

PUBLIC SERVICE BOARD

AGENDA

Wednesday 25th November 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, (Vice-Chair) 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 23rd September 2009 (attached)
- b) Matters arising from the minutes and not otherwise covered by the agenda
- c) Notification of Items under Any Other Business

B-SUBSTANTIVE ITEMS

3. Responding to the Economic Downturn: The Derbyshire Experience

Presentation from Nick Hodgson, Chief Executive of Derbyshire County Council.

4. IdeA Peer Review

Presentation from Judith Hurcombe, IdeA

5. Putting People First

Report from Dame Yve Buckland, Chair of the Putting People First Group

6. Future Partnership Governance Arrangements

Proposals from the PSB Governance Review Sub-Group and feedback from the Public Service Board Advisory Forum meeting held on 10th November 2009.

7. Family Centred Intervention

Report from Nick Gower-Johnson, County Localities and Communities Manager, (WCC)

C-BUSINESS PLANNING, FINANCE & PERFORMANCE

8. Partnership Business Update

Composite report addressing business issues relating to the Warwickshire Together Partnership.

D-CLOSE OF BUSINESS

9. Any Other Business

10. Future Meetings

Date, Time and Venue	Agenda Items
26/01/10- 2:00pm at Saltisford* Warwick	<ul style="list-style-type: none"> • Building Schools for the Future • Implementing new Governance Arrangements • Partnership Effectiveness • Addressing Climate Change • LPSA 2 Stage 2
27/04/10-10.00am-venue tbc	
21/06/10-10.00am-venue tbc	
20/09/10-10.00am-venue tbc	
23/11/10-10.00am- at Saltisford, Warwick	
* All meetings in Saltisford will be held in Building 1, Ground Floor, Conference Rooms 1 and 2	

Objectives
<p>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:</p> <ul style="list-style-type: none"> (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
<p>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.</p> <p>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:</p> <p>Pete Keeley Principal Committee Administrator Tel: 01926 412450 or Email: petekeeley@warwickshire.gov.uk</p>
Further Information
<p>Visit the Warwickshire LAA website for further information about the LAA</p> <p style="text-align: center;">www.warwickshire.gov.uk/newlaasite</p> <p>Or alternatively contact</p> <p>--Simon Robson, Head of Partnerships, Tel 01926 412942, Email: simonrobson@warwickshire.gov.uk</p> <p>--Bill Basra, Partnership Delivery Manager, Tel: 01926 412016, Email: billbasra@warwickshire.gov.uk</p>

Minutes of a meeting of the Warwickshire Public Service Board held on 23 September 2009 at The Dormer Place Conference Centre, Leamington Spa.

Present:

Members of the Public Service Board

Council Leaders:

Warwickshire County Council - Cllr Alan Farnell, (Chair of Board)
Warwick District Council – Apology from Cllr Mike Doody
North Warwickshire Borough Council –Cllr Colin Hayfield
Nuneaton and Bedworth Borough Council – Cllr Pete Gilbert
Rugby Borough Council - Cllr Craig Humphrey, (Vice-Chair of Board)
Stratford on Avon District Council – Apology from Cllr Les Topham

C&W Chamber of Commerce - Louise Bennett
Learning and Skills Council (C&W) - Apology from Kim Thornycroft
NHS Warwickshire (PCT) - Bryan Stoten
Voluntary and Community Sector - William Clemmey
Warwickshire Association of Local Councils (WALC) - Cllr Bill Lowe
Warwickshire Police Authority - Apology from Ian Francis

Other attendees

CAA - Mary-Ann Bruce
Coventry, Solihull and Warwickshire Partnership – Steve Stewart
GOWM – Terry Cotton
Jobcentre Plus – Jacquie Hatfield
Learning and Skills Council – Pete Shearing
NHS Warwickshire – Rachel Pearce and John Linnane
Stratford LSP - Charles Goodey
Warwickshire Police – Andy Parker, Deputy Chief Constable
Warwickshire Police Authority – Sue Howl, Chief Executive
Warwickshire County Council – Cllrs Peter Fowler and June Tandy

Officers

Chief Executives:

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

Warwickshire County Council – Jim Graham

County Council

Colin Ball, Narrowing the Gaps Coordinator
 Bill Basra, LAA Manager
 Graeme Betts Strategic Director of Adult, Health and Community Services
 David Carter, Strategic Director for Customers, Workforce and Governance
 Dave Clarke, Strategic Director of Resources
 Elaine Cook, Carers Development Manager Adult, Health and Community Services
 Marion Davis, Strategic Director for Children Young People and Families
 Monica Fogarty, Assistant Chief Executive
 Janet Fortune, Group Manager, Economic Development, Environment and Economy Directorate
 Paul Galland, Strategic Director of Environment and Economy
 Pete Keeley, Democratic Services

1.	<p>Apologies for Absence</p> <p>were received from Jacqui Aucott (CWIC), Cllr Michael Doody (Warwick District Council), Ian Francis (Warwickshire Police Authority), Cllr Colin Hayfield (North Warwickshire Borough Council), Paul Jennings (NHS Warwickshire), Kim Thorneywork (Learning and Skills Council (C&W), Cllr Les Topham (Stratford on Avon District Council)</p>	
	<p>Welcome</p> <p>The Chair welcomed Councillor Pete Gilbert (Nuneaton and Bedworth Borough Council) to the meeting.</p>	
2.	<p>Minutes of Previous Meeting</p> <p>The Minutes of the meeting held on 25 June 2009 were agreed and signed as a correct record, subject to a correction relating to Marion Davis’s title and to Monica Fogarty and David Galliers being identified as being responsible for action for the Learning to Deliver 2009/10 Programme.</p>	
3.	<p>Appointment of Vice-Chair</p> <p>The Board elected Councillor Craig Humphrey as Vice Chair.</p>	
4.	<p>Total Place</p>	

	<p>Jim Graham, Chief Executive of the County Council, outlined developments with the Total Place pilot project which was being undertaken jointly by Coventry, Solihull and Warwickshire.</p> <p>He reported that the pilot which was in its early stages, will focus initially on the particular interface between schools, the three Children’s Trusts and the three Local Area Agreements. In the longer term it was intended to look much more at the way in which schools in the sub-region can provide platforms in their local communities to deliver a wide range of inter-agency services to children and their families.</p> <p>Additional papers were available on the LAA website.</p>	
<p>5.</p>	<p>Comprehensive Area Assessment/Partnership Effectiveness</p> <p>The PSB received a presentation from Mary-Ann Bruce of the Audit Commission relating to progress with the CAA. A copy of the presentation had been circulated to members of the Board and was available on the LAA website.</p> <p>Several points were raised during the discussion including:</p> <ul style="list-style-type: none"> • Although the wider level of partnership working with the wider NHS was proposed to be categorised as red flag status, there were good examples of detailed joint working. • The need for the attendance of NHS officers representing a wider range of NHS services was to be considered further. • The PSB noted that the George Eliot Hospital was represented on the Local LSP • The importance of the Spearhead Authority Status of Nuneaton and Bedworth Borough Council was acknowledged although it was not considered appropriate to be mentioned in the proposed report at this time. • The contrast between Nuneaton and Bedworth and the rest of the county in terms of health inequality was to be recognised in the report but would not warrant red flag status. • With regard to the economic situation, members were asked to advise Monica Fogarty, Assistant Chief Executive at the County Council, of the action being taken by partners for her to co ordinate a response to the Audit Commission. • Care must be taken of the impact on staff morale of any announcements relating to the identification of service areas doing better/worse than others. <p>The Chair thanked Mary-Ann Bruce for her presentation.</p> <p>Monica Fogarty then presented the report which had been circulated</p>	<p>Monica Fogarty</p>

