

## **PUBLIC SERVICE BOARD**

### **AGENDA**

**Wednesday 23<sup>rd</sup> September 2009 at 10.00 am**  
**Dormer Conference Centre, Dormer Place, Leamington Spa CV32 5AA**

#### **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 25<sup>th</sup> June 2009 (attached)
- b) Matters arising from the minutes and not otherwise covered by the agenda
- c) Notification of Items under Any Other Business

### **3. Appointment of Vice-Chair**

## **B-SUBSTANTIVE ITEMS**

### **4. Total Place**

Update from Jim Graham-Chief Executive (WCC)

### **5. Comprehensive Area Assessment/Partnership Effectiveness**

Presentation from Mary-Ann Bruce-Audit Commission and report from Monica Fogarty-Assistant Chief Executive, (WCC)

### **6. Future Partnership Governance Arrangements-Proposals**

Outline Proposals from the PSB Governance Review Sub-Group

### **7. Carers & Employment in Warwickshire**

Report from Graeme Betts, Strategic Director of Adult, Health & Community Services and Jane Beaver, District Manager for Job Centre Plus, Coventry & Warwickshire

### **8. Economic Downturn Update**

Report from the EDE Block on developments since the last meeting

### **9. Narrowing the Gaps**

Report from Paul Galland, Strategic Director of Environment and Economy (WCC)

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

### **10. LAA Update**

Composite report addressing , LPSA 2 and ABG processes, financial matters and asset management review.

## D-CLOSE OF BUSINESS

### 11. Any Other Business

### 12. Future Meetings

Date, Time and Venue	Agenda Items
25 November 2009- 10:00 a.m.- venue tbc	<ul style="list-style-type: none"><li>• Responding to the Economic Downturn</li><li>• Putting People First</li><li>• Partnership Risk Register</li><li>• Early Family Centred Intervention</li><li>• LSP NTG Update (2008/09) funding</li><li>• Joint Communications</li></ul>
26 January 2010- 2:00 p.m. – venue tbc	

#### Objectives

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

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

#### Accessibility

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

Paper for the meeting will be available 7 days before the meeting and minutes of the meeting will available 7 days after the meeting. Papers for the meeting will be available on the LAA website (see below) and also through contacting:

Pete Keeley  
Principal Committee Administrator  
Tel: 01926 412450 or Email: [petekeeley@warwickshire.gov.uk](mailto:petekeeley@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

Bill Basra, Partnership Delivery 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 25 June 2009  
at The Trident Park Technology Centre, Leamington Spa.**

Present:

**Members of the Public Service Board**

Council Leaders:

Alan Farnell, Warwickshire County Council (Chair of Board)  
Warwick District Council – Apology sent  
Nuneaton and Bedworth Borough Council – Apology sent  
North Warwickshire District Council – Apology sent  
Rugby Borough Council – Apology sent  
Stratford on Avon District Council – Apology sent

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

Coventry LSP – Peter Shearing

Coventry City Council – John McGuigan

CWIC – Jacqui Aucott

GOWM – John Perkins

IEWM Learning to Deliver – Derrick Johnstone and David Galliers

NHS Warwickshire/WCC – John Linnane

Warwickshire Police – Chief Constable Keith Bristow.

WALC - Alison Hodge

Warwickshire County Council – Councillors Penny Bould, Peter Fowler and Heather  
Timms

Warwick District Council – Councillor Les Caborn

**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

County Council Bill Basra, LAA Manager.  
 Colin Ball, Camp Hill Project Director  
 David Carter, Strategic Director for Customers, Workforce and Governance  
 Marion Davis, Strategic Director for Adult Health, Children Young People and Families  
 Monica Fogarty, Assistant Chief Executive  
 Janet Fortune, Group Manager, Economic Devt., Environment and Economy Directorate.  
 Nick Gower-Johnson, County Localities and Communities Manager.  
 Jim Graham, Chief Executive  
 David Hill, Economic Strategy Adviser, Environment and Economy Directorate.  
 Jean Hardwick, Interim Member Support Manager  
 Virginnia Rennie, Group Accountant  
 Katie Western, Community Safety Manager

1.	<p><b>Apologies for Absence</b></p> <p>Were received from Councillors Michael Doody ( Warwick District Council), Colin Hayfield (North Warwickshire District Council), Craig Humphrey (Rugby Borough Council), Les Topham (Stratford on Avon District Council), Peter Gilbert (Nuneaton and Bedworth Borough Council), Paul Jennings (NHS Warwickshire), and Kim Thorneywork (Learning and Skills Council (C&amp;W)).</p>	
	<p><b>Welcome</b></p> <p>The Chair welcomed Derrick Johnstone and David Galliers (IWM Learning to Deliver) and John Linnane (NHS Warwickshire) to the meeting.</p>	
2.	<p><b>Minutes of Previous Meeting</b></p> <p>The Minutes of the meeting held on 30 April 2009 were agreed and signed as a correct record.</p>	
3.	<p><b>Learning to Deliver 2009/10 Programme</b></p> <p>David Galliers, with the aid of a power-point presentation outlined the Improvement and Efficiency West Midlands (IEWM) Learning to Deliver 2009/10 LAA support programmes and highlighted –</p>	

	<ol style="list-style-type: none"> <li>1. The aim – which was to support authorities and their partners improve and tackle underperformance; support successful LAAs and the delivery of key LAA outcomes; and support greater efficiency and effectiveness.</li> <li>2. How this would be done – by helping LSPs/PSBs further develop a systematic approach to improving their delivery of LAA targets;</li> <li>3. The offer - joint learning projects and Learning “Bundles” (case studies, toolkits, showreels – based on local practice but drawing on national resources).;</li> <li>4. That IEWM funding would be for two-years and would include a wide range of support;</li> <li>5. What was expected from the PSB – to commission key people from partner organisations to work with IEWM; to agree to receive regular reports on progress and to provide strategic support; and to agree that Paul Lankester, Monica Fogarty and David Galliers oversee the work and prepare regular progress reports for the Board and IEWM.</li> </ol> <p>(A copy of the presentation was circulated with the agenda papers)</p> <p>The Chair welcomed the IEWM support programme, which he said was a positive move for the Board and thanked the officers for their presentation.</p> <p>The Board -</p> <p>Agreed the proposals (outlined by David Galliers ) as follows –</p> <p>(1) To provide support and leadership to develop/further develop a locality improvement system which:</p> <ul style="list-style-type: none"> <li>• Partners can use to improve their delivery of the LAA</li> <li>• Uses common approaches tailored to local circumstances</li> <li>• Results in a more efficient and effective approach to the delivery of the LAA</li> <li>• Helps to target resources towards priority needs</li> <li>• Puts the PSB at the heart of locality improvement.</li> </ul> <p>(2) To commission key people from partnership organisations to work with IEWM;</p> <p>(3) To agree to receive regular reports on progress and to provide strategic support.</p> <p>(4) To agree that Paul Lankester, Monica Fogarty &amp; David Galliers oversee the work and prepare regular progress reports for the Board and IEWM</p>	<p>P.Lankester/ M.Fogarty/D. Galliers</p>
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<p><b>4.</b></p>	<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 LAA Manager and County Localities and Communities Manager outlining progress made on developing a Sustainable Community Strategy for Warwickshire.</p> <p>The Chair reported comments received from Jerry Hutchinson who had said that the Strategy document was much improved but there were still some improvements to be made. He would forward his detailed comments on the draft documents and North Warwickshire representatives would also take the opportunity to comment at the special meeting of the Public Service Board Advisory Forum meeting to be held on 29 June 2009.</p> <p>In reply to a question about consultation with the community Monica Fogarty reported that the document sought alignment with existing strategies where extensive consultation had already been undertaken.</p> <p>The Board –</p> <p>Approved the Draft Sustainable Community Strategy and recommended adoption of the Strategy in July subject to comments received at the extended meeting of the Public Services Advisory Forum meeting on 29<sup>th</sup> June 2009.</p>	<p>B.Basra/ N.Gower- Johnson</p>
<p><b>5.</b></p>	<p><b>Update on the Economic Downturn</b></p>	
	<p>Janet Fortune presented the report from the Economic Development &amp; Enterprise Block and together with David Hill, with the aid of a power-point presentation (copy circulated), gave an update and action taken in response to the economic downturn. Also circulated was the June Newsletter from the Warwickshire Observatory giving a national and local overview of the state of the economy.</p> <p>They highlighted that –</p> <ol style="list-style-type: none"> <li>1. The UK economy was in deep recession;</li> <li>2. There was some tentative signs of an improvement but it was early days;</li> <li>3. The business base had reduced by 8,000 in Warwickshire since December 2008;</li> </ol>	

4. Unemployment was continuing to rise albeit at a slower rate of increase.

Janet Fortune outlined the actions taken to address these issues and to prepare for recovery in the short and longer term and put forward recommendations for consideration by the Board.

During discussion the following further areas of concern were noted –

1. The predicted reduction in funding for the public sector and further job losses;
2. The impact of the recession on community cohesion as a result of increased crime;
3. The lack of skills and the comparatively high numbers of people in Warwickshire who were unable to read or write.
4. That colleges were reporting a higher number of applications than had been received the previous year but whether there was enough places or funding available was questioned.

Bryan Stoten reported on a meeting held between him and Chris Elliot to discuss a proposal for sharing of buildings to deliver common services and recommended that the Board should support an estates review to establish what might be achieved. The Chair welcomed this proposal and highlighted the importance of sharing services and partnership working if the public sector was to survive in the future. He proposed that this review be added to the recommendations put forward by the Economic and Development Board. It was agreed that David Carter would take this forward.

The Chair thanked Janet Fortune and David Hill for their presentations.

The Board –

- (1) Welcomed and endorsed action taken so far by partners to help lessen impact of recession on Warwickshire's businesses and residents;
- (2) Encouraged partners (through existing partnerships e.g. EDE Board, CWERP; WIPS) to put in place strategies and plans to enable the county to be better placed for the future;
  - Specifically
    - i. Apply for Future jobs Fund – (The Board appointed William Clemmey as its representative



	<p>on this body).</p> <ul style="list-style-type: none"> <li>ii. Support Public Sector Skills Challenge</li> <li>iii. Collaborating to develop effective Work and Skills Plan (Local Economic Assessment).</li> <li>iv. Continue emphasis on joined up working</li> <li>v. Establish employer engagement strategies in Warwickshire.</li> <li>vi. Establish sound basis for better understanding of future jobs/skills needs.</li> <li>vii. Ensure more effective engagement with the two local universities to improve knowledge transfer with local businesses and public sector partnerships.</li> </ul> <p>(3) Requested future reports from EDE Board on progress of actions set out above;</p> <p>(4) Agreed to commission a joint review of public sector properties from the point of view of Customer Service delivery and with a view to efficiency and rationalisation through the shared use of buildings.</p>	David Carter
<b>6.</b>	<b>‘Working Together, Working Locally’</b>	
.	<p>Steve Stewart presented the report of the Public Service Board Advisory Forum (PSBAF) and invited comments on the work undertaken to identify ways in which partners could work together better locally in order to provide services that were responsive to local need.</p> <p>The Chair reported comments received from Jerry Hutchinson who said that he would find it difficult to disagree with the principle of the proposal and which he was happy to support with the proviso that further work was required during the implementation of the recommendations.</p> <p>The Board –</p> <ul style="list-style-type: none"> <li>(1) Endorsed the recommendations reported by the PSBAF as modified by the Stronger Communities Partnership as per section 5 of the report;</li> <li>(2) Agreed the Stronger Communities Partnership Priorities as shown in section 6 of the report.</li> </ul>	
<b>7</b>	<b>Financial and Performance Update</b>	
.	The Board considered the report that commented on the Area Based Grant, LPSA2 update and LAA performance report as at 31 March 2009. Nick Gower-Johnson highlighted –	

1. The performance summary and details of the progress made against each of the projects;
2. The explanations for missed targets for completed projects (paragraph 3 onwards of the report).

It was noted that enhanced performance monitoring and management arrangements had been established in the light of LPSA2 experience.

