSPs) in 2008/09 will not be spent by 31 March 2009, therefore some of the LSP spending will be deferred until 2009/10.

**1.0 LPSA2**

- 1.1 The Local Public Service Agreement 2 (LPSA 2) came into operation on 1<sup>st</sup> April 2006. The Agreement consists of ten targets and runs for three years up to Dec 2010, with the majority of targets achieving completion by 31<sup>st</sup> March 2009.
- 1.2 Total potential reward monies associated with the projects amounts to £13,961,823 subject to stretch targets being met fully. This report provides an overall summary of performance for the LPSA2 targets as at 31<sup>st</sup> March 2009.

**2.0 Performance Summary**

- 2.1 The table below summarises the current position of the LPSA2 in relation to the projects competed by 31<sup>st</sup> March 2009, projects awaiting final data for 2008/09 and those which are ongoing.

	<b>Potential Reward Grant</b>	<b>Forecast Reward grant based upon current performance</b>
Completed projects (Actual data)	£6,864,563	£3,974,466
Completed projects awaiting final data for 2008/09 (forecasts)	£2,326,971	£2,326,971
Ongoing projects (forecasts)	£4,770,290	£3,868,588
<b>Overall Total</b>	<b>£ 13,961,823</b>	<b>£10,170,025</b>

2.2 The supporting detail of the progress made against each of the measures and sub-measures is provided in the tables below. More detailed information is available on the LAA Website.

### Completed projects (Actual data)

	Projects	Project end date	PPG allocated to date	Potential Reward Grant	Reward grant achieved	
					%	£
	<b>Overall Crime</b>		<b>£250,000</b>	<b>£2,210,621</b>	<b>64%</b>	<b>£1,414,797</b>
1	No. of violent offences in Warwickshire recorded by Warwickshire Police	Mar 2008		£795,824	0%	Nil
	Number of burglary offences			£751,611	100%	£751,611
	Number of thefts of motor vehicles			£552,655	100%	£552,655
	Number of thefts from motor vehicles			£110,531	100%	£110,531
	<b>Road Casualties</b>		<b>£150,000</b>	<b>£1,163,486</b>	<b>100%</b>	<b>£1,163,486</b>
3	Improve Road Safety BV99a(I) People killed or seriously injured	Dec 2008		£1,163,486	100%	£1,163,486
	<b>Youth Re-Offending</b>		<b>£145,000</b>	<b>£1,163,485</b>	<b>50%</b>	<b>£581,743</b>
2	The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2006	Dec 2006		£349,045	0%	Nil
	The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2007	Dec 2007		£232,697	0%	Nil
	The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2008	Dec 2008		£232,697	100%	£232,697
	Increase the number of parents receiving targeted support from YOT	Mar 2009		£232,697	100%	£232,697
	Increase parents satisfaction rate with this service					
	Increase the number of victims participating in a restorative process			£116,349	100%	£116,349
Increase victims satisfaction rate with this service						
	<b>Domestic Fires</b>		<b>£129,000</b>	<b>£1,163,486</b>	<b>70%</b>	<b>£814,440</b>
4	To reduce the number of deliberate secondary fires occurring on grassland, in refuse containers, outdoor structures, derelict property/vehicle and international straw.	Mar 2009		£349,046	100%	£349,046
	To reduce the number of deliberate primary vehicle fires			£465,394	100%	£465,394
	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			£349,046	0%	Nil
	<b>Dignity, Independence, Choices and Quality of Life</b>		<b>£120,000</b>	<b>£1,163,485</b>	<b>0%</b>	<b>Nil</b>
8	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	Mar 2009		£1,163,485	0%	Nil