	<p>with the Agenda.</p> <p>During her presentation she advised members that many of the points made by Mary-Anne Bruce had already been picked up with partners.</p> <p>Resolved:</p> <p>That the PSB approve the Implementation Plan.</p>	
<p>6.</p>	<p>Future Partnership Governance Arrangements-Proposals</p> <p>David Carter, Strategic Director for Customers, Workforce and Governance, presented the report.</p> <p>The following points were noted during the discussion:</p> <ul style="list-style-type: none"> • Future consideration should be given to greater responsibilities for the LSPs and to clarifying how the locality/community forums would fit in with the new structure. • Care would be taken in agreeing to the establishment of additional new bodies. • In light of previous discussions the level of health engagement would need to be considered. • Discussions would be undertaken regarding housing issues under the new arrangements. <p>Resolved:</p> <p>The PSB approve the Model for partnership governance as the basis for future consultation and subsequent consideration at the November meeting of the Board.</p>	<p>David Carter</p>
<p>7.</p>	<p>Carers & Employment in Warwickshire</p> <p>Graeme Betts, Strategic Director of Adult, Health & Community Services presented the report..</p> <p>The following points were noted during the discussion:</p> <ul style="list-style-type: none"> • Guidance would be published for managers/employers to avoid any differences in interpretation of the protocols and aid implementation. • The Chamber of Commerce would pursue the adoption of the model protocol with employers. • Support for young carers and guidance for schools would be examined. 	

	<ul style="list-style-type: none"> • The proposed county-wide event for Warwickshire employers would be broadened out to include Coventry and Solihull. <p>Resolved:</p> <p>That the PSB endorse the approach detailed in section 4 of the report and recommend each of the PSB partners to contribute by:</p> <ul style="list-style-type: none"> • Adopting the model protocol for good practice within their Human Resources functions (Appendix 1 to the report). • Participating in carer awareness training provided by Warwickshire County Council. • Proactively promoting carer support services to their employees. • 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. 	
<p>8.</p>	<p>Economic Downturn Update</p> <p>Janet Fortune presented the report on behalf of the Economic Development and Enterprise Block and outlined the main points of the report.</p> <p>During the discussion the following points were noted:</p> <ul style="list-style-type: none"> • The award of local authority and NHS contracts to local companies would assist the local economy. • The Chamber were responding to a large increase in calls on business support services and had been able to lever in £10m grant aid for businesses. • Warwickshire was leading many areas in local procurement arrangements. • Need to examine the trajectory of LAA indicators which are likely to be impacted on by the recession. • Future reports should include information about the impact of the recession on Warwickshire housing waiting lists and on the level of crime etc. • Action responding to the downturn was being taken in all Blocks and consideration should be given to the preparation of an overall action plan. • Meetings were being held in the West Midlands to tackle the underlying long term decline of the WM Region and a more aggressive approach should be taken to ensure that funding opportunities for the region were not missed by complacency. 	

	<p>Resolved: That the PSB agreed that a report should be submitted to a future meeting which should include information about the crosscutting LAA themes.</p>	
<p>9.</p>	<p>Narrowing the Gaps</p> <p>During his presentation of the report, Paul Galland, Strategic Director of Environment and Economy at the County Council, stressed the need for further investment and for partners to consider how main stream funding can be directed into projects.</p> <p>He suggested that partners should consider allocating a further 0.5% of their budget towards Narrowing the Gaps and consider taking action along similar lines to the holistic approach to dealing with crime adopt by the Police.</p> <p>The following points were noted during the discussion</p> <ul style="list-style-type: none"> • Representatives of the Nuneaton and Bedworth Borough Council, the Rugby Borough Council, the Stratford on Avon District Council and the Police confirmed that their organisations would consider the allocation of additional resources under the budget preparation processes. • From Warwick District Council's perspective, it was suggested that if main stream resources were going to be redirected, the Council would want this to be towards housing priorities. • No commitment could be given on behalf of the Warwickshire PCT to the suggested 0.5% of the budget because of other NHS spending in key areas of Narrowing the Gaps. It was suggested that the PCT should consider redirecting resources from other areas of NHS spending • Other partners including voluntary sector organisations would need to consider making funds available. • There would need to be a radical change in the use of public sector land and properties. • Care must be taken in moving any money from LSPs given that they are just beginning to have an impact. <p>The Chair thanked those partners who had been able to commit in principle to the funding and confirmed that the funding would not be allocated to a "central pot".</p>	

Resolved:

That PSB Partners be 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 the County Council 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.

10. LAA Update

Bill Basra, LAA Manager, presented the report of the Assistant Chief Executive of the County Council.

(1) ABG Sub-Group on LSP Allocations

In response to comments about the application from North Warwickshire, the PSB were reminded of the process for the distribution of ABG and that the resources for this application were in the great part from the County Council and included an element of matched funding.

Resolved:

That the PSB agree that as certain information about the deferred applications was awaited, the Sub-Group should consider those applications and relay their views to the Board in conjunction with Councillor Alan Farnell.

(2) LPSA2 Sub-Group

Charles Goody submitted the proposals of the Sub-Group and suggested as a contingency that one project from just below the line should be selected for capital and revenue, as follows:

Revenue Proposals				
Project	Project Name	Value	Total Score	Cumulative
	No.	£'000		£'000
1	Family Inclusion Project	1,430	18	1,430
13	Financial Inclusion Partnership	792	37	2,222
8	Affordable Housing	210	44	2,432
12	Domestic Abuse Floating	480	46	2,912

	Support			
2	Targeted Youth Inclusion	500	54	3,412
6	Domestic Abuse Perpetrators Programme	200	61	3,612
Capital Proposals				
Project	Project Name	Value	Total	Cumulative
No.		£'000		£'000
1	Family Inclusion Project	75	21	75
6	Affordable Housing	5,000	30	5,075
3	Drug and Alcohol Rehabilitation Centre	300	39	5,375
13	Observatory	41	62	5,416

The PSB considered this suggestion but agreed that only those above the line should be accepted on the basis that this still represented a surplus of money and requested that a scaling back of Stage 2 projects would be required to ensure that monies requested did not exceed monies available.

Resolved:

That the PSB agree to support the following bids:

Revenue Proposals				
Project	Project Name	Value	Total Score	Cumulative
No.		£'000		£'000
1	Family Inclusion Project	1,430	18	1,430
13	Financial Inclusion Partnership	792	37	2,222
8	Affordable Housing	210	44	2,432
12	Domestic Abuse Floating Support	480	46	2,912
2	Targeted Youth Inclusion	500	54	3,412
Capital Proposals				
Project	Project Name	Value	Total	Cumulative
No.		£'000		£'000
1	Family Inclusion Project	75	21	75
6	Affordable Housing	5,000	30	5,075
3	Drug and Alcohol Rehabilitation Centre	300	39	5,375

(3) Service Delivery and Rationalisation of Buildings Review.

The reference to “key” sector organisations in the first bullet point was a reference to “public” sector organisations.