The Board agreed the process and timelines that could be followed with regard to 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

In terms of allocation a two stage process as below, was agreed:

**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.

In approving the above the Board expressed a desire to do whatever might be possible to reach a decision, making stage payments sooner rather than later. It was pointed out to the

	<p>Board that, whilst the desire to move things more quickly was understandable, this might not be possible due to the need to ensure Compact Compliance and that the process was very much dependant on payments being made on the basis of verified outturn figures for the Reward Grant as opposed to best estimates.</p> <p>The Board agreed to –</p> <ul style="list-style-type: none"> <li>a) Accept the current progress of the LPSA2</li> <li>b) Agree the process for reward grant allocation in relation to LPSA2</li> <li>c) Support proposed developments outlined in Section 5.0 of this report in relation to data verification and audit process</li> <li>d) Note 1<sup>st</sup> Year LAA Performance &amp; Area Based Grant Outturn</li> <li>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.</li> </ul>	<p>N. Gower-Johnson</p>
<p><b>8.</b></p>	<p><b>Any Other Business</b></p> <p><b>Peer Review</b></p> <p>Jim Graham reminded the Board that the Comprehensive Area Assessment (CAA) framework came into effect on the 1st April 2009.</p> <p>In preparation for the Area Assessment a Peer Review had been commissioned from IDeA, which would take place in March 2010, to assess amongst other things how local authorities and partners worked with each other.</p>	
<p><b>9.</b></p>	<p><b>Future Meetings</b></p>	
	<p>The Board noted the times, venues and dates of future meetings as follows -</p> <ul style="list-style-type: none"> <li>23<sup>rd</sup> September 2009- 10:00 a.m. - tbc</li> <li>25 November 2009- 10:00 a.m. - Trident Centre, Leamington Spa</li> <li>26 January 2010- 2:00 p.m. - Trident Centre, Leamington Spa</li> </ul>	

The meeting finished at 3:50 p.m.

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Chair

## Agenda Item 5

### Report to the Warwickshire Public Service Board

23<sup>rd</sup> September 2009

### Comprehensive Area Assessment/Partnership Effectiveness

### Report of the Assistant Chief Executive (WCC)

#### **Recommendations:**

It is recommended that the Board:

1. Approves the Improvement Plan subject to any comments received at the meeting.

#### **1 Introduction**

- 1.1 On 29<sup>th</sup> June 2009, the Public Service Board Advisory Forum considered the extent to which the partnership would be able to deliver shared priorities and identified key areas for addressing partnership effectiveness.
- 1.2 The work of the Forum is encapsulated in the attached Improvement Plan which seeks to outline key areas of activity for 2008-09. The views of Advisory Forum members have been sought and any comments will be reported verbally at the meeting.
- 1.3 Upon finalisation it is anticipated that discussions will be held with representatives from the Regional Improvement and Efficiency Programme (RIEP) to identify appropriate areas of support from the attached plan-as was agreed at the last meeting of the Board.

MONICA FOGARTY

Assistant Chief Executive-Warwickshire County Council

SEPTEMBER 2009

# Addressing Partnership Effectiveness- An Improvement Plan for Partnership Working in Warwickshire

September 2009

## 1. Introduction

### Purpose

At a meeting of the Public Service Board Advisory Forum (29<sup>th</sup> June 2009) all partners considered and approved a Sustainable Community Strategy (SCS) for Warwickshire in 2026. The SCS will set out the vision of what Warwickshire will look like in 2026 and what, through partnership working, needs to be done to achieve that Vision.

In agreeing the vision and outcomes for partnership working it was also felt opportune to examine the capacity of the partnership to deliver the SCS. This examination of partnership effectiveness sought to examine strengths and weaknesses and then identify actions which would improve the strength and capacity of the partnership to deliver. This document seeks to encapsulate both that examination and recent experiences and feedback through an improvement plan for the forthcoming year. In anticipation of Comprehensive Area Assessment, this document has been structured along the best practice partnership models that will provide the basis of CAA and will be reviewable annually to ascertain progress and currency.

### Context

This document should be seen within the following contextual parameters:

- CAA
- IDeA Peer review (March 2010)
- Improvement activity funded through the Regional Improvement and Efficiency Partnership
- Local Area Agreement and annual review and refresh processes through GOWM

### Next Steps

The improvement plan will be an organic document that seeks to encapsulate key improvement areas for the partnership to address. In recognising the maturity of the partnership this plan will wherever possible seek to:

- Capture all improvement areas in a headline fashion
- Ensure that actions to address improvement areas takes into account existing activity
- That in monitoring and implementing the Plan we do not detract from the primary goal of the partnership: the delivery of better outcomes for local communities in Warwickshire.

## 2. What Works Well and What Should we Stop Doing

What Works Well?	What do we need to stop doing?
<ul style="list-style-type: none"> <li>• Spirit of partnership is generally very constructive, positive relationships in place, shared commitments to the objectives of the partnership, desire to continue to improve partnership working</li> <li>• Satisfactory progress on developing and bedding down of LAA delivery arrangements</li> <li>• Delivery planning &amp; quality assurance process are examples of good practice as cited by GOWM</li> <li>• Approach to Narrowing the Gaps approved and buy-in on the concept of differential targetting</li> <li>• Overall management controls are generally good and there is comprehensive evidence that both governance and financial arrangements are well documented and embedded into council and partnering arrangements.</li> <li>• There is a strong infrastructure</li> <li>• Robust performance management framework with increased partner access to systems</li> <li>• Use of Evidence Base-particularly localities</li> <li>• Some good examples of local delivery and targeting</li> <li>• Managing delivery across and with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Spreading our resources too thinly</li> <li>• Operating in silos</li> <li>• Sending conflicting messages to each other and the public</li> <li>• Attending numerous meetings that do not make a difference or add value</li> <li>• Be pessimistic and lacking in ambition</li> <li>• Pretending that we hold each other to account</li> <li>• Avoiding the big questions and the big solutions on the grounds of short term expediency</li> <li>• Talk less and do more!</li> <li>• Over promising and under delivering</li> <li>• Working in isolation as a County and recognise the importance of the Sub-Region</li> </ul>



### 3. What we need to do to Improve-An Improvement Plan for Warwickshire

<b>Delivering Improved Outcomes</b>				
<b>Key Characteristics - The partnership is successfully delivering improved outcomes against its priority areas; Life is improving for local citizens; The area has good levels of community cohesion and empowerment; The partnership has robust performance management arrangements in place; The partnership monitors the progress of delivery against its priorities; Performance against the partnership priorities is easily accessible by local residents; The partnership has mechanisms in place to promptly respond to areas of underperformance.</b>				
<b>Ref</b>	<b>Area for Improvement</b>	<b>Action</b>	<b>Timescales</b>	<b>Interdependencies</b>
A1.	Delivering Agreed Priorities	<ul style="list-style-type: none"> <li>▪ Embedding SCS and LAA within mainstream partner activity through incorporation within individual business plans</li> <li>▪ Alignment of budget, planning and performance management cycles</li> <li>▪ An agreed approach and commitment to Narrowing the Gaps, differential targeting &amp; resource allocation</li> <li>▪ Ensuring effective engagement of partners specifically Health in the delivery of agreed partnership objectives</li> </ul>	November 2009	
A2.	Performance Management	<ul style="list-style-type: none"> <li>▪ Introduce a common Performance Management Framework for strategic partnership working in Warwickshire which is:               <ul style="list-style-type: none"> <li>o Outcomes and impact focused</li> <li>o Uses differential local targets</li> <li>o Moves away from remedial action to finding innovative solutions</li> <li>o Ensures constructive challenge and ensures accountability</li> <li>o Communicates achievements and the difference that partnership working is making</li> </ul> </li> </ul>	November 2009	

## Political and Managerial Leadership

**Key Characteristics -** Councillors have a clear vision for the area; Councillors facilitate dialogue and participation, ensuring local peoples views are heard in the decision making process; There are robust plans in place to support the delivery of the partnerships vision and priorities; Citizens from all parts of the community are encouraged and supported to feed their views into priority setting, decision making, service development and evaluation within and across the areas partnerships; Local priorities focus on what really matters for the local area and are flexible enough to respond to changing circumstances.

Ref	Area for Improvement	Action	Timescales	Interdependencies
B1	Elected Member Support and Development	<ul style="list-style-type: none"><li>Develop a joint training programme for Elected Members &amp; Senior Managers across the area to ensure their effective engagement in partnerships and to promote strategic skills and consistency of knowledge</li><li>Establish effective mechanisms of communication to ensure that members are able to share experiences and best practice</li></ul>	March 2010	
B2	Culture and Trust of partnership working	<ul style="list-style-type: none"><li>Develop a complimentary approach to organisational development that ensures greater alignment of aims and objectives</li><li>Develop a core programme of staff/member training across organisations which provides a consistent message about partnership working and the roles that the respective organisations play</li></ul>	March 2010	

## Community Engagement and Communication

Robust community engagement arrangements are in place and provide an accurate understanding of the diverse needs and interest of all sections of the community, including those at risk of disadvantage or social exclusion; The partnership has a good understanding of the profile of its communities including those vulnerable and harder to reach groups; Local intelligence is robust enough to provide a solid base for future plans and accurately identify opportunities, risks and threats for the future well-being of the community; The partnership responds to any evidence of equality gaps or unequal outcomes; There are clear plans within the partnership to tackle inequality and disadvantage within the area; Engagement activities have resulted in the needs of citizens being more fully acted on; Local people are kept well informed of key issues regarding their areas, with communication being coordinated between partners; The partnership effectively manages the reputation of the area and local partner organisations

Ref	Area for Improvement	Action	Timescales	Interdependencies
C1.	Public Engagement	<p>A LAA Communications Framework has been devised which seeks to:</p> <ul style="list-style-type: none"> <li>▪ Co-ordinate communications with the public through increased use of joint publications and press releases</li> <li>▪ Share learning, best practice and adopts a transparent approach to learning from mistakes</li> <li>▪ Ensure effective communication with Members</li> <li>▪ Widen engagement with the public beyond existing conventional mechanisms</li> <li>▪ Devise ways to brand the partnership, its work and achievements to its customers</li> <li>▪ Raise profile of the partnership, its priorities, achievements and reputation at the local, regional and national level</li> </ul>	Ongoing	
C2.	Information sharing across the partnership	<ul style="list-style-type: none"> <li>▪ Updating of Website to ensure information relevant to the partnership and delivery of improved outcomes is brought together in one place, is accessible and easy to use</li> <li>▪ Ensure information sharing protocols are signed up by all partners to implemented where it will ensure joined up delivery</li> </ul>	November 2010	
C3.	Understanding the profile of our communities and future needs and trends	<ul style="list-style-type: none"> <li>▪ Ensure that mechanisms are in place to that the partnership is responsive to local needs through engagement and evidence based planning</li> </ul>	March 2010	

## **Governance and Risk Management**

**The partnership is aware of the risks and opportunities facing the area; Governance arrangements are fit for the purpose of achieving the outcomes for the area; The partnership is able to hold each other to account; Local partners support the Councils joint scrutiny function.**

Ref	Area for Improvement	Action	Timescales	Interdependencies
D1.	A Governance Review Sub-Group has been tasked with investigating the following areas of improvement: <ul style="list-style-type: none"><li>• Current Partnership Theme Group at a county level across the six Blocks</li><li>• Links between the PSB, LSPs, county, district and locality arrangements</li><li>• How we should pursue joint scrutiny arrangements</li><li>• Streamlining the way in which all groups operate</li></ul>		November 2009	
D2.	Greater Awareness and Ownership of Risk	<ul style="list-style-type: none"><li>▪ Updating of Risk Register and ownership by PSB</li><li>▪ Embedding risk within LAA delivery plans</li></ul>	November 2009	

## Financial and Resource Capacity

Partners understand delivery chains for outcomes and align resources and overcome barriers; Partners recognise the extent to which spending in one sector could bring better value for money in another and lead to more effective overall resource use; Partners measure and manage efficiencies and exploit potential efficiency gains from working together; Partners understand the resources available to them and the extent to which they influence spending decisions, including to shift mainstream resources to deliver improved outcomes; Partners have a clear and common understanding of the mainstream public sector spending under their influence.