**Completed projects awaiting final data for 2008/09** (To be updated for Cabinet on 30/07/09)

	Projects	Project end date	PPG allocated to date	Potential Reward Grant	Forecast Reward grant based upon current performance	
					%	£
7	<b>Tackling Poverty</b>		<b>£250,000</b>	<b>£1,163,486</b>	<b>100%</b>	<b>£1,163,486</b>
	Number of Housing Benefit & Council Tax Benefit Claims in Warwickshire	31 <sup>st</sup> March 2009		£988,963	100%	£988,963
	Number of successful new and amended claims for statutory benefits made as a result of the tackling poverty in Warwick District	Result av. In June 2009		£174,523	100%	£174,523
9	<b>Reduce waste to landfill and increase recycling</b>		<b>£48,890</b>	<b>£1,163,485</b>	<b>100%</b>	<b>£1,163,485</b>
	To increase the proportion of household waste arising recycled (through an increase in the recycling of glass, metal, plastic and some textiles) stretched	March 2009 Result av. In June 2009		£1,163,485	100%	£1,163,485

**Ongoing projects (forecasts)**

	Projects	Project end date	PPG allocated to date	Potential Reward Grant	Forecast Reward grant based upon current performance	
					%	£
5	<b>Improve education attainment – early years</b>		<b>£60,000</b>	<b>£ 349,046</b>	<b>0%</b>	<b>Nil</b>
	PSE Performance – Number of Children achieving L6 or above at Foundation Stage in Personal & Social Education	July 2009 Result av. In Sept 2009		£349,046	0%	Nil
	CLL Foundation Stage Number of Children achieving L6 or above at Foundation Stage in Communication Language and Literacy					
	<b>Improving educational attainment – Key Stage 2</b>		<b>£49,852</b>	<b>£ 232,697</b>	<b>0%</b>	<b>Nil</b>
	KS2 Attainment - English	July 2009 Result av. In Sept 2009		£232,697	0%	Nil
	KS2 Attainment - Maths					
KS2 Attainment - Science						
<b>Improving destinations for Young People</b>		<b>£200,000</b>	<b>£1,745,228</b>	<b>100%</b>	<b>£1,745,228</b>	
10	<b>Healthy schools</b>		<b>£166,000</b>	<b>£1,279,834</b>	<b>75%</b>	<b>£959,875</b>
	To increase the no. of schools in Warks achieving Healthy Schools status	31 <sup>st</sup> Dec 2009		£1,279,834	75%	£959,875
6	<b>Healthy lifestyles</b>		<b>£135,000</b>	<b>£1,163,485</b>	<b>100%</b>	<b>£1,163,485</b>
	Improve Mortality rates from all Circulatory Diseases in Nuneaton & Bedworth for persons under 75 years	31 <sup>st</sup> Dec 2010		£1,163,485	100%	£1,163,485

### 3.0 Explanation for missed targets for completed projects

3.1 The tables below provide further detail on the completed projects where the full LPSA2 target has not been met. They provide details of the forecast provided by the respective Projects Leads over the last 18 months and an explanation of why the full target has not been achieved.

1. Overall crime - No. of violent offences in Warwickshire recorded by Warwickshire Police		2007/08		2008/09			
		Q3	Q4	Q1	Q2	Q3	Q4
Value - £795,824	% forecasted reward grant	0%	0%	N/a - End date was 31 <sup>st</sup> March 2008			
<p><b>Reasons for missed target</b> - There were 5,275 fewer victims of crime this year compared to 2007/8. Vehicle crime has reduced by 24.5 % and domestic burglary reduced by 16.6%.            Violence has reduced by 2.7%; criminal damage has reduced by 10% but still above target.. Of the mandatory 10 targets within the BCS basket of indicators, 6 are green. Reds are:</p> <ul style="list-style-type: none"> <li>• theft from person</li> <li>• criminal damage</li> <li>• common assault</li> <li>• woundings</li> </ul> <p>However, there was an 11.6% reduction in crime compared to last year but not enough to meet the overall target for 2007/8. Partners have worked together to reduce crime, which compares positively against most similar police force areas in the country. The county violence group is addressing issues of violence with partners to address those issues. Work on acquisitive crime will continue into the new LAA, along with criminal damage.</p>							