	<p>Resolved: That the PSB endorse the Terms of Reference in relation to the rationalisation of buildings review (section 4 of the report).</p> <p>(4) HCOP proposals for use of 2009/10 ABG</p> <p>Resolved: That the PSB 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 of the report)</p> <p>(5) 2009/10 Local Area Agreement - Projected Resources Outturn as at Quarter 1</p> <p>The PSB noted the Q1 Outturn for the current financial year (Section 6)</p>	
11	<p>Any Other Business</p> <p>The PSB noted that Warwickshire Probation would become a Probation Trust on 1 April 2010.</p>	
12.	<p>Future Meetings</p> <p>The PSB noted the times, venues and dates of future meetings as follows -</p> <p>25 November 2009- 10:00 a.m. - Dormer Place Conference, Leamington Spa 26 January 2010- 2:00 p.m. - TBA</p>	

The meeting finished at 12.15 p.m.

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Chair

Report of the Task Force on Putting People First in Warwickshire



Foreword

“Everybody’s right to independence and promoting equality of opportunity”

If Warwickshire is to make independence, choice and well-being a reality for all its citizens then it must embrace the agenda outlined in **Putting People First**. This means that it must have a focus on customers at all times. It must ensure that there is access to all services and it must have excellent partnership working.

I was honoured to be asked to be the independent Chair of the Task Force on **Putting People First**. I accepted the role in the belief that I could contribute to helping Warwickshire address the challenges that implementing this agenda brings. These are not new challenges but during the course of the time I chaired the Task Force they came to have a particular resonance as the economy faced unprecedented challenges. Warwickshire faces a difficult challenge as its older population is increasing at a faster rate than the country as a whole while it will have to deliver services to this growing population at a time of restriction on spending across the public sector.

The implications for the public sector are enormous and if citizens in Warwickshire are not to face years of declining public service it is essential that the leaders across the public sector in Warwickshire work effectively together and with purpose. At this time it is essential that an ambitious programme of shared services is developed, that productivity is improved, that prevention and early intervention are invested in and that organisations seek innovative solutions to the challenges they face. An effective partnership must be established which protects the most vulnerable groups in society – adults with disabilities and older people – and which is determined to ensure they can enjoy quality lives.

I was grateful to those who spent time advising me and the Task Force on the key issues that require action, either as Task Force members or the many professional staff and service users drawn from across Warwickshire who attended the consultative events. They have used the Task Force to voice their wants and aspirations. I particularly want to thank the users and the voluntary groups for their input to the Task Force. This report represents the work of the independent Task Force established by Warwickshire County Council. However, the views expressed in it and the recommendations are ultimately my responsibility as the Chair of the Task Force and, in making them, I have sought to help Warwickshire in its pursuit of making a reality of **Putting People First**.

Yve Buckland

Dame Yve Buckland, Chair, Warwickshire Putting People First Task Force



Background

In 2006, the Government published '*Our Health, Our Care, Our Say*' in which it set out its approach to the delivery of care and health. Key in this approach was the shift to earlier intervention and preventive services, supporting people to remain independent; increasing choice for everyone and recognition that well-being is not simply an absence of ill-health.

This approach was developed in the concordat published in late 2007, *Putting People First*, (Appendix 1) which was supported by a wide range of organisations. The concordat described the importance of moving from paternalistic, reactive care of variable quality to services focused on prevention, early intervention, enablement and high quality personally tailored services. The key elements of this new system of care are:

- Local authority leadership accompanied by authentic partnership working with the local NHS and other statutory and independent organisations, users and carers and the wider local community.
- Agreed and shared outcomes to ensure older people and adults with disability can live high quality, independent lives in their local communities.
- System-wide transformation based on a shift in power to the individual and a locally agreed approach which informs the Sustainable Community Strategy utilising relevant community resources.

Services for older people and adults with disabilities in Warwickshire in 2006 were rated by CSCI as "one star and uncertain prospects". Progress in key areas such as Direct Payments was slow and there was not a strong culture of customer engagement. A previous report I had been commissioned to write in 2005 on services for older people had not been acted upon.

A change of leadership during 2006 had resulted in these deficits being addressed and significant progress had been made during 2006 and 2007 such that CSCI had revised its rating to "two stars with promising prospects" and there had been a significant improvement in areas such as Direct Payments and customer engagement.

Adult Social Care Services in Warwickshire had adopted four principles to underpin their approach to delivering services:

- Putting customers in the driving seat
- Working effectively in partnership
- Prevention is better than cure
- Drive up performance of services

These principles had underpinned the improvements that were taking place in the delivery of services for older people and adults with disabilities. However, the Cabinet recognised that the Concordat could act as a catalyst to develop and improve its partnership working, to improve the integration of services, to improve the engagement of users and carers and to increase the ability of older people and adults with disabilities to live independently in Warwickshire.

Further, the Cabinet recognised that the wider challenges it faced from the impact of an ageing population could not be addressed using the service paradigm that had been used in the past and that the whole system required transformation. On this basis, the Cabinet took the bold decision to establish an independently-chaired Task Force to develop the implementation of **Putting People First** in Warwickshire. The Cabinet invited me to chair the Task Force as I had written the critical report of services for older people and therefore understood some of the challenges that faced Warwickshire in addressing this agenda. The Leader wrote to me:

“Our vision for adults with disabilities and older people is that they should be supported to lead independent lives, with choice over the services they access and control over the services they receive.

We believe that adults with disabilities and older people should have access to mainstream services and that these services should ensure that they are accessible to all members of Warwickshire’s diverse communities. This requires all services across Warwickshire to take responsibility for ensuring that their services are accessible.”

It was proposed by the Cabinet that the Task Force should be time-limited and focused to ensure that it set out a framework for the delivery of the **Putting People First** agenda but did not become bogged down in ongoing implementation and delivery. I agreed with this approach and that the Task Force should involve key partners from the statutory sector as well as independent organisations and users and carers (see Appendix 2 for Membership).

The Cabinet requested that the Task Force report back to the Public Services Board with recommendations to ensure the ongoing delivery of transformed services across the public sector. The key themes that it requested the Task Force to address were putting users and carers at the heart of transformed services, the development of preventive services and the development of effective partnership working.

In order to publicise this approach widely, the Cabinet requested that a conference be held to launch the Task Force and ensure that from the very start the key messages about putting customers in the driving seat, the development of preventive services and the improvement of partnership working were promoted widely. The conference was held in June 2008 and was a prestigious event with keynote speeches from Tanni Grey-Thomson and Mike O'Brien, MP for North Warwickshire and a government minister. Participants at the conference were drawn from a wide range of organisations and users and carers made up half of the attendees. The afternoon was devoted to hearing from users and carers and their feedback was used to inform the thinking of the Task Force.

The Task Force

In taking on the chairing of the Task Force, I believed that it was essential to ensure that the voice of the customer was heard clearly and therefore I was pleased that there was good representation of customers on the Task Force.

Further, I wanted the key agencies public and voluntary, to be represented by senior managers so that the will to change and to develop sustainable partnerships could be agreed and implemented beyond the life of the Task Force. I was very grateful for the commitment from the many organisations who made the time and commitment to attend. In some cases they were represented by their Chief Executive Officers. It is my belief that some adults with disabilities and older people require high quality health and care services but that all of them require access to the mainstream services that citizens in Warwickshire enjoy. Therefore, I was concerned to ensure that the Task Force had a focus on the wider economic and social agenda that affects adults with disabilities and older people.