Ref	Area for Improvement	Action	Timescales	Interdependencies
E1.	Use of Resources	<p>The LAA Medium term Financial Strategy will help:</p> <ul style="list-style-type: none"> <li>▪ Move away from reliance of 'new money' to create a partnership environment where innovative solutions to support the delivery of our priorities are supported with the flexibility to move resources accordingly</li> <li>▪ Encourage Shared Service solutions are actively pursued across and between partners</li> <li>▪ Seek to ensure that, where necessary, budgets are pooled where outcomes will be improved and added value will result.</li> <li>▪ Facilitate effective linkages are made to Sub-Regional initiatives</li> </ul>	March 2010	
E2.	Value for Money	<ul style="list-style-type: none"> <li>▪ Develop joint procurement arrangements</li> <li>▪ Review the current use of accommodation used across the partnership to maximise efficiency and effectiveness</li> <li>▪ Mapping value for money across two tiers</li> </ul>	March 2010	

## Agenda Item 6

### Report to the Warwickshire Public Service Board

23<sup>rd</sup> September 2009

### Future Partnership Governance Arrangements-Proposals

### Report of Governance Review Sub-Group

#### **Recommendations:**

It is recommended that the Board:

1. Approves the Model for partnership governance as the basis for future consultation and subsequent consideration at the November meeting of the Board.

#### **1 Introduction**

- 1.1 On 20<sup>th</sup> November 2009, the Public Service Board (PSB) authorised that a review be conducted of partnership arrangements to ensure structures that were effective, rationalised, fit for purpose and ensured delivery, value for money and accountability.
- 1.2 A Sub-Group was authorised to conduct this task and work commenced in January with a view to final reporting to the PSB on 23<sup>rd</sup> September. Details of the Sub-Group are attached as Appendix 1.
- 1.3 Pursuant to PSB instructions this paper puts forward a future model of governance for partnership working in Warwickshire. In seeking to finalise the future model the following timeline is proposed:
  - Consultation via consideration by Public Service Board Advisory Forum on 10<sup>th</sup> November 2009
  - Final Endorsement by Public Service Board on 25<sup>th</sup> November 2009

#### **2 Context**

- 2.1 The remit of the Sub-Group together with discussions held at meetings of the Sub-Group have helped inform the proposal contained within this paper.

Other issues that have also been considered during the developmental phase have been:

- The need for any future partnership structures to deliver on agreed priorities with clear routes of accountability and underpinned by joint performance management arrangements. In considering this, practical examples of recent PSB decisions-and how they would be implemented (Health Inequalities, High Harm targeted Intervention, Narrowing the Gaps, Single Equality Scheme) have been considered.
- The achievement of the overriding vision of the partnership in terms of Narrowing the gaps and the need for a differentiated approach that takes into account local need, disadvantage and circumstance
- That future partnership structures should facilitate a 'Total Place' approach which looks at the sum total of partnership resources and ensures that in aligning to agreed priorities-funds and activity are directed towards those where the need is greatest.

2.2 At this stage, this paper refers directly to a model for future partnership governance. However it is inferred that further work both during the consultation and implementation phase will be required to ensure that those partnership structures that still remain (PSB, PSBAF, LSP's and Blocks) are streamlined, effective, fit for purpose and are able to deliver the real change that is required to ensure value for money and real impact on communities. This will by its very nature lead to an examination of:

- Purpose
- Impact
- Delivery
- Membership & Attendance
- Resources

2.3 There will be a requirement to demonstrate effectiveness at locality level and an assumption that structures will be disbanded where value cannot be demonstrated. It is in recognition of these issues that another meeting of the Sub-Group will be convened for October.

2.4 The remainder of this paper now seeks to focus on the proposed model for future partnership governance.

### **3 Proposed Model**

3.1 In the presentation of options the following are givens:

- a) The Public Service Board
- b) The Public Service Advisory Forum
- c) Joint Scrutiny
- d) The Children's Trust
- e) Local LSP's at Borough/District level
- f) The existence of localities

- g) A Performance Management Support capability
- h) Crime and Disorder Reduction statutory requirement

### Optimum Delivery Model

- 3.2 The optimum delivery model seeks to ensure that all partnership structures have a commissioning-delivery relationship underpinned by clear chains of communication and accountability. The delivery of outcomes is paramount and all structures that do not have a commissioning or delivery role are presumed to be disbanded.
- 3.3 The dual nature of the model acknowledges that the delivery of outcomes and resultant targets cannot be dealt with at one level to the exclusion of another. Given the two tier structure of principal councils in Warwickshire; structures are required at both County and Local level to ensure commissioning and delivery.
- 3.4 On the face of it the proposed model does appear similar to the current model of partnership governance. There are, however, significant differences to the current position:
- **What is the most effective means of delivery?:** The model asks the fundamental question as to which body or partnership is best positioned to deliver partnership outcomes and targets. It is therefore proposed that if delivery is the responsibility of a single organisation it is held to account for achieving the targets without the need for creating unnecessary structures
  - **Rationalised Countywide Block Structure:** As a result of the above approach there will be reliance upon fewer blocks. At most it is envisaged that four countywide blocks will be required to deliver those targets where effectiveness through countywide co-ordination is required.
  - **Rationalised LSP Structures:** Unlike the current model the proposed structure does not prescribe thematic organisation at LSP level. However it is expected that LSP's will not retain standing theme groups where there is no responsibility for delivery.
  - **Accountability:** At its heart, the model is based on the principles of commissioning and delivery. In establishing such a relationship it is clear that the Public Service Board will hold delivery bodies at whatever level to account where targets have been commissioned and resources allocated and that those bodies in turn will hold to account targets that are sub-delegated.

3.5 Some key features of the Model are:

### Implications

#### **Targets and Delivery**

- The PSB through consultation will set the LAA/SCS outcomes



- In setting targets in relation to outcomes, the PSB will work to an agreed set of principles / policies (eg narrowing the gaps)
- The PSB will through consultation allocate those targets to the most appropriate delivery agent
- This could be the county level themed blocks, the county wide service providers (eg WCC, Police PCT) or the LSPs
- Where the PSB through consultation commissions target delivery from LSPs, the PSB will differentiate the county wide LAA/SCS targets to set outcome focused targets for each LSP. Together the LSP targets will add up to the county wide targets
- The delivery agents will deliver the targets set by the PSB within budget
- Delivery will take place at a variety of levels depending on the target
- Delivery agents will be able to commission targets from other delivery agents where it will improve efficiency and effectiveness

## **Resources**

- The PSB will allocate available ABG monies to the most appropriate delivery agent to enable them to deliver the targets set by the PSB
- Available ABG resource will therefore follow targets and the lead agent will have to agree delivery plans with other agencies
- Delivery agents will be able to commission targets from and allocate resources to other delivery agents at their discretion
- All other county level resources will remain with service providers at a county wide level (eg Police, PCT, WCC etc)
- The PSB will be responsible for redirecting resources in-year as necessary

## **Performance Management**

- The activities of PSB will be subject to scrutiny through either Joint Scrutiny or the Public Service Advisory Forum
- The delivery agents will be accountable to the PSB for delivery of the targets they have been set
- The PSB will hold the delivery agents to account for delivery of the targets that they have been set through quarterly performance reporting
- Performance management support / capability will be provided to the PSB
- If the delivery agents delegate delivery to other bodies, they will hold those bodies to account for the delivery of any targets that they chose to delegate

## **Structures**

- County level boards will exist on a needs basis, depending on the targets which the PSB intends to delegate to county themed blocks. At most there will be 4 x county level blocks (ie Children and Young People, Safer and Stronger, Environment and Economy and Healthier Communities and Older People)
- The PSB Advisory Forum will provide a consultative forum where the wider views of partners are needed to assist the formulation of policies by PSB.
- Joint Scrutiny will be undertaken on a select committee style. Topics for cross agency scrutiny will be selected by the county wide Scrutiny Board.

- LSPs will rationalise local structures to enable them to deliver targets allocated to them
- Fewer resources will be allocated to service the model

#### **4 Next Steps**

- 4.1 Following consideration by PSB and incorporation of any comments made at the meeting, it is suggested that the wider consultation is undertaken through the meeting of the Public Service Advisory Forum at its meeting on 10<sup>th</sup> November 2009. Final proposals will then be submitted to the PSB at 25<sup>th</sup> November meeting.

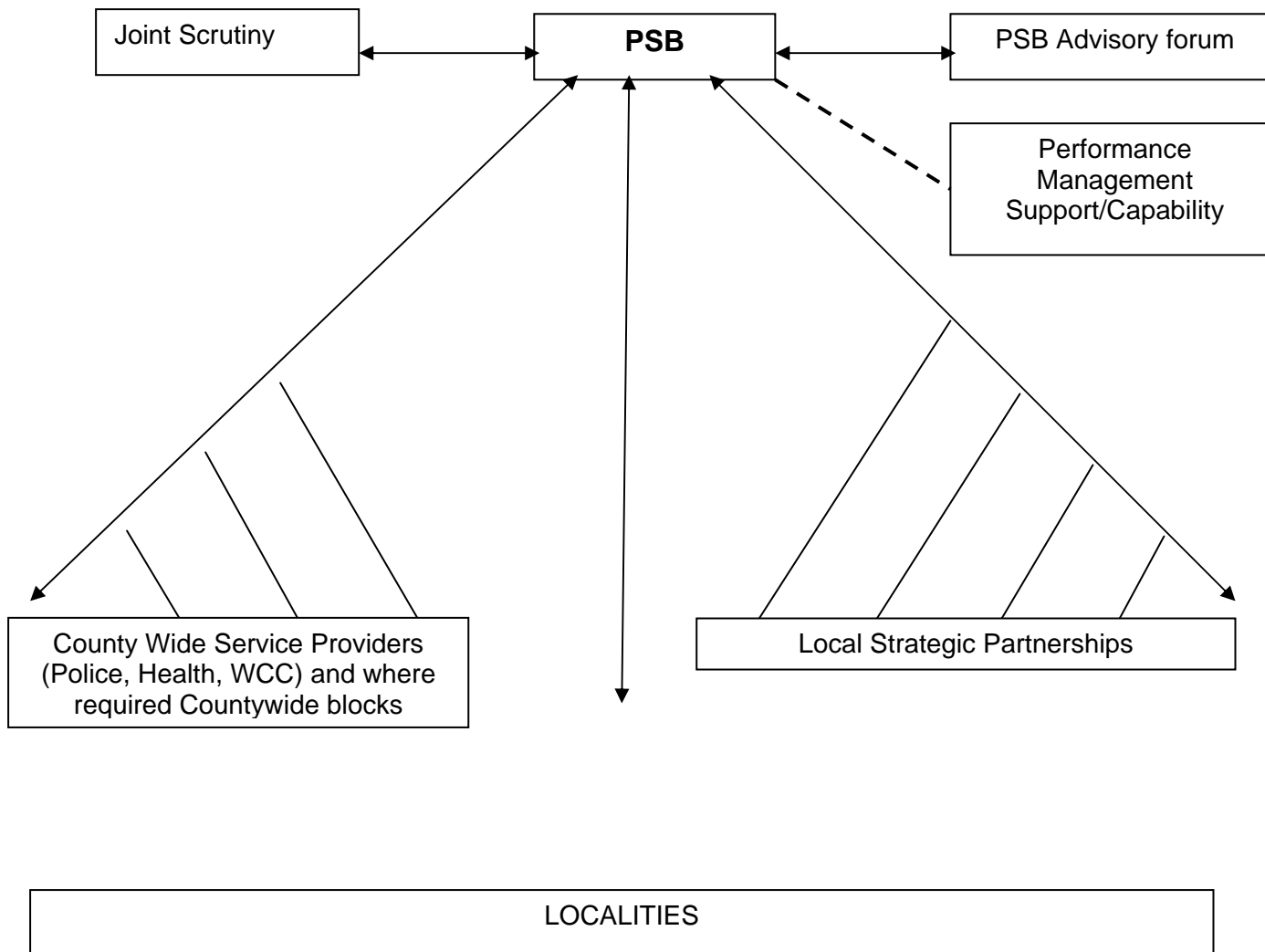
DAVID CARTER

Strategic Director of Customers, Workforce and Governance (WCC)

Chair of the Governance Sub-Group

SEPTEMBER 2009

**Governance Model**



**Governance Sub-Group**  
**Review of Partnership Arrangements**  
**Outline of Approach**

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**1. Purpose**

- 1.1 This paper provides an outline of the approach that will be taken in relation to the review of partnership arrangements in Warwickshire.