2. Youth reoffending - The % of Young People who re-offend within 12 months based on the cohort identified between Oct 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2006 and Oct 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2007		2007/08		2008/09			
		Q3	Q4	Q1	Q2	Q3	Q4
Value - £581,742	% forecasted reward grant	N/a - End date was 31 <sup>st</sup> Dec 2007					
<p><b>Reasons for missed target</b> – 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.</p> <p>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”. 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.</p>							



4. Domestic Fires - To reduce the number of deliberate primary property fires		2007/08		2008/09			
		Q3	Q4	Q1	Q2	Q3	Q4
Value - £349,046	% forecasted reward grant	100%	100%	100%	60%	100%	0%
<p><b>Reasons for missed target</b> - The overall numbers of deliberate primary property fires are low. However, despite various data analysis and targeted prevention activities the indicator has exceeded target, due primarily to the number of non-domestic (commercial) property fires.</p> <p><b>The basis of forecasting throughout the duration of LPSA2</b></p> <ul style="list-style-type: none"> <li>• Targets are set at the beginning of each financial year for all projects and are seasonally adjusted.</li> <li>• This involves operational managers who need to sign off the targets.</li> </ul> <p><b>The ways in which regular monthly monitoring data has been used to inform forecasting judgements over the period of LPSA2</b></p> <ul style="list-style-type: none"> <li>• Performance is scrutinised each month and takes into account planned prevention initiatives, in discussion with operational managers</li> <li>• On-going risk analysis is applied based on actual results to try and identify patterns / trends and is shared with Area Risk Managers. This activity is undertaken in conjunction with the actions outlined above.</li> </ul> <p><b>Explanation of the variances in forecasting:</b></p> <ul style="list-style-type: none"> <li>• The particular difficulty with this indicator is the very small numbers across the county (227) and the wide distribution of incidents. This has made it difficult to target campaigns due to the random nature of occurrences across Warwickshire. There have been a number of multi-attendances to the same address, e.g. Poachers Pocket in Nuneaton. Again, whilst the % variance is noticeable it must be remembered the numbers we are dealing with annually are very small and hopefully remain so.</li> </ul> <p><b>Future arrangements</b></p> <p>WFRS will continue to monitor the occurrence of deliberate primary property fires and hotspot profiles have been prepared for each of the Area Risk Teams, which includes data on non-domestic property fires to continue with targeted campaigns to reduce the number of incidents. Performance is to be monitored each month. The Service Plan report card covers this area as an area for improvement</p>							

5. Educational Attainment - No. of Children achieving L6 or above at Foundation Stage in Personal & Social Education, Communication Language and Literacy		2007/08		2008/09			
		Q3	Q4	Q1	Q2	Q3	Q4
Value - £581,743	% forecasted reward grant	0%	0%	0%	0%	0%	0%
<p><b>Reasons for missed target</b> - The LPSA2 projects in both Dordon and Stratford have been a huge success and will continue through the Children's Centres in each area. The benefits for families have been documented and the impact on outcomes for children are already visible. However, because the actual targets for this project were totally unrealistic, they could not be met, which why, technically, the project has failed. The targets that were set were measurable at the end of the Foundation Stage when some children would be nearly six but the input was at the early stages when the children were under one year. It could, therefore, be 5 years in some cases before the outcome of the intervention could be measured. The impact could not even be measured during the LPSA2 timescale for the first cohort.</p>							

8. Dignity, Independence, Choices and Quality of Life		2007/08		2008/09			
		Q3	Q4	Q1	Q2	Q3	Q4
Value £1,163,485	% forecasted reward grant	100%	100%	100%	100%	60%	0%

**Reasons for missed target** - Customer satisfaction is difficult to predict in social care as numerous factors outside of the control of the County Council impact on perceived satisfaction.