These are the principles that I had in my mind when I chaired these meetings and I am pleased that that they were reflected throughout the Task Force's discussions and in its final recommendations.

The Terms of Reference for the Task Force are attached as Appendix 2 and it undertook its role in the spirit of the Concordat that it was responsible for shaping in Warwickshire. It made it a priority to engage customers and developed its work to address the issues that they raised. Further, I was determined that it would leave a sustainable legacy which would be beneficial for older people and adults with disabilities in years to come.

One of the first things the Task Force considered was the context in Warwickshire within which Putting People First will be implemented. The Warwickshire Observatory produced demographic information and a Discussion paper (Appendix 3) to support the Task Force in identifying its priorities.

Consequently, the Task Force identified the following workstreams:

- Housing and accommodation
- Social care
- Wider services
- Health and well-being
- Barriers and risks

The Task Force believed these workstreams reflected the most important areas that needed to be addressed in Warwickshire. They were derived from the output from the conference and from discussions amongst the partners represented on the Task Force itself. We recognised that our role was to guide and influence the direction of on-going work as we had no authority to make executive decisions.

As a time-limited group, the Task Force recognised that the main benefit it could bring was to guide and shape the implementation of ***Putting People First*** and to stimulate partners to push the boundaries and raise their ambitions. Further, it recognised that it could help to link the agendas of the partners and encourage the development of relationships between them in order that there could develop a will to change across the partners and a will to work effectively together to deliver integrated services beyond the life of the Task Force.

The outputs and outcomes from the workstreams are described below.

Housing and Accommodation

“A flexible and wide range of opportunities made available in our communities will enable empowerment, independence and choice”.

Under this workstream, the Task Force considered the following areas:

- Disabled Facilities Grants (DFGs)
- Adaptations
- Extracare housing
- Supporting People

The Task Force was pleased with the broad range of work taking place in this area. While some of it was from a low base, we recognised that the partners were increasingly working more effectively together and that there was enormous potential for the future including in broader areas such as Home Improvement Schemes.

“A flexible and wide range of opportunities made available in our communities will enable empowerment, independence and choice”.

The Task Force recognised and supported the ongoing work in Warwickshire with DFGs but highlighted the impact of under performance on citizens in Warwickshire. It urged the partners to be more radical in their approach and to seize opportunities to take forward improvements in this service.

In all, the Task Force felt that there was a need for greater pace in this area of work. Also, it felt that there were productivity gains that could be achieved more quickly if there was the will to change amongst the partners. Given the pressure on budgets across the public sector, the misery that delays in providing DFGs and adaptations causes and the potential to share services in this area, the Task Force believed that improvements were essential. I believe that this should be addressed by the PSB as a matter of urgency and that organisations should be prepared to pool budgets and to strengthen their commissioning in this area.

An ongoing programme of development of Extra Care housing is being led by Warwickshire County Council with its partners and the Task Force supported the work that is underway. Extra Care housing provides people with independence and choice as they continue to have their own front door but they also have the reassurance of knowing that 24 hour care is available on site. The introduction of Extra Care housing over the coming years will ensure that there is a wider range of choices of accommodation for adults with disabilities and older people in Warwickshire.

The Supporting People programme is working well after a difficult period and is engaging a wide range of partners in its work. It is seeking to reshape its programme to improve the benefits for a wide range of disadvantaged groups across Warwickshire and the Task Force urged the partners to support this work. Over the time the Task Force has been meeting, the Commissioning Body for Supporting People has revisited its governance structures and is seeking to provide an overarching framework for the commissioning of housing related support services and the Task Force was encouraged by this development and supports it as it can see the advantages of a county-wide approach to commissioning this range of services. This could provide the basis for improved and purposeful joint working in this area. However it will require strong leadership and clearly identified targets and outcomes if it is to succeed.

Social Care

“I wanted to live with friends but not too far away from my Mum. My Individual Budget helped me to move into a flat. I got lots of support and can walk to my Mum’s for a visit

“I find my Direct Payment really useful as, by employing my own relative, it gives me more freedom and our home atmosphere is so comfortable for my wife”.

“My Direct Payment has enabled me to stay in my own home/community, where I have lived for the past 40 years”.

The Task Force was pleased to welcome the progress being made across Warwickshire in implementing the personalisation of adult social care.

This progress includes the introduction of supported self-assessment, a Resource Allocation System and Individual Budgets. Currently over 500 customers are taking an Individual Budget alongside 1500 customers using Direct Payments. Individual Budgets are giving customers and their families’ greater choice and control in their lives and greater flexibility in their support.

In addition, the Common Assessment Framework project is promoting shared information systems across health and social care led by the customer and this significantly contributes to the system-wide transformation and shift in power to the individual. Putting People First policy is influencing social work practice to be more Solutions Focussed – “Can Do” and away from Procedural Process-focussed bureaucracy. The Task Force is aware that there will be a need for new skills.

Throughout the period the Task Force met it was obvious that this was an area where there is a clear vision for the transformation of services and staff are engaged in implementing this vision. There is a strong focus on identifying and meeting customers' needs and increasingly a more flexible and innovative approach to doing so.

"Make sure that all information is clear and understandable".

'Make sure different agencies talk to each other and make things happen for those in need – Join it up!'

The roll out of Individual Budgets across the county has commenced and Warwickshire County Council is fully committed to achieving the targets it set itself of delivering 16% Individual Budgets uptake by March 2010 and 30% by March 2011. This is to be commended and undoubtedly there will need to be reflection and learning about the implementation challenges of personalised budgets as they are rolled out. Continuing barriers to choice and control for customers will need to be overcome and risks managed. This is clearly the way forward.

Wider Services

This work stream focused on the approach being taken to develop broad-based community services for older people. The Task Force welcomed the approach (Appendix 4). The work stream members developed an interlocking model to expand and develop the Age Concern Centre in Rugby as a local hub. This centre is already very popular. The Task Force felt that this idea could be particularly powerful when put alongside the development of personal budgets. The hub could respond to the needs of a wider range of older people exercising choice. Adult Services have agreed to take forward these developments in discussion with Age Concern. Also, it was recognised that Adult Social Care Services will need to support providers during this transitional period as services move from a traditional approach to funding towards one based on personal budgets.

Looking to the future, the Task Force believes that across Warwickshire there needs to be improved access to leisure and sport activities for adults with disabilities and older people. Further, it believes that transport is a major issue which regrettably, it did not have time to address. It believes that the County Council should take responsibility for developing an overarching transport strategy which should specifically take account of the needs of adults with disabilities and older people.

"I want to be able to access leisure activities within my local community".

"I would love to go to a Pilates class, but don't because I can't access a class which will provide support to deaf people. If there was an interpreter available, I could go and enjoy it".

"There should be 'disability friendly' taxis that offer high care standard (disability awareness)".

The Task Force did not take the time to address fully the very important aspect of transport. It believes that the County Council should take responsibility for developing an overarching transport strategy which should specifically take account of the needs of adults with disabilities and older people.

The Task Force is aware that the County Council has taken the lead in establishing a working group to look at the challenges of an ageing population and it believes that this working group could look at these wider issues. Further, the Task Force believes that once the working group has developed its recommendations these should be taken forward by Warwickshire's Public Services Board.