**2. Membership**

- 2.1 The membership of the Sub-Group, to be chaired by David Carter, will consist of:

(WCC)- David Carter & Monica Fogarty.  
(BC/DC)-Jerry Hutchinson  
(NHS)-Lucy Noon  
(LSP's)-Charles Goodey  
(VCS)-Paul Tolley  
(Police)-ACC Andy Parker

**3. Objectives of Review**

- 3.1 The remit of the Group is to conduct a robust examination of the effectiveness of current partnership arrangements (within the context previous and future inspection arrangements) with particular focus on:
- Current Partnership Theme Group at a county level across the six Blocks
  - Links between the PSB, LSPs, county, district and locality arrangements
  - How we should pursue joint scrutiny arrangements
  - Streamlining the way in which all groups operate
- 3.2 And to make recommendations which ensure that partnership structures are outcome focussed, effective, accountable and joined up.

**4. Timescales**

- 4.1 It is proposed that the review will commence in February 2009 and conclude by end August 2009. A final report outlining findings and recommendations will be submitted to the September meeting of the Public Service Board (23<sup>rd</sup> September 2009). This, however, will not preclude the Sub-Group from reporting interim findings and recommendations earlier where possible (such as findings on Joint Scrutiny).

## 4.2 Methodology

Month	Action	Who
Amalgamated with below	<u>Meeting 1 (Current Picture)</u> a) What are our key outcomes? b) Examination of Current Arrangements (County) c) Joint Scrutiny Options	
March	Follow up from Meeting 1 and Preparation for Meeting 2	
30/4/09 (4-6/Shire Hall)	<u>Meeting 2 (Current Picture)</u> d) What are our key outcomes? e) Examination of Current Arrangements (Local) f) Testing Effectiveness & Exploring Linkages	
May	Follow up from Meeting 2 and Preparation for Meeting 3	
2/6/09 (2.30-4.30/Shire Hall)	<u>Meeting 3 (Future Arrangements)</u> g) Consideration of Options h) Comparative Analysis i) Agreed Preferences j) Agreeing Consultation & Engagement on Preferred Options	
July	Follow up from meeting 3 and Preparation for Meeting 4	
20/8/09 (2-4/Shire Hall)	<u>Meeting 4 (Future Arrangements)</u> k) Analysis of Findings & Recommendation l) Establishing agreement and consensus m) Submission of Final Report to PSB (23/9/09)	

Where necessary the Group will also 'meet virtually' to pursue its work.

**Report to the Warwickshire Public Service Board**

**23<sup>rd</sup> September 2009**

**Carers & Employment in Warwickshire**

**Report of  
the Strategic Director of Adult, Health & Community Services  
and the District Manager for Job Centre Plus, Coventry &  
Warwickshire**

**Recommendations:**

It is recommended that the Board:

1. Approves the actions recommended in Section 4 of this report.

**1 Introduction**

- 1.1 During Carers Week, in June this year, Warwickshire County Council hosted a conference for and about carers. This event brought together carers and agencies within the public, private and voluntary sectors and provided an opportunity to identify and address the barriers faced by carers within Warwickshire. In no area was this more marked than in employment where many current and former carers gave clear accounts of the difficulties which they faced in trying to maintain paid employment whilst also providing care. A strongly recurring theme was the need for greater recognition by employers of the needs of working carers and better support to enable them to remain in or return to work.
- 1.2 In response to this many of the agencies present, several of them sizeable employers, including the Primary Care Trust, Warwickshire County Council and Job Centre Plus pledged to give greater consideration to supporting employees. In addition, through the National Carers Strategy, Job Centre Plus is working towards implementing the recommendations to support carers into work. Graeme Betts pledged to bring this issue to the PSB with a view to achieving a more effective response within the framework of the LAA priorities.

## **2. The business case for action**

- 2.1 There are compelling demographic and labour market realities: the majority of all carers are people of working age <sup>1</sup> and one in seven of all employees are carers combining their work with a caring role. Within the next ten years the number of people over pensionable age will further increase the “dependency” ratio and more people will have to combine work and care<sup>2</sup>. 2.2 million people start and stop caring each year.<sup>3</sup>
- 2.2 Research supports the financial benefits of supporting carers. BT, one of the pioneers in supporting carers within its workforce has identified productivity gains averaging 21% for employees working flexibly; reduced sick leave; and staff turnover of less than 4%. Other companies have identified savings in recruitment and training costs arising from improved staff retention rates. Many companies cite the improvement in staff/employer relations as being one of the greatest benefits.
- 2.3 The National Carers Strategy states that the “role of the employer, small, medium and large, is crucial in enabling a carer to combine paid work and caring”. The Government has invested in targeted support for carers wishing to return to work through the new care partnership initiative led by Job Centre Plus. This will link carers returning to work with local training and support services and proactively promote greater flexibility within the workplace to employers. The Government has also firmly stated its commitment to “work with business to produce good practice guidance for all employers on the benefits of employing carers”.<sup>4</sup>

## **3 The cost of doing nothing**

The implications of failing to provide adequate support to employed carers are likely to include the loss of skills, experience and productivity from the workforce as a result of carers leaving because of their caring responsibilities. Employers are also likely to encounter increasing costs of ongoing recruitment and retraining caused by needing to replace carers who have left. In addition to the financial implications for employers there are the inequalities that result from inaction including the loss of life chances and opportunities for financial security for the carers themselves and the loss to Warwickshire’s communities of opportunities for strengthening interdependence, social cohesion and sustainability.

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<sup>1</sup> Census 2001

<sup>2</sup> Working Futures 2007-2017, Wilson et al, UKCES, Nov 2008

<sup>3</sup> In The Know, Carers UK, 2008

<sup>4</sup> National Carers Strategy 2008

## **4. Next Steps**

- 4.1 Representing some of the largest employers in Warwickshire the Public Services Board is in a unique position to influence other employers in the county. By demonstrating good practice and publicly signing up to a shared protocol the PSB can make clear to other Warwickshire employers the role that they can play in contributing to community life and reducing the inequalities faced by carers in this county.
- 4.2 Warwickshire County Council can offer access to a range of support services currently available including carer awareness training for staff, Carers Emergency Card, Guideposts, South Warwickshire and rethink Carers Support Services. Job Centre Plus is keen to work with all PSB partners to improve carer employment. Officers from Job Centre Plus and Warwickshire County Council co-chair the Employment Workstream of the Warwickshire Carers Strategy and propose to arrange an event specifically for employers within the county to highlight recent studies by a leading researcher in this field, Professor Sue Yeandle, Leeds University, and improve practice.

Each of the PSB partners can contribute to this approach by:

- Adopting the model protocol for good practice within their Human Resources functions (attached) Appendix 1
- Participating in carer awareness training
- Proactively promoting carer support services
- Supporting a county-wide event for all Warwickshire employers to be held early in 2010 to highlight and address barriers for working carers and help shape sustainable carer employment

## **5 Conclusion**

The Board is now asked to endorse this approach and agree the recommendations for action.

GRAEME BETTS- Strategic Director, Adult, Health & Community Services (WCC) &  
JANE BEAVER, District Manager, Job Centre Plus, Coventry & Warwickshire

September 2009

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NOTE- Research carried out by Carers UK has found that approximately two million people become carers or cease being carers each year. There are currently 6 million carers in the UK and this figure is set to grow to 9 million over the next 30 years as the proportion of people over 65 and particularly, over 85, increases and trends showing an increase in the prevalence of longstanding illness continue. It is estimated that 3 in 5 people will become carers at some point in their lives.



# Appendix 1

## Model Protocol for the Support of Employees with Caring Responsibilities

### 1. Introduction

*Name of organisation* is committed to supporting staff to achieve an effective home/life balance and recognises that staff are likely to have different pressures to deal with at different stages during their working lives. The purpose of this policy is to support any member of staff who is or may become a carer. In this regard, a carer is defined in Section 3 of this policy.

This policy enables members of staff to give their best at work whilst at the same time undertaking carer responsibilities outside work. It also ensures that staff have the level and type of support they need to do their jobs effectively.

Separate policies exist to support staff with childcare responsibilities although it is acknowledged that the provisions of this policy may be appropriate in circumstances where an employee has a seriously ill or disabled child. Information and advice on childcare support is available from *name of HR lead for childcare support and contact details*.

### 2. Aim and Scope of the Policy

The aim of this policy is to create a workplace that is supportive and understanding to carers in employment and to ensure that the whole organisation adopts this common understanding and philosophy. *The name of organisation* will ensure equal status and equal treatment for carers in employment who need to balance home and work responsibilities.

The *name of organisation* recognises and values the contribution made by carers to our society and therefore acknowledges the needs and difficulties faced by employees who are carers as well as recognising the impact this has on their working lives. In developing and implementing this policy and associated practices the *name of organisation* seeks to support employees to fulfil their caring responsibilities whilst, at the same time, fulfilling their contractual responsibilities within the workplace.

The *name of organisation* recognises that the needs of carers in employment are varied and individual. This means that some employees may have long-term or permanent caring responsibilities for a seriously ill, elderly or disabled

partner, relative or friend. Carers may also have intermittent caring responsibilities which may be unpredictable and occur suddenly.

This policy applies to all directly employed staff of *name of organisation* who have caring responsibilities.

### 3. Definition of a carer

Carers are defined within Warwickshire's Carers Strategy as people who

"look after family, children and young people, partners, or friends in need of help because they are disabled, ill or frail. The care they provide is unpaid."

The needs of those caring for elderly or disabled relatives are usually different from the needs of those with childcare responsibilities. For example

- The need to care can sometimes occur suddenly
- The demands of caring are often unpredictable and demanding
- Caring responsibilities are often a long term responsibility with increasing dependency a likelihood

Those with caring responsibilities often require employment policies which are highly adaptable – some carers may need to take a few days off, others may need to take a couple of hours at short notice, or simply to leave work promptly. *Name of organisation* is committed to the continued development and implementation of policies which enable a response which is tailored to the needs of individuals.

Some employees may regard their caring role as a purely private matter and seek to cope without looking for flexibility or support from *Name of organisation*.

*Name of organisation* is committed to creating a culture of openness and support for carers and to promote flexible employment arrangements to support carers in their role.

### 4. Support for Carers

In some cases, carers needs may be no different to the needs of any other employee eg

- Knowing they will be able to leave work on time every day to get home
- Being able to make a telephone call home during the day to check that all is well

However, if caring demands increase, the employee concerned may need to reduce their working week for a period and may need time off more regularly for emergencies or to attend medical appointments.

As well as this policy *Name of organisation* also has a range of other HR policies in place to provide practical support to employees to help support them with their caring responsibilities and maintain an effective home/work life balance, eg:

- Guidelines for flexible working arrangements
- Job share policy
- Special leave for domestic, personal and family reasons
- Career break policy
- Confidential counselling services
- Access to specialist support when needed eg Human Resources, Occupational Health services
- Access to all HR policies via an HR policies manual or intranet
- Access to the internet for a wide variety of information and help eg NHS Choices, Carers Direct
- Awareness of caring responsibilities (induction, leaflets)
- Flexible retirement provisions

Individual are advised to discuss their situation with their particular manager who will work with them to identify the best option(s) to suit their circumstances.

## **5. Additional Support for Carers**

Few people plan to be carers – this is a situation they usually find themselves in without warning. It is therefore vital that the *name of organisation* is able to respond quickly and appropriately with the necessary level of support.