#### **The basis of forecasting throughout the duration of LPSA2**

During the first year of LPSA2 there was no reason to believe that we should predict less than 100% success in meeting our 3 year target to achieve 69.5% of older people saying that they were “extremely or “very” satisfied with their home care by 31<sup>st</sup> March 2009; given that we had put measures in place to improve quality.

Our 2007/08 survey did not pick up information from customers using direct payments and we felt that these customers should be more satisfied with their services and that not seeking this information had artificially depressed our results. Moreover, although we had chased responses through written means we had not used telephone surveys as a method something that we planned for 2008/09 as research evidence shows that those who are most satisfied are less likely to respond to postal surveys.

After the dip in performance in 2007/08, we put in place series of measures designed to improve quality and hence satisfaction during 2008/09. Measures of quality through star ratings provided through CSCI (now care quality Commission) indicated that quality was improving. The overall percentage of Warwickshire domiciliary care agencies rated as good or excellent increased from 84.9% in 2007 to 86.4% in 2008

Unfortunately this intelligence indicated a slump in satisfaction in the penultimate quarter which resulted in us revising our forecast down to partial meeting of the target i.e. 60%. By the final quarter we had provisional outturn for 2008/09 which showed that we would not even reach 60% of the stretch and a final figure of 62.7 % extremely or very satisfied with home care was reported to the Department of health at the end of May to meet their deadline of 31<sup>st</sup> May.

The inclusion of people using direct payments, as required by the Department of health has actually led to a decrease in expressed satisfaction. We are investigating this but it has been suggested that this may be due to increased expectations rather than less good quality services controlled by the customer.

## **4.0 Allocation Process for LPSA2 Reward Grant**

4.1 At its meeting on 30th April 2009, the Board agreed to establish a Sub Group to develop and oversee the process for reward grant allocation. The Group has now formed and is made up of:

- Jerry Hutchinson, North Warwickshire Borough Council
- Christine Kerr, Nuneaton and Bedworth LSP
- Leigh Hunt, Rugby LSP
- Andy Jones, Warwick District Council
- Paul Tolley, WCAVA on behalf of CWIC
- Charles Goody, Stratford LSP
- Andy Parker, Warwickshire Police
- Vaughan Owen, WALC
- Nick Gower Johnson, Warwickshire County Council

The Sub Group has given some initial consideration to the process and timeline that should be followed and is currently working up a set of guidance notes and the relevant expression of interest forms.

4.2 This section of the report informs the Board of the suggested process and timelines that could be followed and proposes an invitation to partnerships to consider developing their bids for reward grant allocation. In developing the timetable we have taken into account the following factors:

- The need to develop and operate a reasonable two stage process which avoids all applicants having to complete detailed applications
- Giving those applicants that submit successful expressions of interest a reasonable period of time within which to work on their detailed proposals
- The need to ensure that the recommendation and decisions making processes are fair transparent and take place in meetings open to the public
- The need for the Board to make its recommendations on the allocation of the reward grant in full knowledge of actual and verified figures

4.3 In terms of allocation a two stage process as below, is proposed:

**Stage 1** – An invitation to *strategic partnerships* and current LPSA2 Project Leads to submit a succinct expression of interest that will describe their proposal and clearly sets out ways in which it might address the Board's Priorities. These would then be considered by the Sub Group who would then recommend to the full PSB those Projects that should be invited to develop detailed bids

**Stage 2** - Detailed bids would be considered by the Sub Group which would then, make recommendations to the Board for allocation of reward grant

4.4 The proposed timeline in support of this activity is set out below:

Agree approach via PSB on	25 <sup>th</sup> June 2009
Invite expressions of interest immediately thereafter with a closing date of	20 <sup>th</sup> August 2009
PSB considers recommendations of the Sub Group on Expressions of Interest and makes recommendations to the full PSB on	23 <sup>rd</sup> September 2009
Sub Group then invites detailed bids on expressions of interest with a closing date of	30 <sup>th</sup> November 2009
Recommendations of the Sub Group to the PSB for consideration of proposed allocations on	26 <sup>th</sup> January 2010
Endorsement of PSB recommendations by County Council	TBA – dependent on verification process