Health and Well Being

The two main areas that this workstream focused on were the introduction of individual health budgets and the development of integrated care and health services in Alcester. The Task Force has undoubtedly been hindered during its existence because of insufficient engagement from NHS Warwickshire. I am fully aware of the extent of the challenges faced by the PCT during the last year. There has been a turnover of executive leadership which meant that it has been difficult to get engagement at Chief Executive level. Furthermore I am also aware that this PCT has been grappling with mergers bringing together three organisations into one and is coping with financial pressures and a demanding agenda to be set by the NHS nationally. The task Force has been aware that the PCT has not seen the ***Putting People First*** programme and the development of preventative services as a priority. This has been very frustrating. However, and more positively, the new Chief Executive of NHS Warwickshire has made a commitment to improve our working. I was pleased to hear his comments when he attended a conference on integrating health and care services and his commitment to develop more joint posts and joint services augurs well for the future.

The Task Force was also very pleased to note that NHS Warwickshire had become a pilot for the national initiative to develop individual health budgets. This is an ongoing piece of national work which will be concluded in due course and the Task Force sees a real opportunity to develop individual health budgets as a new approach to the delivery of health care and in line with the approach to the delivery of social care.

As the Task Force has always been determined to see some practical improvements in health and care, it has supported the work of the partners in developing a new, integrated care and health pathway and an integrated service in this area. The Task Force welcomed the progress being made in this area and supports the goals NHS Warwickshire and Warwickshire County Council are seeking to achieve.

Barriers and Risks

A workshop was held involving partners and specialist risk management advisors to identify the barriers and risks to implementing ***Putting People First*** across Warwickshire (Appendix 5). The Task Force welcomed the report from the workshop and recommended that this be taken forward as an ongoing piece of work within the existing governance structures. Major risks that were identified included division not being understood widely and partners not putting people first.

Subsequently, this approach was firmed up and it is proposed that the Healthier Communities and Older People Theme within the LAA should take forward this piece of work.

One specific area that became a greater risk during the course of the Task Force concerns safeguarding. The issues raised around safeguarding children have inevitably raised concerns about the safeguarding of adults. Consequently, the Task Force felt that the County Council should consider how best these issues could be addressed for the future.

Promoting the vision of Putting People First

One of the major risks identified by the working group on risks and barriers was that the vision would not be widely understood by people in Warwickshire. Therefore, the Task Force promoted **Putting People First** in a range of ways to communicate the vision to a wide audience.

We commissioned a DVD* utilising interviews and highlights from the Launch Conference. The DVD described what **Putting People First** meant to a wide range of stakeholders including customers and it included commitments from the Leader and Chief Executive of the County Council to provide the leadership for implementing Putting People First and the commitment from partners to helping to deliver the initiative in Warwickshire. The DVD was distributed widely across partners in order to promote the work of the Task Force and **Putting People First**.

“Make this work – all agencies must work together – partnership and work closely with the local community to connect with them”.

“More integrated assessments of personal care and medical needs”.

“All agencies need to be on the same wavelength and committed to working in partnership”.



* Copies of the DVD are available from brionygreen@warwickshire.gov.uk

At the conference, it was suggested that these messages should be taken out to the Districts and Boroughs. The Task Force agreed with this approach and the County Council took the lead in organising a series of “mini-conferences” in partnership with the Districts and Boroughs in Warwickshire. At these local conferences, the DVD was used to stimulate discussion amongst the attendees.

“Promote Putting People First within my organisation to ensure the partnership working it requires, becomes a reality”.



“Work in partnership for positive change with other agencies/partners/service users”.

“Develop cross-sharing of good news stories for how the outcomes of the customers have been achieved”.

The attendees included users and carers and frontline managers and staff from all the partner agencies including the independent sector. This broad representation followed the Task Force’s approach to ensure that customers are at the heart of **Putting People First**. Not only did these local conferences help to promote the key messages about this initiative, they also helped to ensure that customers and partners continued to influence the direction of travel of **Putting People First**. The Task Force received the feedback from the local conferences and used this to shape the programme. The feedback is contained in Appendix 6.



In order to build an appetite for partnership working, a key principle in ***Putting People First***, a conference was held in June 2009. This event was aimed at front line staff from across the care and health sector and was very successful. It is clear from the feedback that staff do recognise the importance of integrating care and health services and have an appetite for more integrated services.

Given the success of this event, (which was wholly funded by the County Council), a proposal for another follow up event was well-received by partners. There has been good engagement in the planning of this event and partners have agreed to share the costs of running the event. The focus of the next event is on prevention and the aim is to use the contributions from this event to create a prevention strategy for Warwickshire which will be signed off by the County and District Councils and the NHS organisations across Warwickshire. This will deliver a key element of Putting People First and will represent a major step forward for the development of preventive services in the county.

The Task Force believes that it is essential that there is ongoing promotion of Putting People First to older people, adults with disabilities, carers, community and voluntary groups, providers, staff, partners and the general public. Therefore, it makes recommendations about how this should be taken forward by the Public Service Board.

Creating the Will for Change

As the Task Force is time-limited, it has recognised that a major risk is that its work will not be sustained and focusing on a limited range of workstreams was a key way of seeking to ensure that work programmes were established which could be delivered over time. However, the Task Force also recognised that sustainability is based on establishing effective relationships between the partners.

In my view, the partnerships within Warwickshire are not as strong as they need to be to deliver ***Putting People First***. While there are many reasons for this, nonetheless, I believe that leaders must step forward and commit their organisations to working together to ensure that adults with disabilities and older people can lead their lives independently while enjoying good outcomes.

Therefore, as the chair of the Task Force I organised a workshop on “Creating the will to change”. This was aimed at improving relations between partners and establishing the framework within which long-term organisational change can take place to improve the integration of services and the delivery of better outcomes for customers. I was pleased to learn that subsequent to this workshop, senior managers from health services and the county council have met specifically to address improving working relationships for the benefit of local people.

At the workshop, in the spirit of ***Putting People First***, a user and a carer were invited to describe their experience of services in Warwickshire and to set out their views on what needed to be improved across health and care services. This grounded the discussion in the reality of customers’ daily experiences and there were powerful learning points from their input.

Building on this, partners were asked to explicitly state where their organisations were at, the level of priority given to ***Putting People First*** and their ambitions for Warwickshire. More detailed feedback is contained in Appendix 6.

The main conclusions that can be drawn from this workshop are that:

- Leadership is needed to ensure that **Putting People First** is established and sustained in Warwickshire
- A strategic framework needs to be established within which **Putting People First** can be delivered
- Services are not as integrated as they need to be to ensure high quality outcomes for customers
- A programme of actions need to be implemented to deliver the changes required

I understand that across the partners there is broad commitment to the principles of **Putting People First**, recognition that customers must be at the heart of this initiative and an understanding that the goals of personalisation will only be achieved through partnership working. However, I recognise that it is one of many competing priorities and for the partnership to be successful there must be recognition of the implications for partners having different priorities and the implications for pace and so on.

In reality, this challenge goes to the heart of partnership working and there needs to be recognition that at a time of financial pressure and enormous change, lining up the priorities of different organisations can be very difficult. However, because of the difficult challenges that all the partners will face in the coming years, it is even more important that they agree a framework of action for the future. Building on the actions that were agreed at the end of the workshop on “Creating the will to change”, the Task Force proposes a number of recommendations which are set out in the section below.