### **Support available at work**

The first person to approach should normally be your manager, as many issues can be resolved quickly and easily on an informal, short-term basis. This may include things like time off or changing working hours. You or your manager may wish to contact your HR link person to discuss possible solutions.

### **Leave for Carers in Crisis**

In cases where an employee is the main carer of a long-term sick or terminally ill relative or partner, the individual concerned may wish to apply for carers in Crisis leave. Each application for Carers in Crisis leave will be considered carefully with the member of staff to determine the solution which best meets the needs of the individual concerned. Potential options could include:

- a change in the hours of attendance at work
- a reduction in working hours each day
- a reduction in the number of days worked per week
- a period of paid carers leave agreed between the employee and the manager and appropriate to the particular circumstances of the case.

In all of the above cases the *name of organisation* would wish to support the employee concerned by maintaining the individual's earnings at their normal level for a reasonable period of time. Advice is available from the HR Department.

All requests for paid leave must be made to the manager stating the circumstances for the carer responsibilities. The manager will then make a recommendation to the appropriate Senior Manager/Director for approval.

Where employees require further support, advice is available from:

- HR contact
- Occupational Health contact
- Staff support/confidential counsellors

### **Other Sources of Support for Carers**

There are a range of statutory and voluntary organisations that are available to support and advise carers. There may be issues about benefits and entitlements and access to local facilities which employees may need guidance and support with. In addition, carers may wish to speak to someone outside of the workplace for more specialist help, information or advice:

#### **Guideposts Carers Support Service**

(providing a service to North Warwickshire,  
Nuneaton & Bedworth and Rugby)  
Tel: 02476 385888  
or email: [carerssupport@guidepoststrust.org.uk](mailto:carerssupport@guidepoststrust.org.uk)  
Or visit their website: [www.guidepostswarks.org.uk](http://www.guidepostswarks.org.uk)

#### **South Warwickshire Carers Support Service**

(providing a service to the districts of Warwick and Stratford)  
Tel: 01926 485486 or email: [info@swcss.org.uk](mailto:info@swcss.org.uk)  
Or visit their website: [www.swcss.org.uk](http://www.swcss.org.uk)

**rethink in Warwickshire**

(providing countywide carer support services to all carers of people with mental health needs)  
Tel: 01827 715730 or email: [ciss@rethink.org](mailto:ciss@rethink.org)

**Warwickshire County Council**

Tel: 01926 410410 or visit [www.warwickshire.gov.uk/carers](http://www.warwickshire.gov.uk/carers)  
Can provide information about how you can access support services.

**NHS Choices/Carers Direct**

[www.nhs.uk/carers](http://www.nhs.uk/carers)

An online service offering a range of information and links to other relevant websites.

**Carers UK**

Providing a wide range of information for carers

Tel: 020 7378 4999  
[www.carersuk.org](http://www.carersuk.org)

## Agenda Item 8

### Report to the Warwickshire Public Service Board

23<sup>rd</sup> September 2009

### Economic Downturn Update

### Report of the Economic Development and Enterprise Block

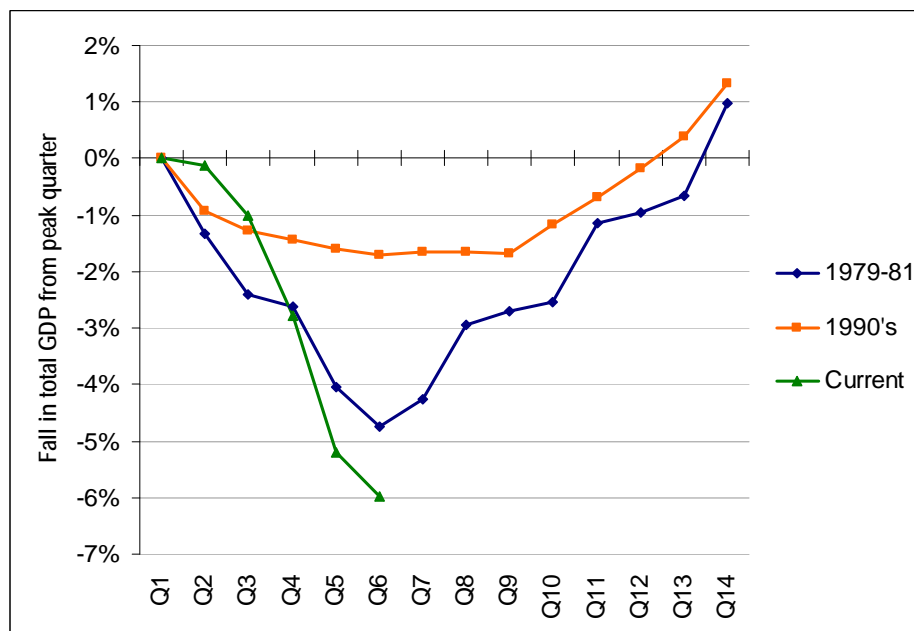
This report updates and extends that presented to PSB on 28<sup>th</sup> June and comprises:

- Economic overview and forecasts
- Progress towards achieving some of the recommendations set out in the last report
  - Future Jobs Fund
  - Public Sector Skills Pledge
  - Work & Skills Plans
  - Corporate Asset Management Programme

#### 1. Economic Update

- Official data on the economic output of the UK for the first two quarters of this year highlights the depth of this current recession. Overall, national economic output has fallen by just under 6% since its highest point last September, making this recession sharper and deeper than the last two experienced in the UK – see Figure 1 below.

Figure 1: Comparison of contraction of output from peak



- There are, however, increasingly positive signs that the economy is starting to recover, with some analysts predicting a return to growth by the end of this year. Manufacturing and production output is starting to pick up, and data from Purchasing Managers Index from the Chartered Institute of Purchasing & Supply, report growth in business activity across a range of sectors. House prices are starting to pick up, and bank lending appears to be increasing again (albeit at much lower levels than recent historic rates).

There is also more positive news from the global economy, with China experiencing strong growth in demand and Germany, France and Japan officially coming out of recession last month.

- Despite this, there are concerns as to whether there is sufficient money supply to sustain such growth. With high levels of personal, business and public sector debt; low levels of consumer confidence due to rising unemployment; and a banking system that is still concerned about their balance sheets and exposure to risk, the flow of money in the economy remains very muted. While optimism is increasing, there still remains a very real danger of a double-dip recession.
- At the last PSB, concern was expressed about the likely net reductions in funding for public services in the medium term and the impact this may have on the economy and initiatives designed to counter the worst impacts of the recession. Capital Economics (a leading macroeconomic consultancy) have calculated that average real public spending needs to reduce by 2% p.a. for five years (once the economy has recovered sufficiently) They believe that along with some tax increases to pay off the debt, this is a likely potential scenario in order to bring public debt back to more sustainable levels. A quick analysis suggests that around 45,000 people are directly employed by the public sector in Warwickshire. Assuming a worst case scenario that all savings are generated by reducing staffing levels, five years of 2% reduction in spend would equate to a fall of 4,325 in public sector employment. This is a significant number, given that the current total number of people claiming Jobseekers Allowance in Warwickshire is 12,135.

Also at its last meeting, PSB supported the a range of new initiatives which will help support key areas of our economy and most vulnerable sectors of society.

Progress has been made on some of these, as follows:

## 2. Future Jobs Fund.

- This is a new initiative from Govt designed to create new jobs for unemployed young people aged 18-24 who've been on JSA for 39-50 weeks, and others who face a significant disadvantage in the labour market. The idea is to improve the employability of long term unemployed, especially young people and also to deliver socially useful work that otherwise would not be done. It is a challenge fund and in Round 1 WCC as lead applicant for a Warwickshire FJF Partnership, submitted and have secured a bid.
- There are 7 successful Round 1 West Midlands bidders, including the BCBC City Region. Initially Warwickshire bid for 180 jobs over the 18 month period of the scheme (60 jobs each being filled 3 times by different FJF 'trainees'). But now the initial bid period is just Oct-March 2010 so we have re-submitted a profile showing 73 starts during this period. It is expected, all being well, that there will be a 'light touch' contract extension, post March 2010 to continue the exercise to at least Sept 2010.
- We expect that DWP will approve this amount – but at writing this report (8<sup>th</sup> Sept) we are still awaiting formal confirmation. The following partners are committed to create jobs in Warwickshire for eligible FJF trainees over the first 6 months:

WCC 17	Stratford DC 3	Warwick DC 3	Rugby BC 1
NBBC 2	NWBC 3		
Warwickshire CAVA – on behalf of adult voluntary sector network			10
Warwickshire Voluntary Youth Sector network (including WAYC)			9
Hybrid Arts			10
Chamber of Commerce on behalf of private sector network			15

- The Dept for Work & Pensions will fund up to £6,500 for each 6 month placement – at min wages, this will leave around £2,000 left per (max length) of stay per job. This money can be used at the discretion of partners, within certain parameters but generally is intended to cover ‘wraparound’ costs such as in work development, career advice, job search, confidence building, and some overheads, though most public sector partners are hoping to absorb costs associated with supervision, office consumables etc themselves. We are also looking in Warwickshire to develop Adult Apprenticeship placements for suitable jobs. We have established quite a robust and, we hope, effective partnership and are pulling together to ensure Warwickshire FJF trainees have a positive, and ultimately career enhancing experience from their time with us. Perhaps in Round 2 (post March) when we’ll have more time to prepare, we will look to extend the partnership more widely across Warwickshire – for instance with the PCT and Police.

### 3. Public Sector Skills Challenge

- A number of public sector organisations in Warwickshire have signed/close to committing to the Public Sector Skills Pledge including: all 5 District and Borough Councils; the 3 FE Colleges, all Hospitals and PCTs.
- The most significant organisations where work is still ‘in progress’ include the County Council, Warwickshire Police and Warwickshire Fire & Rescue. However, it should be noted that a number of more recent Govt initiatives such as the Future Jobs Fund are perhaps re-focusing our efforts to achieve more externally facing outcomes than before.

### 4. Work & Skills Plans

- The Review of Sub National Economic Development & Regeneration (published in 2007) introduced the concept of a new statutory duty on local authorities to prepare an assessment of the economic conditions of their area – embracing economic, social and environmental conditions. This statutory duty for a LEA (Local Economic Assessment) comes into force in April 2010.
- The objectives of the LEA are to
  - provide a sound understanding of the economic conditions in the area and how they affect residents
  - identify the comparative strengths and weaknesses of the local economy and the nature and form of local economic challenges and opportunities
  - identify local economic geography, including the economic linkages between the area being assessed and the wider economy
  - identify the local contribution to economic growth and employment and the risk to delivering sustainable economic growth
- The Work & Skills Plan (or worklessness assessment) is part of the LEA but needs to be **in place** by April 2010. Govt have accelerated this part of the plan because of the urgent need for local authorities and their partners to have a thorough understanding of the local conditions and any opportunities for helping people to find and stay in work. In fact it is a prerequisite to have a workless plan in place by next March if the area, like Warwickshire is a FJF participant.
- In Warwickshire we are drafting a key issues paper as the first step of the LEA, by the end of September – as well as setting out what we know now and work to be done to bring forward what is missing, it will also identify some initial key areas and thinking. In parallel we will be working on the worklessness assessment. It is important that all partners engaged on the broad economic development, social and environmental



agendas have an opportunity to participate in shaping the result strategies. The Economic Devt & Enterprise Board of the LAA will be engaged, alongside the District and Borough LSPs. It is also proposed that a progress report is brought to a future meeting of the PSB.

## **5. Joint Review of public sector properties**

- PSB should be made aware of the ongoing Corporate Asset Management programme which has been reviewing, area by area, the efficiencies, co-ordination and possible options for co-location of public sector properties. The reviews began in 2008 and are still continuing.
- The programme is led by the Strategic Asset Management Team, in Resources Directorate, WCC and partners include all the relevant Borough or District Councils, the PCT, the Police and community and 3<sup>rd</sup> sector partners – dependent on the area under review
- To date the programme has reviewed, in depth, Alcester / Bidford; the Rugby area; Warwick District and Nuneaton.