## 5.0 Performance Reward Grant Claim

5.1 To be able to claim the Performance Reward Grant (PRG) we must provide CLG with the following information:

1. Internal Audit certificate regarding the robustness of the reported performance information (supplied by Risk and Assurance services)
  2. Completed Grant Claim in CLG format (covering all targets)
  3. Certification from the WCC Chief Executive as to the robustness of performance management and information systems, based upon assurance from Internal Audit and Partner organisations
- 5.2 These elements will need to be completed in relation to all the LPSA2 targets, regardless of whether they have achieved reward grant.
- 5.3 The Chief Executive's letter will also need to confirm that pump priming grant has been used to support eligible expenditure, i.e. satisfy grant conditions.
- 5.4 CLG expect only one comprehensive claim to be made after the end of the agreement and for authorities to wait until verification work has been completed before submitting the claim. PRG will then be paid in two instalments, one in each of the two financial years following the end of the Agreement. They would expect to be able to make payment of the first instalment of PRG before 31<sup>st</sup> March in the year following the end of the Agreement.
- 5.5 Similar timing applies to the final instalment of PRG claimed in the following year.
- 5.6 A specific issue for Warwickshire is that two of our projects are not yet complete (Healthy Schools – December 2009; and Healthy Lifestyles – December 2010) which could impact when we are able to submit our PRG claim. The Steering Group are currently seeking clarification from GOWM on this issue (response still awaited).
- 5.7 The response from GOWM will determine when we are able to submit our PRG claim, i.e. whether we are able to submit an interim claim for projects completed up to 31<sup>st</sup> March 2009 and also when we will receive our first instalment of PRG.
- 5.8 Assuming we are able to submit an interim claim, the following timetable sets out the activity to be undertaken:

Action	Owner	Deadline
<ul style="list-style-type: none"> <li>• Develop processes and procedures to address all audit and data verification requirements based upon CLG and GOWM guidance</li> </ul>	LPSA2 Steering Group	10 <sup>th</sup> July
<ul style="list-style-type: none"> <li>• <b>Project leads together with Directorate Performance and Finance Leads to supply all supporting data for <u>all</u> targets, regardless of performance</b></li> </ul>	<b>Project Leads</b>	<b>31<sup>st</sup> July 2009</b>
<ul style="list-style-type: none"> <li>• Returns to be consolidated, reviewed and submitted to WCC Internal Audit Team</li> </ul>	LPSA2 Steering Group	Aug 2009
<ul style="list-style-type: none"> <li>• Conduct WCC Audit of all data and evidence</li> </ul>	Internal Audit	Sept 2009
<ul style="list-style-type: none"> <li>• Grant claim completed in CLG format in liaison with GOWM</li> </ul>	Steering Group	Oct 2009
<ul style="list-style-type: none"> <li>• WCC Head of Audit to provide Audit certificate</li> </ul>	Internal Audit	Nov 2009
<ul style="list-style-type: none"> <li>• Certification provided by WCC Chief Executive</li> </ul>	Chief Executive	Dec 2009
<ul style="list-style-type: none"> <li>• Submit claim to CLG</li> </ul>	Chief Executive	16 <sup>th</sup> Dec 2009

5.9 Project Leads together with Performance and Finance Leads from within the respective organisations will be responsible for the generation of the necessary supporting evidence. The LPSA2 Steering Group will provide support at all stages of the verification process and coordinate the overall claim process.

## **6.0 Receipt of Performance Reward Grant**

6.1 Subject to confirmation by GOWM, as to when we are able to submit our claim and for which projects, it is currently anticipated that Reward Grant will be paid half in 2009/10 and half in 2010/11, with half the money being capital grant and half a revenue grant.