Recommendations

- 1) **All partners should affirm their commitment to putting customers at the heart of their planning and a Warwickshire-wide code of conduct or good practice led by the Public Service Board would strengthen this recommendation.**
- 2) The Task Force believes that more purposeful partnership working would deliver much more for people in Warwickshire, creating the added value from bringing together successful organisations in Warwickshire. The partners within the Task Force are demonstrably delivering high quality services and are making improvements to the quality of life of Warwickshire citizens in their separate organisations. However, they all agree that they could work better together and that at the moment the real added value from a proper focussed and targeted joint agenda is lost. The Task Force recommends that the PSB holds the partners to account to improve their partnership working
- 3) In order for the work of the Task Force to be taken forward, it is essential that there is a focus to it and it is recommended that the PSB provides overall leadership for this initiative but tasks the Healthier Communities and Older People Partnership Board to prepare an action plan to deliver the recommendations of the Task Force and implement **Putting People First** in Warwickshire.
- 4) The PSB requests the organisations within the partnership to take this report to their Boards or Committees and requests them to approve and implement the

Action Plan which will be prepared in response to the recommendations contained in this report.

- 5) There must be greater effort put into developing preventive services across the partners in Warwickshire. While there are good examples of preventive services and good examples of partnership working, there is a lack of a credible and consistent approach to preventing ill-health and maintaining good health and well-being. NHS Warwickshire and Adult Social Care along with their partners need to develop an overarching Preventive Strategy and the PSB should take responsibility for ensuring that it is implemented.
- 6) The Task Force believes that more integrated care and health services need to be developed in Warwickshire and supports the development of alternative, more integrated care pathways such as that being developed in Alcester. Further, it supports other initiatives such as the development of Virtual Wards which offer the opportunity to develop innovative approaches to meeting needs in the community. Adult Social Care and NHS Warwickshire should prepare plans to implement this approach.
- 7) Adult Social Care Services should continue to implement Individual Budgets as the Task Force believes these have the potential to improve the quality of lives for older people and adults with disabilities living in Warwickshire. The current target of 30% of people with an Independent Budget by 2011 should be deliverable and the Task Force would urge the County Council to plan to exceed this target.
- 8) NHS Warwickshire, in partnership with Adult Social Care Services should seek to develop an initiative based on Individual Health Budgets. While it is too early to say what this should look like, the Task Force supports this approach and believes that in areas such as mental health and end of life care, there is enormous potential to deliver a new approach to health and care which would lead to personalised services and better outcomes.
- 9) Partners must agree a plan which will improve delivery of DFGs and adaptations and the PSB must ensure the delivery of the plan.
- 10) It is recommended that Warwickshire County Council should review its safeguarding arrangements.
- 11) In order for adults with disabilities and older people to live good quality lives, they need access to a wide range of recreation, leisure and sport services beyond care and health services. The Task Force believes that the PSB must ensure that there is a county-wide strategy to enable access to and the development of a wide range of these services. The PSB must task the Healthier Communities and Older People Board to ensure this recommendation is delivered.

- 12) The Task Force was struck by the number of comments about transport services in Warwickshire and believes that Warwickshire County Council should take responsibility for developing a transport strategy to ensure that adults with disabilities and older people can readily access mainstream services. The PSB must ensure that the County Council delivers this strategy effectively.
- 13) It is essential that ***Putting People First*** continues to be promoted in Warwickshire and the communications strategy needs to be implemented and reviewed to ensure its ongoing relevance. The PSB must support the communication strategy and other activities to promote ***Putting People First*** and this should include the promotion of this report, its recommendations and the subsequent action plan.
- 14) Part of the communications strategy in promoting “what ***Putting People First*** means to you” should be further conferences on elements of putting people first to be led and funded by PSB.

Next Steps

The Task Force was set up as time limited initiative. It has considered the key issues within ***Putting People First*** and sought to support these being taken forward in Warwickshire. Further, it has prepared a report on its work and made recommendations to the PSB. It now becomes the task of the PSB to take forward ***Putting People First*** in Warwickshire.



Putting People First

A shared vision and commitment
to the transformation of
Adult Social Care

Putting People First

A shared vision and commitment to the transformation of Adult Social Care

I Introduction

The Our health, our care, our say White Paper and statements in the 2007 budget report and Comprehensive Spending Review announcement outlined the key elements of a reformed adult social care system in England; a system able to respond to the demographic challenges presented by an ageing society and the rising expectations of those who depend on social care for their quality of life and capacity to have full and purposeful lives.

Demography means an increasing number of people are living longer, but with more complex conditions such as dementia and chronic illnesses. By 2022, 20% of the English population will be over 65. By 2027, the number of over 85 year-olds will have increased by 60 %. People want, and have a right to expect, services with dignity and respect at their heart. Older people, disabled people and people with mental health problems demand equality of citizenship in every aspect of their lives, from housing to employment to leisure. The vast majority of people want to live in their own homes for as long as possible.

In the context of changing family structures, caring responsibilities will impact on an increasing number of citizens. Examples include an eighty-year-old woman having to cope with her husband's dementia, a young mum pursuing a career and bringing up a family while looking after her elderly parent, a business executive working overseas whose widowed mother is hospitalised overnight following a stroke and older parents seeking for the right support to ensure their adult son with a learning disability can live independently.

We agree that there is a need to explore options for the long term funding of the care and support system, to ensure that it is fair, sustainable and unambiguous about the respective responsibilities of the state, family and individual. As stated in the Comprehensive Spending Review (CSR) announcement 2007, the Government will produce a Green Paper following extensive public consultation setting out the key issues and options for reform. Notwithstanding the Green Paper on longer-term reform of the funding system and following the recent CSR settlement, there is now an urgent need to begin the development of a new adult care system. A personalised system which can meet the challenges described earlier and is on the side of the people needing services and their carers. While acknowledging the Community Care legislation of the 1990s was well intentioned, it has led to a system which can be over complex and too often fails to respond to people's needs and expectations.

This landmark protocol seeks to set out and support the Government's commitment to independent living for all adults. It also outlines the shared aims and values, which will guide the transformation of adult social care. It is unique in establishing a collaborative approach between central and local Government, the sector's professional leadership, providers and the regulator. It seeks to be the first public service reform programme which is co-produced, co-developed, co-evaluated and recognises that real change will only be achieved through the participation of users and carers at every stage. It recognises that sustainable and meaningful change depends significantly on our capacity to empower people who use services and to win the hearts and minds of all stakeholders', especially front line staff. Local government will need to spend some existing resources differently and the Government will provide specific funding to support system-wide transformation through the Social Care Reform Grant, in line with agreements on new burdens.

We do not seek to prescribe uniform systems and structures in every part of the country. However, access to high quality support should be universal and available in every community. Some of these reforms can be made within the parameters of the local adult social care policies. Others require adult social care to take a leadership role within local authorities, across public services and in local communities.

Ultimately, every locality should seek to have a single community based support system focussed on the health and wellbeing of the local population. Binding together local Government, primary care, community based health provision, public health, social care and the wider issues of housing, employment, benefits advice and education/training.