JANET FORTUNE

On behalf of the Economic Development and Enterprise Block (WCC)

SEPTEMBER 2009

**Report to the Warwickshire Public Service Board**

**23<sup>rd</sup> September 2009**

**Narrowing the Gaps in Warwickshire**

**Report of Strategic Director of Environment & Economy-(WCC)**

Recommendations:

Members of the PSB are asked to:

1. Agree to focus their efforts and resources on five key areas of activity set out below, and
2. Follow the lead shown by WCC and consider through their budget making processes the specific allocation of 0.5% of their resources towards delivering against outcomes-focused Action Plans tackling these issues beginning in 2010/11 financial year.

**1. Background**

- 1.1 Members of the PSB will recall they agreed that all participating partners should work together on Narrowing the Gaps (NTGs) around two years ago. The concept then was very much around addressing the “North/South” divide in Warwickshire and tackling the serious issues of deprivation in the north of the County – and this remains a clear priority.
- 1.2 We now have a definition of NTGs that is more than geographic, reflecting communities of interest, working to improve the quality of life for all across Warwickshire, but more quickly for those most disadvantaged in our more deprived communities. In addition, there is now a growing acceptance of the need to drill down to localities and priority neighbourhoods in some cases. This also fits well with the emerging ‘Total Place’ agenda and Warwickshire’s developing Sustainable Community Strategy (SCS).
- 1.3 In taking forward NTGs the Police Force has led the field by focusing on High Harm Causers in specific disadvantaged areas in Rugby (i.e. the Town, Brownsover, Benn, and New Bilton), Leamington Spa (i.e. the Town, Clarendon, and some of Brunswick and Willes), and Nuneaton and Bedworth (i.e. the Town, Abbey, Camp Hill, and parts of Bar Pool and Kingswood); the Primary Care Trust (PCT) have agreed to locate a new General Practice-led Health Centre in Camp Hill; Nuneaton and WCC’s CYPF Directorate are currently developing a needs-based, priority area-focused approach to engagement and support for young people with their new Integrated Youth Support Service. The PSB also agreed a number of specific priority neighbourhoods in September 2008, broadly similar to those suggested by the Police.

1.4 However, to date, we have still only seen limited progress towards narrowing gaps, and indications show some gaps are widening. Recognising this, WCC Cabinet agreed at their meeting on 30<sup>th</sup> July 2009, on a clear strategy to move ahead on NTGs in five key areas, and also agreed to dedicate resources towards areas to be based on business cases coming forward as part of the 2010/11 budget setting process. The WCC Cabinet Report is attached as Appendix A for information. and the main elements are set out below in this report. Clearly, this WCC Cabinet Report is very much a County-focused document. However, the principles and approach that it advocates could be transferred to other partner agencies in the County. The report was circulated to a range of partner agencies for comment (all Districts and Boroughs, PCT, Police, Connexions, Warwickshire Probation Board). Those who have responded to date have generally welcomed the report and supported the approach. However, there were a number of suggested improvements raised.

## 2. Moving forward together

2.1 As agreed at previous PSB meetings, if we are to make real improvements in people's lives on the ground by moving forward on NTGs, we will need to ensure that all public and voluntary/community agencies coordinate their efforts, energies and resources on agreed priorities. Therefore, we would hope that all the agencies in the PSB would agree to support and contribute to the approach to NTGs agreed by WCC Cabinet on 30<sup>th</sup> July 2009.

2.2 To ensure focus on some initial priorities and the effective availability of resources to deliver real progress and positive outcomes, WCC Cabinet agreed to consider through the Council's budget making process, the specific allocation of 0.5% of the total annual budget to NTGs, and ask relevant Heads of Service to draw up a business case for funding to address each of the five key issues. The idea for starting to 'bend' more mainstream spending by an initial reallocation on 0.5% of partners' budgets came from a PSB Advisory Forum meeting.

2.3 The **five key issues** which suggest themselves as priorities for the next four years and beyond are:

- (i) Older people, particularly those facing health inequality issues (e.g. excess winter deaths and links to fuel poverty), looking at advocacy for services/support and involving the Voluntary and Community Sector (VCS) as an integral part of the delivery process.
- (ii) Young people in the NEET category, as part of a continued focus on Educational Attainment/Achievement, looking at early years work, work with parents both before and after the birth of children, family learning and all other ways in which aspiration and support can be promoted, including the developing Family Intervention Project and Integrated Family Support Service initiative.
- (iii) Enhancing jobs and skills opportunities, particularly among the most disadvantaged communities and especially in the current challenging economy, with a preferential approach to work placements,

apprenticeships and jobs with WCC and other Public/VCS Sector agencies in Warwickshire.

- (iv) Enhanced personalisation of services, particularly around older people and targeted family intervention/support, including work with “looked after” children.
- (v) Developing community leaders/advocates/champions, particularly in the most disadvantaged communities, to build the capacity of their own local communities and also promote their own educational attainment and employability.

2.4 It is important to note that these are not WCC issues alone, they are issues that impact on the whole community and are the responsibility of the PSB as a whole. The PSB may conclude that there are other more pressing priorities, but the aforementioned proposals are all matters that have been aired consistently in workshops and areas that need to be addressed.

## Appendix A

### AGENDA MANAGEMENT SHEET

**Name of Committee** Cabinet

**Date of Committee** 30 July 2009

**Report Title** **Narrowing the Gaps (NTGs) – Where do we Want to be in Four Years’ Time?**

**Summary** Proposal for taking forward the Narrowing the Gaps agenda.

**For further information please contact** Colin Ball  
Narrowing the Gaps Coordinator  
Tel: 02476 399093  
E-mail: colin.ball@prideincamphill.co.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background Papers** Report to Public Service Board (PSB) September 2008.

#### **CONSULTATION ALREADY UNDERTAKEN:-**

*Details to be specified*

Other Committees  .....

Local Member(s)  .....  
(With brief comments, if appropriate)

Other Elected Members  .....

Cabinet Member  Councillor P Fowler  
(Reports to The Cabinet, to be cleared with appropriate Cabinet Member)

Chief Executive  J Graham

Legal  I Marriott – comments incorporated

Finance  D Clarke

Other Chief Officers  Strategic Directors Leadership Team 20/5/09, 26/6/09. Comments incorporated.

- District Councils  Initial discussion Public Service Board 3/3/09.  
Public Service Board Advisory Forum 21/4/09.
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION**

**YES** (If 'No' complete Suggested Next Steps)

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## **Cabinet – 30 July 2009**

### **Narrowing the Gaps (NTGs) – Where do we Want to be in Four Years' Time?**

#### **Report of the Strategic Director for Environment and Economy**

##### **Recommendation**

That the recommendations in section 4.2 are approved by Cabinet to provide the basis for our Narrowing the Gaps work. These propose the changes in focus in public sector investment and changes in work practice needed to deliver the outcomes wanted.

#### **1. Background**

- 1.1 Work on NTGs began around two years ago. The concept then was very much around addressing the “North/South” split in Warwickshire and tackling the serious issues of deprivation in the north of the County – and this remains a clear priority. However, there was little recognition of the issues to be tackled and no clear strategy in place for addressing these. Now we have clear agreement from the Public Service Board (PSB) on the importance of addressing NTGs, agreement on the need for differential targets to address NTGs and, in principle, on the need for funding support delivering these. We have wide acceptance of the concept of NTGs across key Members from all political Parties and across all Directorates in WCC and all agency partners through the Public Service Board.
- 1.2 We also have a definition of NTGs that is more than geographic, reflecting communities of interest, working to improve the quality of life for all across Warwickshire, but more quickly for those most disadvantaged in our more deprived communities. In addition, there is now a growing acceptance of the need to drill down to localities and priority neighbourhoods in some cases. This approach fits well into and supports the County’s emerging focus on other ‘wicked’ issues, including development of the localities/communities agenda, personalisation of services and the “Total place” agenda. It is also important to integrate NTGs into the developing Warwickshire’s Sustainable Community Strategy (SCS) and to ensure this. Work is already in hand to deliver this.
- 1.3 The principle of Narrowing the Gaps aligns closely with the Well Being Power introduced in 2000, which enables local authorities’ *to promote or improve the economic, social and environmental well-being of their area, unless prohibited,*

*restricted or limited elsewhere in legislation*'. For Warwickshire, Narrowing the Gaps could be described as invoking Well Being powers in that it is about looking beyond the standard service remit, and working more proactively and creatively with partners to tackle local issues.

1.4 The proactive use of Well-being Powers could be instrumental in:-

- (i) Reassuring directorates/partners and overcome issues of uncertainty.
- (ii) Providing statutory authority for our activities.
- (iii) Offering an opportunity to embrace new approaches to working.
- (iv) Giving a visible sign internally and externally that we are committed to making a difference in our communities, and to people's quality of life.

1.5 The County Council's move, over the coming months, to look to relocate and co-locate aspects of major service elements within different localities around the County will significantly aid the process of delivering on Narrowing the Gaps and furthering the effective use of the County's Well-being Powers.

1.6 Narrowing the Gaps will come about by raising the quality of life of those who fall behind others, including a first class education, opportunities to work in a sustainable economy and with good health. To deliver on this will mean real changes to the ways that the County and all our agency partners work, so that NTGs becomes the driving force for improved service delivery.

## **2. Engaging with Communities**

2.1 We need to look ahead and describe what real differences we are aiming to achieve in people's lives, and how we will deliver them. In many cases, this will not be a "quick fix" programme and will take a generation or more to achieve the really important changes needed. It has, after all, taken several generations for the problems of deprivation to develop and entrench themselves in communities. There will need to be shifts in public sector agency investment, as well as fundamental changes in working practices, in particular in wider community engagement, as communities will only own changes which narrow the gaps if they are involved in them, to deliver the sort of step changes needed for those in the most disadvantaged areas.

2.2 There will need to be effective working across the localities, and engender support from partners to ensure robust community forums are established and maintained.

## **3. Monitoring Effectiveness**

3.1 There are a number of areas where the County is already tackling the gaps in communities of interest.

- (i) Adult Health and Community Services (AHCS) - The Sustainable Community Strategy has identified the ageing population in



Warwickshire as a priority to be addressed. Through the use of mechanisms such as the Joint Strategic Needs Assessment, the Directorate has been able to identify clear gaps in service and provision and then develop Joint Commissioning Strategies that seek to address these issues and gaps. In addition, there are other groups which are clearly identified as disadvantaged that cut across localities and neighbourhoods such as carers, people with Learning Disabilities or Mental Health problems.

- (ii) Many of the AHCS Directorate's joint commissioning priorities with the Health community and Districts/Boroughs relate to client groups such as people with learning disabilities, mental health, older people, carers and many other clients who have housing related support needs such as the homeless, those suffering domestic abuse, etc. All of the Directorate's current Area Based Grant funded services are targeted at such client groups, as is the mainstream budget and the Directorate can demonstrate improving outcomes and ambitious targets for continuous improvement.
- (iii) Children, Young People and Families (CYPF) – The Common Assessment Framework approach in this Directorate looks to tackle gaps identified in the support needs for children, young people and families. Through the delivery of extra support and targeted additional tuition to pupils, an improvement in GCSE attainment for looked after children should be achieved this year. The 'gap' in attainment for looked after children was highlighted in the Narrowing the Gaps analysis as being a significant issue. The emerging new Integrated Youth Support Service will also support work on Narrowing the Gaps across the County and among young people, as a community of interest group.
- (iv) Environment and Economy (E&E) – For a number of years this Directorate has sponsored the Pride in Camp Hill (PinCH) and Building Sustainable Neighbourhoods (BSN) initiatives, working to make a real difference in people's lives in the most disadvantaged communities in Nuneaton and Bedworth.
- (v) Partnership Working – Working in partnership in Nuneaton and Bedworth (NBBC) and Warwick (WDC) Council areas we are currently putting together, with support from local Colleges, a package of proposals to support those young people Not in Employment, Education or Training (NEETs). There are also well advanced plans for integrating the Family Intervention Project and the Intensive Family Support initiatives being promoted by the Nuneaton and Bedworth Local Strategic Partnership (LSP) through the Public Service Board (PSB).