6.2 Assuming GOWM confirm that we can currently only claim for projects completed by 31<sup>st</sup> March 2009 then the current forecast Reward Grant for such projects is £6.3 million.

6.3 Therefore, we should receive £3.15 million in 2009/10 and 2010/11, of which £1.575 million in each year would be revenue money.

6.4 It should be noted that the first £1.5 million, plus accrued interest, of the revenue element of the Reward Grant to be received in 2009/10 will be used to repay the Virtual Bank loans for the pump priming top-up and the additional £1 million allocation agreed by Council on 18<sup>th</sup> March 2008.

6.5 When allocating Reward Grant we should be mindful that any future spend should align with receipt of grant and that any allocations should only be made following confirmation that targets have been achieved and reward grant will be paid by CLG.

## **7.0 Lessons learnt & ongoing Performance Management**

7.1 As LPSA 2 enters its latter stages the time is opportune to take stock of experiences and to determine what lessons can be learnt from the process. In the light of information provided through forecasting and discussions with project leads the following issues have emerged:

- a) The importance of target setting and baselining from a robust evidence base to ensure that final targets-once agreed-whilest stretching are also achievable
- b) The importance of effective project management and focussed resource allocation in determining the extent of success

7.2 Of particular significance are the following issues:

- a) That a greater awareness is required from project leads on the importance of timely and accurate forecasting. There have been instances where projects have been reported on target when factual data indicated otherwise and a tendency to predict that targets would be attained until the proximity of completion dates-when slippages would then be reported.
- b) In some cases accurate forecasting has been made difficult due to the availability of data which may only be available on an annual basis or through a survey. In such cases it is argued that more consideration needs to be given to the use of proxy measures. This point is pertinent for two reasons. The first is the extent to which a large number of LAA measures are dependant upon data/surveys that are available on an annual basis. The second is the resistance that has been encountered in




establishing proxy measures in respect of such indicators to minimise the incidences highlighted in a) above.

7.3 Whilst the majority of projects have been completed, there are a number of projects that are still ongoing and performance monitoring and management arrangements will need to learn from the experiences to date and continue to ensure accuracy of forecasting and robust remedial actions where appropriate.

7.4 Project Leads will subsequently be asked to provide an update on the source and background data which supports the overall target for ongoing projects.

## 8.0 LAA Summary of Performance

8.1 The table below summarises the LAA Performance for 2008 – 2009. More detailed information is available on the LAA Website.

	Quarter 4 Actual compared to year end target <sup>#</sup>						Total	
	Forecast to exceed target		Forecast to meet target		Forecast to miss target			
								
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%
Children & Young People	4	21	11	58	4	21	19 (9)*	100%
Safer Communities	4	67	0	0	2	33	6	100%
Stronger Communities	2	50	0	0	2	50	4(1)*	100%
Healthier Communities & Older People	2	22	3	33	4	45	9(2)*	100%
Economic Development & Enterprise	2	33.3	2	33.3	2	33.3	6	100%
Climate Change & Environment	3	75	1	25	0	0	4(2)*	100%
<b>OVERALL TOTAL</b>	<b>17</b>	<b>35.4</b>	<b>17</b>	<b>35.4</b>	<b>14</b>	<b>29.1</b>	<b>48 (14)*</b>	<b>100%</b>

\* Number of indicators not reported on, due to data issues - indicators which are gathering baseline information, or awaiting target setting

## 9.0 ABG Outturn

- 9.1 The purpose of this section is to inform the PSB of the 2008/09 outturn for the use of Area Based Grant.
- 9.2 It covers Warwickshire County Council's 2008/09 Area Based Grant of £22.151 million plus the additional £1 million made available for 2008/09 only, which was allocated by WCC on the 18 March 2008. A further £0.636 million was allocated during the year as changes in previously notified grant levels and some additional funding through ABG was received.
- 9.3 This has been compiled on the basis of the returns from each of the Themed Blocks in receipt of grant, in consultation with partners.