This will not require structural changes, but organisations coming together to re-design local systems around the needs of citizens. The new local performance framework, which covers the delivery of all services by local government working alone or in partnership, will help to create an improved approach to local partnership, enabling local authorities and partners to work together to lead their area and better meet the public's needs. The transformation of adult social care will be delivered through the new performance framework, and will draw on new mechanisms within the framework, such as the new statutory requirement on local authorities and PCTs to undertake a Joint Strategic Needs Assessment, to ensure that the transformation process really delivers on the challenges for each local area.

In future organisations will be expected to put citizens at the heart of a reformed system. Incentives will include the new focus of the local performance framework, guidance on commissioning for health and wellbeing, Human Rights legislation, and any international obligations such as the new UN Convention on the Rights of Persons with Disabilities.

2 Values

Ensuring older people, people with chronic conditions, disabled people and people with mental health problems have the best possible quality of life and the equality of independent living is fundamental to a socially just society.

For many, social care is the support which helps to make this a reality and may either be the only non-family intervention or one element of a wider support package.

The time has now come to build on best practice and replace paternalistic, reactive care of variable quality with a mainstream system focussed on prevention, early intervention, enablement, and high quality personally tailored services. In the future, we want people to have maximum choice, control and power over the support services they receive.

We will always fulfil our responsibility to provide care and protection for those who through their illness or disability are genuinely unable to express needs and wants or exercise control. However, the right to self-determination will be at the heart of a reformed system only constrained by the realities of finite resources and levels of protection, which should be responsible but not risk averse.

Over time, people who use social care services and their families will increasingly shape and commission their own services. Personal Budgets will ensure people receiving public funding use available resources to choose their own support services – a right previously available only to self-funders. The state and statutory agencies will have a different not lesser role – more active and enabling, less controlling.

3 A personalised Adult Social Care System

The key elements will be:

3.1 Local authority leadership accompanied by authentic partnership working with the local NHS, other statutory agencies, third and private sector providers, users and carers and the wider local community to create a new, high quality care system which is fair, accessible and responsive to the individual needs of those who use services and their carers.

The current Darzi review of the NHS has recognised the relationship between health, social care and wider community services will be integral to the creation of a truly personalised care system.

3.2 Agreed and shared outcomes which should ensure people, irrespective of illness or disability, are supported to:

- live independently;
- stay healthy and recover quickly from illness;
- exercise maximum control over their own life and where appropriate the lives of their family members;
- sustain a family unit which avoids children being required to take on inappropriate caring roles;
- participate as active and equal citizens, both economically and socially;

- have the best possible quality of life, irrespective of illness or disability;
- retain maximum dignity and respect.

3.3 System-wide transformation, developed and owned by local partners covering the following objectives:

- A joint strategic needs assessment undertaken by local authorities, relevant PCT and NHS providers. This should be undertaken in conjunction with other local needs assessments and plans (for example, local housing strategies). The joint strategic needs assessment and these other plans will inform the Sustainable Community Strategy. It will also be accompanied by an integrated approach with local NHS commissioners and providers to achieve specific outcomes on issues including:
 - relevant preventative public health policies, e.g. infection control and fall reduction strategies;
 - hospital discharge arrangements;
 - the provision of adequate intermediate care;
 - the management of long term conditions;
 - packages of support with a health and/or nursing care element;
 - co-located services, bringing together social care; primary care and other relevant professionals;
 - community equipment services;
 - universal information, advice and advocacy;
 - carer support and public/patient involvement;
 - complaints systems.

The full range of relevant local statutory, voluntary and private sector organisations need to be fully engaged. Where appropriate, Local Area Agreements will be the vehicle to bring together national policy with local priorities, informed by the vision developed by local partners. This will mean organisations being willing to allocate funding to others, if this will have greater impact on shared outcomes. The NHS Operating Framework will reflect a new shared responsibility for the health and wellbeing of citizens, families and communities.
- Commissioning which incentivises and stimulates quality provision offering high standards of care, dignity and maximum choice and control for service users.

Supports third/private sector innovation, including social enterprise and where appropriate is undertaken jointly with the NHS and other statutory agencies eg Learning and Skills Council, employment services, and Housing Authorities. This must be shaped by the Joint Strategic Needs Assessment.

- A locally agreed approach, which informs the Sustainable Community Strategy, utilising all relevant community resources especially the voluntary sector so that prevention, early intervention and enablement become the norm. Supporting people to remain in their own homes for as long as possible. The alleviation of loneliness and isolation to be a major priority. Citizens live independently but are not independent; they are interdependent on family members, work colleagues, friends and social networks.
- A universal information, advice and advocacy service for people needing services and their carers irrespective of their eligibility for public funding. A 'first shop stop', which could be accessed by phone, letter, e-mail, internet or at accessible community locations. Key strategic partners to be the Pensions Agency and relevant voluntary organisations. The LinkAge Plus pilots are providing strong evidence of the benefits for older people of this approach. Personal advocates to be available in the absence of a carer or in circumstances where people require support to articulate their needs and/or utilise the personal budget.
- A common assessment process of individual social care needs with a greater emphasis on self-assessment. Social workers spending less time on assessment and more on support, brokerage and advocacy.
- Person centred planning and self directed support to become mainstream and define individually tailored support packages. Telecare to be viewed as integral not marginal.
- Personal budgets for everyone eligible for publicly funded adult social care support other than in circumstances where people require emergency access to provision. Lord Darzi's recent NHS next stage review interim report suggested that in the future personal budgets for people with long-term conditions could include NHS resources.

- Direct payments utilised by increasing numbers of people, as defined by locally set targets in LAAs.
- Family members and carers to be treated as experts and care partners other than in circumstances where their views and aspirations are at odds with the person using the service or they are seeking to deny a family member the chance to experience maximum choice and control over their own life. Programmes to be supported which enable carers to develop their skills and confidence.
- A transformed community equipment service, consistent with the retail market model.
- Systems which support integrated working with children's services, including transition planning and parent carers, and identifying and addressing concerns about children's welfare.
- Support for at least one local user led organisation and mainstream mechanisms to develop networks which ensure people using services and their families have a collective voice, influencing policy and provision.
- Systems which act on and minimise the risk of abuse and neglect of vulnerable adults, supported by a network of "champions", including volunteers and professionals, promoting dignity in local care services.
- Local workforce development strategies focussed on raising skill levels and providing career development opportunities across all sectors. Strategies to be co-produced, co-developed and co-evaluated with the private and voluntary sectors.

Adult social care will also take responsibility for championing the rights and needs of older people, disabled people, people with mental health needs and carers within the local authority, across public services and in the wider community. Early priorities will be intergenerational programmes involving older people as active citizens, integrated policy development which supports independent living (housing, access to work, education/training and leisure) including transition planning for young disabled people and local action to tackle the stigma faced by people with mental health problems.

4 Support for Reform

The Department of Health will provide funding over the next three years to support system-wide transformation in every local authority. Local authorities and their partners will agree together how this funding will be spent to develop the personalised system described in Section 3.

A detailed prospectus consistent with our core principles will be published in December.

In line with the soon to be published National Improvement and Efficiency Strategy (NIES), Department of Health (DH), will refocus the relevant activities of Care Services Efficiency Delivery Programme (CSED) and Care Services Improvement Partnership (CSIP) and seek partnerships with Regional Improvement and Efficiency Partnerships, local consortia, In Control and other 'change agents' to ensure every local authority has access to high quality support for the necessary change programme.

DH, and where appropriate, other Government Departments, will ensure new capital investment supports a more integrated approach to health and wellbeing in every community.