3.2 The PSB agreed on a number of specific priority neighbourhoods in September 2008, namely, - Abbey and Wem Brook, Camp Hill and Galley Common, Rugby Town North, Arbury and Stockingford, Brownsover South

and Newbold, Maybird/Mount Pleasant area of Stratford, Crown, Brunswick and West Warwick. The Police Authority has agreed to focus on High Harm Causers in specific disadvantaged areas in Rugby (i.e. the Town, Brownsover, Benn, and New Bilton), Leamington Spa (i.e. the Town, Clarendon, and some of Brunswick and Willes), and Nuneaton and Bedworth (i.e. the Town, Abbey, Camp Hill, and parts of Bar Pool and Kingswood). The Primary Care Trust (PCT) have agreed to locate a new General Practice-led Health Centre in Camp Hill, Nuneaton and WCC's CYPF Directorate are currently developing a needs-based, priority area-focused approach to engagement and support for young people with their new Integrated Youth Support Service.

- 3.3 The targeting of priority areas, described in 3.2 will involve reviewing the balance between universal services and targeted services. For instance our developing approach to High Harm Causes and Targeted Family Intervention may well require a diversion of resources from existing activities many of which are Universal Services to targeted activities focussed on particular families groups or areas.
- 3.4 In addition, the Health Inequalities Strategy, presented to the PSB in January 2009 and now being championed through the Warwickshire Healthier Communities Delivery Network partnership will ensure more effective "joined up" working on health issues across the County. This specifically links to National Indicator (NI) 120 (all age, all cause mortality rate), which is in the list of NTG indicators and for which we have already set differential targets based on gender split and locality of specific interest. Strategic discussions have also taken place with the Local Strategic Partnerships in each District and Borough area of the County to agree local targets and develop delivery plans to support the strategy. This approach will ensure that the implementation of the Health Inequalities Strategy delivers improvement to tackle some of the most glaring gaps.
- 3.5 There will be some tough choices about priorities. However, unless we tackle the issues proactively now, we will see even more serious decline in years to come. WCC's Medium Term Financial Plan (MTFP) needs to take account of differential targets in refocusing spending priorities for the future, if we are serious about making a difference. We also need to ensure that we address Equalities issues, especially as the Equalities Bill proposes to introduce a duty to decrease socio-economic disadvantage when making strategic decisions.
- 3.6 This report proposes a vision for the next four years and identifies issues and delivery mechanisms that will be appropriate for the environment we might face in ten years' time. **This is set out in Appendix 1.** This includes making use of new technology, anticipating changes in attitudes or thinking now about what opportunities might exist for school leavers in ten years' time; in other words, horizon scanning. The NTGs programme going forward should have flexibility embedded within it, allowing us to respond to unforeseen challenges, rather than being tied to targets that may or may not be appropriate years down the line. For example, if we were writing this report two years ago, it is unlikely we would have anticipated the scale and speed of the current

recession, which has had an impact on partners' priorities and resource allocation.

- 3.7 The recommendations below propose changes in focus in public sector investment and working practices to deliver the outcomes that we all want. For example, we are currently investigating the likely impact and implications of bending around 0.5% of all Public Sector agency funding as a starting point, with WCC leading by example, specifically on NTGs initiatives. In addition there are cross cutting agency working on initiatives such as the family centred service delivery model about to be piloted in the NBBC area. We should also consider allocating some of the LPSA2 Reward Grant (£10.170m) towards specific outcome-focused NTGs initiatives, given that the PSB has already indicated a willingness to do this. The 0.5% base budget funding and reward grant could be focussed on short and medium term improvements, whilst we review and agree how to refocus core funding and secure more funds for the longer term more stretching ambitions.

#### **4. Financial Implications/Recommendations**

- 4.1 If we are to deliver real step change improvements in peoples' lives in the most deprived and disadvantaged communities, it will be necessary to make the kind of changes in investment priorities set out above and make some radical changes in work practices. Otherwise we risk continuing decline in those most deprived and disadvantaged communities.
- 4.2 In order to ensure we deliver real changes in the quality of life for all in Warwickshire – and more urgently for those in the most disadvantaged communities, it is recommended that:-
- (i) Cabinet agree to put in place cross-organisational mechanisms, to ensure full support for the NTGs programme, with specific challenge targets agreed on improving outcomes for all across Warwickshire, with improvements pushing ahead more quickly for those in the most disadvantaged areas.
  - (ii) Cabinet to agree on the following key areas of focus for NTGs over the coming four years: (1) older people, with a focus on those facing health inequality issues (e.g. adults with disabilities excess winter deaths and links to fuel poverty), (2) young people in the Not in Education, Employment or Training (NEET) category, as part of a continued focus on Educational Attainment/Achievement, (3) enhancing jobs and skills opportunities in the current challenging economy, (4) personalisation and targeting of services, particularly around older people and adults with disabilities, targeted family intervention/support and “looked after” children and High Harm Causes (5) involving/developing community leaders/advocates/champions, starting in the most disadvantaged communities.
  - (iii) Cabinet agree, from 2010/11 onwards, to consider through the Council's budget making process, the specific allocation of 0.5% of the

Council's annual budget towards specific NTGs initiatives and outcomes – and seek to persuade all other Public and Voluntary Sector agencies in Warwickshire to do the same. This to be based initially on business plans from the relevant service areas which will be assessed as part of the Star Chamber process, describing in more detail their proposals for tackling the priorities identified in 4.2 (ii).

- (iv) Cabinet Propose:-
  - a. That all Public Sector/VCS agencies actively support the Narrowing the Gaps programme via their mainstream resources through a greater and more coordinated focus of their activities in priority localities and with priority groups in pursuit of differentiated service targets.
  - b. That non-mainstream resources (e.g. External Funding opportunities such as ABG and PSA Reward) are used to enhance the Narrowing the Gaps programme and not to underwrite it.
  - c. That the County Council leads on this approach set out above by example, to deliver the Vision set out in 1.6, with Strategic Directors and Portfolio Holders being required to demonstrate the ways in which they have contributed directly to delivering on NTGs and differentiated service targets.
  - d. An initial focus should be given to reviewing, then strengthening and co-ordinating advocacy services to facilitate take up of services and entitlement by priority groups and localities.
- (v) Cabinet to agree a Strategic Director to carry forward all the work around reviewing and agreeing on differential targets and funding support to deliver these across WCC and with all partner agencies.
- (vi) Cabinet to agree that each Directorate nominate a Head of Service to join a NTGs Corporate Steering Group. This Group should be accountable for championing NTGs and changes in work practices within and across all WCC Directorates towards much more multi-agency and cross-cutting approaches, as well as encouraging all Public and Voluntary Sector agencies in Warwickshire to do the same.

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire Hall  
Warwick

16 July 2009

## Appendix 1

### Cabinet – 30 July 2009

#### **Narrowing the Gaps (NTGs) – Where do we Want to be in Four Years' Time?**

##### **Outcomes to be Delivered from NTGs Initiatives over the Coming Years**

There are **five key issues** which suggest themselves as priorities for the next four years and beyond:-

- (i) Older people, particularly those facing health inequality issues (e.g. excess winter deaths and links to fuel poverty), looking at advocacy for services/support and involving the Voluntary and Community Sector (VCS) as an integral part of the delivery process.
- (ii) Young people in the NEET category, as part of a continued focus on Educational Attainment/Achievement, looking at early years work, work with parents both before and after the birth of children, family learning and all other ways in which aspiration and support can be promoted, including the developing Family Intervention Project and Integrated Family Support Service initiative.
- (iii) Enhancing jobs and skills opportunities, particularly among the most disadvantaged communities and especially in the current challenging economy.
- (iv) Enhanced personalisation of services, particularly around older people and targeted family intervention/support, including work with “looked after” children with a preferential approach to work placements, apprenticeships and jobs with WCC and other Public/VCS Sector agencies in Warwickshire.
- (v) Developing community leaders/advocates/champions, particularly in the most disadvantaged communities, to build the capacity of their own local communities and also promote their own educational attainment and employability. Some more detail on aims and objectives are set out below.

##### **Short to Medium Term aims (0-4 years)**

This period should focus on some early wins and, more fundamentally, on establishing the infrastructure required to deliver long-term sustained improvement. In terms of specific indicators/themes to address, attention should be on factors affecting children/young people and families, so that these communities of need are not still experiencing gaps in achievement, opportunity and quality of life in ten years' time. Specifically, this period should concentrate on:-

- (i) Building political and multi-agency support.
- (ii) Identifying resource requirements and establishing a clear funding strategy.

- (ii) Gaining commitment to allocate and combine appropriate resources.
- (iv) Improving cross-organisational and partnership working.
- (v) Improving data sharing and monitoring framework.
- (vi) Improving achievement and opportunities for young people in need.
- (vii) Horizon scanning, identifying opportunities now for how we might deliver change in the future.

The sort of specific changes we would expect to see should include those set out below, **although these would need to be agreed with those directly responsible for delivery and are listed for illustration only at this stage:-**

- (i) Political support and engagement. Securing a continued and improved collective understanding of what Narrowing the Gaps means, agreeing on a PSB delivery plan for activity, with clear leadership on NTGs and structures in place to ensure continued cross-organisational support, given that this will be a 15-20 year programme of activity. One possibility on this would be for the PSB to have a cross-organisational scrutiny role on NTGs.
- (ii) An established Family Centred Service Delivery approach, underpinned through proactive and connected partnership working within and across all Public/VCS Sector agencies.
- (iii) Continued integration and partnership working to deliver personal services for older people.
- (iv) Identifying sub-regional opportunities for economic growth, including the skills agenda, and agreeing a clear strategy for maximising inward investment.
- (v) A clear strategy in place for raising educational performance, including proposals and funding for attracting quality teaching professionals into disadvantaged areas across Warwickshire and through Building Schools for the Future, beginning in Nuneaton and Bedworth.
- (vi) A strategy in place for addressing the needs of looked after children and reducing NEETs by significant amounts each year across Warwickshire, with 75% of the improvements initially being in the most disadvantaged areas.
- (vii) 10% per year reduction in crime through a clear focus on High Harm Causers and through multi-agency working in Policing Priority Areas.
- (viii) Clear improvements in Health through targeted interventions and multi-agency working, such as the new GP-led Health Centre in Camp Hill, Nuneaton.

### **Medium to Long Term approach (4-10 years)**

This period should concentrate on reinforcing the changes that were set in motion during the first four years and extending the range of themes and communities that are supported. This period of the programme should have flexibility built-in so that emerging issues can be addressed as they appear:-

- (i) Expand areas of activity to include other age groups and communities of need, based on current data (i.e. define new or additional target areas).
- (ii) Reassess priority themes and issues in the light of data monitoring.
- (iii) Evaluate the impact of early-win schemes.
- (iv) Ensure that the gap between the best and the worst is reducing, without a decline at the expense of the best.

- (v) By the end of this period no community within the County should be at less than 25% below the County average on any given indicator, with differential targets ensuring better improvements in the agreed priority neighbourhoods.

The sort of specific changes we would expect to see should include those set out below, **although these would need to be agreed with those directly responsible for delivery and are listed for illustration only at this stage:-**

- (i) A robust 'multi-agency' approach for supporting 200 people per year in the most disadvantaged areas across Warwickshire into employment and/or self-employment.
- (ii) Family Centred Targeting approach embedded in public inter-agency working, ensuring 100 families supported each year in the most disadvantaged areas.
- (iii) New schools/academies in place in NBBC area.
- (iv) 50% reduction in NEETs through targeted secondary education support for those at risk of entering this category – and now moving to more challenging year on year reductions in NEETs.
- (v) 50% reduction in teenage pregnancy as a result of targeted education support, raising aspiration and self-esteem.