#### 10.4 Spending Compared With Estimates

10.4.1 The 2008/09 outturn for Area Based Grant and the additional £1 million top-up allocation is an overspend of £2.190 million. This overspend represents 9.2% of the funds monitored. However, £1.864 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. Also, Connexions received £0.147 million of additional funding over and above the ABG funding which was spent on the LAA priorities. Therefore, excluding these elements, the outturn for the budget is an overspend of £0.180 million, 0.8% of the total funds monitored.

10.4.2 Providing funding to meet any overspend is the responsibility of the relevant partner at the end of the financial year. A detailed breakdown of the variations by themed block and by partner can be found in Appendix A. This shows that Warwickshire County Council has responsibility for an overspend in the Healthier Communities and Older People Block

10.4.3 Table 1, below, shows a summary of the position for each of the Themed Blocks in receipt of funding. A breakdown of the variations by partner can be found in Appendix A.

**Table 1**

Themed Block	Budget Available £	Spend £	Variation £	Variation %
Children and Young People	10,436,261	10,436,261	-	-
Healthier Communities and Older People	9,727,144	10,215,840	488,696	6.2
Climate Change and Environment	2,068,658	2,068,658	-	-
Safer Communities	2,553,766	2,507,818	(45,948)	-1.8
Stronger Communities	1,012,137	748,924	(263,213)	-26.0
<b>Total</b>	<b>25,797,966</b>	<b>25,977,501</b>	<b>179,535</b>	<b>0.8</b>

10.4.4 Of the additional £1 million made available, for 2008/09, by the County Council, £0.800 million was allocated to the Local Strategic Partnerships (LSPs) for Narrowing the Gap projects. Table 2, below, shows a summary position for each LSP in receipt of funding.

**Table 2**

LSP	Grant £	Spend £	Variation £	Variation %
North Warwickshire	100,000	100,000	-	-
Nuneaton and Bedworth	400,000	297,746	(102,254)	-25.6
Rugby	100,000	32,500	(67,500)	-67.5

Stratford on Avon	100,000	92,932	(7,068)	-7.1
Warwick	100,000	41,833	(58,167)	-58.2
<b>Total</b>	<b>800,000</b>	<b>565,011</b>	<b>(234,989)</b>	<b>-29.37</b>

10.4.5 Of the LSP's only North Warwickshire have fully spent the Narrowing the Gap funding by 31 March 2009. Some projects initiated by the LSPs began later in 2008/09 and therefore funding will continue into 2009/10.

10.4.6 It is expected that any LSP funding carried forward to 2009/10 will be fully spent by the 31st March 2010 and that all underspends will be used for their originally intended purpose, as specified in their approved delivery plan. Other than the need to carry forward spending into 2009/10 the variation in spending is not expected to have any consequence for the delivery of the agreed targets.

## 11.0 Recommendations

The Board is recommended to:

- a) Accept and comment on the current progress of the LPSA2
- b) Agree the process for reward grant allocation in relation to LPSA2
- c) Support proposed developments outlined in Section 5.0 of this report in relation to data verification and audit process
- d) Note 1<sup>st</sup> Year LAA Performance & Area Based Grant Outturn
- e) Notes that £0.235 million of the Narrowing the Gap funding allocated to the Local Strategic Partnerships (LSPs) in 2008/09 will not be spent by 31 March 2009, therefore some of the LSP spending will be deferred until 2009/10.