### **Long-term approach (10+ years)**

This is where we would start to see the vision becoming a reality. This period should have an all-encompassing aspiration along the lines of “no community within the County is performing at less than 10% below the County average on any given NTGs indicator”. We should include examples of what this might look like based on current performance (e.g. no community has a NEET rate greater than 5.5%) but recognise that this specific measure may not be appropriate in ten years' time.

The sort of specific changes we would expect to see should include those set out below, **although these would need to be agreed with those directly responsible for delivery and are listed for illustration only at this stage:-**

- (i) Improved life-expectancy for people in deprived areas, with average increase of 5 years' life expectancy.
- (ii) Teenage pregnancy rates at the lowest in the region.
- (iii) No ward in Warwickshire to feature in the top 2% nationally of wards for poor educational attainment.

**Report to the Warwickshire Public Service Board**

**23<sup>rd</sup> September 2009**

**LAA Update**

**Report of the Assistant Chief Executive (WCC)**

**Recommendations:**

The Board is recommended to:

- a) Note the recommendations of the ABG Sub-Group in respect of allocations to Borough/District LSP's (Section 2)
- b) Consider the recommendations of the LPSA 2 Sub Group in respect of potential reward grant allocation (Section 3)
- c) Endorse the terms of reference in relation to the rationalisation of buildings review (Section 4)
- d) Endorse the use of the approved LAA resources for the delivery of the LAA priorities in 2009/10, in line with the proposal from the Healthier Communities and Older People Block approve the release of the relevant funding.(Section 5)
- e) Note Q1 Outturn for the current financial year (Section 6)

**1 Introduction**

1.1 This is a composite report which informs of the following key developments:

- a) Recommendations made by an ABG Sub-Group in respect of allocations to Borough/District LSP's (Section 2)
- b) Recommendations of the LPSA 2 Sub Group in respect of potential reward grant allocation (Section 3)
- c) Progress in relation to the rationalisation of buildings review(Section 4)
- d) HCOP proposals for use of 2009/10 ABG (Section 5)
- e) Q1 Outturn for the current financial year (Section 6)

**2. ABG Sub-Group on LSP Allocations**

2.1 The Board will recall that at its meeting on 30<sup>th</sup> April 2009 it was agreed that a Sub-Group would be established to oversee allocations that had been made to each of the Borough/District LSP's.

2.2 The Sub Group consists of Jim Graham, the Chief Executive of Warwickshire County Council, and three nominees from the Public Service Board. These nominees are:

Louise Bennett-Coventry and Warwickshire Chamber of Commerce



Kate Mulkern-Heart of England Foundation  
Andy Parker-Warwickshire Police

The Sub-Group (in consultation with the three WCC political leaders) will approve applications and report for information to the Public Service Board together with recommendations for review of implementation and effectiveness.

- 2.2 The Sub-Group considered applications at a meeting on 9<sup>th</sup> September 2009 and the following decisions were made:

### **Applications**

Stratford

DECISION DEFERRED. The Sub-Group were of the opinion that the application failed to demonstrate that it fulfilled the criteria as specified to applicants in May (and attached as an Appendix). Further information was also required on the extent to which match funding has been explored.

North Warwickshire

APPROVED SUBJECT to further information being provided on contingency plan being outlined should alternative sources of funding ((£9,280) not be secured. It was also felt that greater transparency on sources of funding were required specifically that Area Committee was not match funding as it was from the same source (i.e WCC) and that the source of the £9280 should also be stated.

Nuneaton and Bedworth

APPROVED SUBJECT to assurances on the certainty of funding from CYPF and Health both for current and future years. Contingency plans to be outlined on how the projects would proceed should alternative funding not be secured.

Warwick

DECISION DEFERRED. The Sub-Group were of the opinion that greater articulation was required as to what the key community outcomes were for the proposal and what the project actually entailed in terms of delivery. Further information was also required on the extent to which match funding has been explored.

Rugby

DECISION DEFERRED. The Sub-Group were of the opinion that greater clarity was required on the presentation of financial information as it was not possible to ascertain total income against total expenditure. Contingency plans to be outlined on how the projects would proceed should alternative funding not be secured

### **Monitoring and Review**

It was agreed that monitoring should be conducted at 6 month and end project intervals. It was also emphasised that any allocation next year should take into account the extent to which current projects had been delivered.

- 2.3 At the time of writing this report, LSP's have been informed of decisions and it is hoped that a resolution of issues can be reported verbally at the meeting to enable prompt approval of applications.

### 3. LPSA2 Sub-Group

- 3.1 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 composition of the Group is:

- 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

- 3.2 In terms of allocation it was agreed that at the last meeting that this would be as follows:

**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

- 3.3 Stage 1 of the process has been completed with LPSA 2 Expressions of Interest being submitted by 4<sup>th</sup> September 2009. For the sake of brevity these have not been attached to this report but are available on the homepage of the LAA website via [www.warwickshire.gov.uk/laa](http://www.warwickshire.gov.uk/laa)

- 3.4 As the Sub-Group meeting is scheduled to meet after the despatch of the agenda (15<sup>th</sup> September) recommendations made by the Sub-Group will be emailed in advance of the meeting to PSB members and supplemented by a verbal report at the meeting. The Board will need to consider the expressions of interest in the light of these recommendations in order to determine which applications will proceed to the 2<sup>nd</sup> stage.

### 4. Service Delivery and Rationalisation of Buildings Review

- 4.1 At the last meeting of the Board, a group was established consisting of David Carter, Chris Elliott, Christine Kerr, Monica Fogarty and Phil Evans, to take forward a review of service delivery and the rationalisation of buildings. The group has met twice, and is proposing to work to the following terms of reference:

- To achieve the most efficient and effective means of delivery for public services across Warwickshire, with a goal of ensuring that within each of the key centres of population, key sector organisations work jointly to deliver enhanced customer services.
  - To recognise integrated service delivery to customers as a key driver for that vision, shaping the configuration of property and other public assets.
  - To harness the knowledge base of customer insight and "blueprinting" in order to achieve that vision.
  - To influence and inform the work being undertaken on infrastructure delivery plans associated with the various Core Strategies, and on the sub regional sustainable growth strategy.
  - To inform and influence other strands of work which are involved in the delivery of shared services.
  - To explore ways in which the benefits/costs of rationalised approaches to public sector services delivery and property assets could be "equalised" or "held in common".
- 4.2 Public Service Board is recommended to endorse these terms of reference. The group will then seek representation from the Police and Health Authority. We will also seek to generate similar work in Coventry and Solihull as part of the Total Place agenda.

## **5. HCOP proposals for use of 2009/10 ABG**

- 5.1 As part of their considerations on the allocation of LAA resources for 2009/10 the PSB endorsed the approach, recommended by the Scrutiny Panel, to move away from historic funding patterns and towards a more holistic approach to the delivery of the LAA priorities and targets by providing funding to larger "themed pots". The resolution went on to state that "Before funding is released each of the LAA Blocks will report back to the PSB with the detail of their spending proposals."
- 5.2 The purpose of this section is to seek the Board's endorsement of the proposals from the Healthier Communities and Older People Themed Block and therefore release the relevant funding. The allocation of resources to the Block, available to and approved by the Board, totals £5.133 million. Table 1 shows the breakdown of this funding outlining how the block is proposing to take forward the funding strategy agreed by the PSB.

## Proposed Use of the Area Based Grant in 2009/10

Title	Allocation £	Description
Carers	2,112,096	<p>This grant will enable Councils to dedicate resources to support Carers and has ensured progress is made with :</p> <ul style="list-style-type: none"> <li>- carers being offered an assessment in their own right though the employment of workers dedicated to this task</li> <li>- providing planned breaks for carers</li> <li>- ensuring carers have immediate access to alternative support in emergency situations</li> <li>- providing planned breaks for parents of disabled children</li> <li>- providing support to ensure young carers do not take on inappropriate care needs</li> <li>- supporting children and young people who are carers in having a break</li> <li>- facilitating carers networks and support groups</li> </ul> <p>It is important to recognise that around 20% of this funding is utilised by the Children, Young People &amp; Families Directorate</p>
Learning & Disability Development Fund	356,188	The work of the Learning Disability Partnership Board is made possible through this funding. Resources are allocated according to the priorities of the Board and advocacy services for both Individuals & Carers receive the majority of this money.
Mental Capacity Act & Independent Mental Capacity	275812	The Mental Capacity Act provides a framework for acting & making decisions on behalf of people who are 16 years and over & who lack the capacity to make decisions for themselves. Local Authorities are also required to commission an Independent Mental Capacity Advocacy service ( IMCA ) for anyone lacking capacity and with no friend or relative to support them. The Mental Health Amendment Act has extended the right to an IMCA service to all detained patients & those subject to supervised community treatment orders or guardianship.
Mental Health	1,189,216	Implementation of the provisions of the Mental Health Amendment Act is to be completed by April 2009. It introduces 9 changes including a new definition of mental disorder, new health & social care professional roles, extended use of Mental Health Review Tribunals, a statutory right to advocacy & introduction of deprivation of liberty safeguards.
Adult Social Care Workforce	1,199,254	The adult social care workforce works with the most deprived & disadvantaged members of the community. Staff require continual training & development to ensure that they are able to deliver the highest standards of care & are equipped to cope with the difficult roles they fulfil. This funding is specifically to deliver the National Training Strategy & support employers in meeting the training & qualifications requirements of the CSCI national minimum standards. It is anticipated that 50% of the funding will be used to support the private, voluntary & independent sector.
<b>Total</b>	<b>5,132,566</b>	

## **6. 2009/10 Local Area Agreement – Projected Resource Outturn as at Quarter 1**

- 6.1 The purpose of this section is to inform the PSB of the Quarter 1 position and the 2009/10 projected outturn for the use of Local Area Agreement (LAA) resources, based on the information known at the end of June 2009.
- 6.2 As part of their considerations on the allocation of LAA resources for 2009/10 the PSB endorsed the approach, recommended by the Scrutiny Panel, to move away from historic funding patterns and towards a more holistic approach to the delivery of the LAA priorities and targets by providing funding to larger “themed pots”.
- 6.3 The section covers the resources allocated to the LAA Blocks and themed pots that were approved by the Board at its meeting on 27 January 2009.
- 6.4 The section does not however cover the allocations to the Local Strategic Partnerships (LSPs). These resources have been excluded from the monitoring report as the LSPs delivery plans have yet to be approved by the PSB.
- 6.5 The report has been compiled on the basis of the returns from each of the Themed Blocks in receipt of pooled grant, in consultation with partners.

### **Spending Compared With Estimates**

- 6.6 In total £18.485 million, excluding LSP funding, will be allocated to the LAA themed pots in 2009/10. At this stage, the projected outturn for LAA resources is an overspend of £0.030 million. This overspend represents 0.2% of the total funds monitored. Providing funding to meet any overspend is the responsibility of the relevant partner at the end of the financial year.
- 6.7 At the end of Quarter 1 actual spending by the LAA themed pots was less than the funds allocated to them, reflecting the fact that proportionately more of the planned spending will take place towards the end of the financial year. At 30 June 2009 a total underspend of £0.792 million or 17.2% was reported in comparison to the funds allocated at the end of Quarter 1.
- 6.8 Table 1 shows a summary of the first quarter position and the projected year-end outturn for each of the Themed Blocks in receipt of funding.

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- 6.9 No partners in receipt of LAA resources have reported any consequences to delivery of outcomes in the preparation of this report.

## **7. Summary**

The Board is recommended to:

- Note the recommendations of the ABG Sub-Group in respect of allocations to Borough/District LSP's (Section2)

- Consider the recommendations of the LPSA 2 Sub Group in respect of potential reward grant allocation (Section 3)
- Endorse the terms of reference in relation to the rationalisation of buildings review (Section 4)
- Endorse the use of the approved LAA resources for the delivery of the LAA priorities in 2009/10, in line with the proposal from the Healthier Communities and Older People Block approve the release of the relevant funding.(Section 5)
- Note Q1 Outturn for the current financial year (Section 6)

BILL BASRA  
Partnerships Delivery Manager  
SEPTEMBER 2009