Dave Clarke, Strategic Director of Resources  
 Monica Fogarty, Assistant Chief Executive  
 Warwickshire County council

11<sup>th</sup> June 2009



Breakdown of the Budget Variation on Outturn by Partner

Appendix A

Partner Organisation	Position as at 31/03/09						Reason for Variance
	Grant £	Partner Budget Provision £	Total Available Budget £	Spend £	Variation £	Variation %	
<b>Children and Young People</b>							
Connexions	4,379,461	146,543	4,526,004	4,526,004	-	0.0%	Connexions received additional funding over and above the ABG funding which was spent in delivering the LAA outcomes.
Warwickshire County Council	5,910,257	-	5,910,257	5,910,257	-	0.0%	
<b>Total</b>	<b>10,289,718</b>	<b>146,543</b>	<b>10,436,261</b>	<b>10,436,261</b>	<b>-</b>	<b>0.0%</b>	
<b>Healthier Communities and Older People</b>							
Warwickshire County Council	7,863,144	1,864,000	9,727,144	10,215,840	488,696	6.2%	£1.864 million relates to Preserved Rights. This was identified prior to the start of the financial year and provision to meet this cost is provided for within WCC budget. There are overspends on Supporting People Administration due to the use of Agency staff to cover staff sickness and unanticipated audit/ inspection fees. The Carers grant is overspent due to an increase demand on the service. There was a planned underspend on Mental Health Capacity to fund known 2009/10 pressures.
<b>Total</b>	<b>7,863,144</b>	<b>1,864,000</b>	<b>9,727,144</b>	<b>10,215,840</b>	<b>488,696</b>	<b>6.2%</b>	
<b>Climate Change and Environment</b>							
Warwickshire County Council	2,068,658	-	2,068,658	2,068,658	-	0.0%	
<b>Total</b>	<b>2,068,658</b>	<b>-</b>	<b>2,068,658</b>	<b>2,068,658</b>	<b>-</b>	<b>0.0%</b>	

<b>Safer Communities</b>							
Warwickshire Police Authority	205,000	-	205,000	194,561	(10,439)	-5.1%	One of the Community Safety Analyst posts has been vacant since Feb 2009
Nuneaton and Bedworth CDRP	80,011	-	80,011	79,553	(458)	-0.6%	A commitment has been made in relation to the NABSCOP Annual Report
North Warwickshire CDRP	55,660	-	55,660	55,660	-	0.0%	
Rugby CDRP	66,096	-	66,096	66,096	-	0.0%	
Stratford CDRP	66,096	-	66,096	66,096	-	0.0%	
Warwick CDRP	80,011	-	80,011	80,011	-	0.0%	
Warwickshire County Council	2,000,892	-	2,000,892	1,965,841	(35,051)	-1.8%	The Domestic Abuse Helpline has had lower running costs than expected. There is a planned underspend on the Road Safety grant to fund known 2009/10 pressures.
<b>Total</b>	<b>2,553,766</b>	<b>-</b>	<b>2,553,766</b>	<b>2,507,818</b>	<b>(45,948)</b>	<b>(1.8)</b>	
<b>Stronger Communities</b>							
Nuneaton and Bedworth LSP	400,000	-	400,000	297,746	(102,254)	-25.6%	Projects commenced after 01.04.08 meaning funding will now overlap into 2009/10
Warwick LSP	100,000	-	100,000	41,833	(58,167)	-58.2%	There have been problems recruiting to Community Enterprise Worker and Swimming Instructor posts
North Warks LSP	100,000	-	100,000	100,000	-	0.0%	
Rugby LSP	100,000	-	100,000	32,500	(67,500)	-67.5%	The projects financed by this funding overlap two financial years. The projects will be completed in 2009/10
Stratford LSP	100,000	-	100,000	92,932	(7,068)	-7.1%	Two projects started later in the year than anticipated meaning funding will now overlap into 2009/10
Warwickshire County Council	212,137	-	212,137	183,913	(28,224)	-13.3%	The contract was let later than expected meaning the funding will now overlap into 2009/10.
<b>Total</b>	<b>1,012,137</b>	<b>-</b>	<b>1,012,137</b>	<b>748,924</b>	<b>(263,213)</b>	<b>-26.0%</b>	
<b>Total</b>	<b>23,787,423</b>	<b>2,010,543</b>	<b>25,797,966</b>	<b>25,977,501</b>	<b>179,535</b>	<b>0.8%</b>	