DH will lead a new cross-ministerial group including the Treasury, Department for Communities and Local Government (CLG), Department for Work and Pensions (DWP), Department for Innovation, Universities and Skills (DIUS) and Department for Children, Schools and Families to ensure a joined-up approach to adult social care transformation and the review of long-term funding. The need for legislative and regulatory changes will be considered in consultation with local Government, providers and other stakeholders.

A new skills academy is being developed with partners to support world class commissioning and leadership in social care. Skills for Care and the General Social Care Council (GSCC) will provide leadership to ensure entry level training, continued professional development and workforce registration to reflect the new skills required in a personalised system. In taking this forward, we will ensure that opportunities for co-ordination and joint capacity building are exploited with the World Class Commissioning programme for PCTs and those programmes in Children's services and the rest of local government. DH will also work with CLG and the Local Government Association (LGA) to consider how best to take this forward in the context of the NIES.

Social Care Institute for Excellence (SCIE) will be expected to promote, identify, and disseminate best practice and innovation, acting as a catalyst for system-wide transformation. Commission for Social Care Inspection (CSCI) and their successor regulator will align their approach to inspection and regulation with the reform agenda, in the context of the Comprehensive Area Assessment (CAA).

5 Timescale

Every local transformation process will include clear benchmarks, timescales and designated delivery responsibilities.

By the end of the CSR period in March 2011, we expect people who use services and their carers as well as front line staff and providers to experience significant progress in all local authority areas. Incremental progress should be evident over a shorter period of time.

6 Engagement/ Consultation

If we are to win the hearts and minds of all stakeholders, especially frontline staff, it is essential that they are participants in the change programme from the design stage onwards.

It is hoped that every local authority will create forums, networks and task groups which involve staff across all sectors, people who use services and carers as active participants in the change process.

7 Conclusion

We recognise that organisations such as In Control, other voluntary organisations and some local authorities have been at the cutting edge of innovation in adult social care for some time. The Individual Budget, Partnerships for Older People and LinkAge Plus pilots have begun to demonstrate what works as well as identifying barriers to progress.

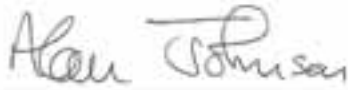
However, national and local leadership is now essential if we are to achieve system-wide transformation. This is necessary because of demographic realities, but driven by a shared commitment to social justice.

This protocol seeks to be a catalyst – not a straightjacket – for innovation and is the first stage in a unique attempt to co-produce, co-develop and co-evaluate a major public service reform.

We will judge our success through the views and experiences of those who use the social care system, progress in supporting adults to live independently, objective measures of performance, and the job satisfaction of those working at all levels of the system.

In the future, adult social care will touch the lives of an increasing number of families.

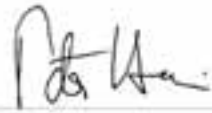
By signing this historic protocol, we accept our shared responsibility to create a high quality, personalised system which offers people the highest standards of professional expertise, care, dignity, maximum control and self determination.



Secretary of State for Health



Chief Executive, NHS Confederation



Secretary of State for Work and Pensions



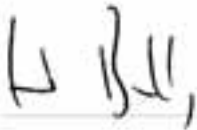
**Chair, Society of Local Authority
Chief Executives**



**Secretary of State for Communities
and Local Government**



**Chair, Commission for
Social Care Inspection**



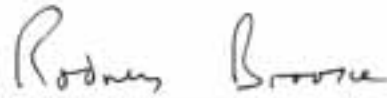
**Secretary of State for Children,
Schools and Families**



**Chair, Social Care Institute
for Excellence**



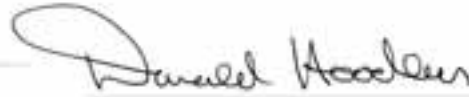
Chief Secretary to the Treasury



Chair General Social Care Council



**Secretary of State for Innovation,
Universities and Skills**



Chair Skills for Care



Chair, Local Government Association



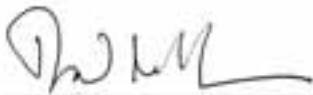
English Community Care Association



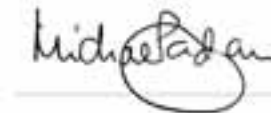
**President, Association of Directors of
Adult Social Services**



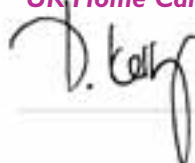
National Care Association



Chief Executive, NHS



UK Home Care Association



Executive Director, National Care Forum



Putting People First in Warwickshire Taskforce

Terms of Reference

OUTCOMES

The Taskforce shall develop a plan and actions for Warwickshire County Council and its partners to improve the quality of life of adults with disabilities, older people and carers **based on the personalisation of services.**

ACTIONS

The target group for the Taskforce is potentially very large and therefore the work needs to be focussed as described below.

The Taskforce will:

- Prepare an intelligence report providing the context and background of adults with disabilities, older people and carers.
- Ensure partner agencies are fully aware of the requirements of the concordat “Putting People First” and engaged in the work of the Taskforce
- Review the contribution that WCC and its partners can make to the personalisation of services and ensure these organisations are taking action to personalise their services for adults with disabilities, older people and carers.
- Review best practice nationally and internationally
- Ensure personalisation is being implemented in Health Services and Adult Social Care in line with the requirements of the Department of Health and progress is being delivered on introducing Personal Budgets
- Ensure “Putting People First in Warwickshire” is promoted effectively including a conference to launch this initiative and actions are initiated to improve the quality of life for adults with disabilities, older people and carers.
- Ensure a review of progress on delivering the plan is undertaken in 2010

MEMBERSHIP

The Taskforce will be chaired by Dame Yve Buckland.

The lead officer for this work will be Dr Graeme Betts supported by Julie Quinn.

Representatives:

- Directorates within the County Council (3)

Jim Graham
Graeme Betts
Liz Bruce

- Warwickshire’s District and Borough Councils (5)

Jerry Hutchinson
Christine Kerr
Simon Warren
Chris Elliott
Dave Nash

- Warwickshire PCT (1) Gillian Entwistle
- Research and Intelligence Service for Warwickshire Andy Davis

- Warwickshire's User Forum (5) :

Brenda Hardy, Older People Partnership Board, Rugby
 Dorothy Goodwin, Co-Chair, Older People Partnership Board, Nuneaton & Bedworth
 Ann Power, Representative of the Carers Partnership Board
 LD Board (1 Rep)
 MH (1 Rep)

- Private and Voluntary Organisations (2) Vol. Sector (2 reps)

Meetings

Meetings will be held in June, September and December 2008 and March and June 2009 :

Friday 6 June 2008	10.00 am – 12.00 noon
Wednesday 10 September 2008	2.00 – 4.00 pm
Wednesday 3 December 2008	10.00 am – 12.00 noon
Wednesday 4 March 2009	10.00 am – 12.00 noon
Wednesday 10 June 2009	2.00 – 4.00 pm

Venue : All meetings to take place in Committee Room 1, Shire Hall.

Reporting

An interim report will be presented to Cabinet in January 2009 and a final report in June 2009.

Putting People First in Warwickshire Task Force Discussion Paper

September 2008

1. Introduction

The Putting People First in Warwickshire programme aims to personalise services for adults with disabilities and older people by introducing personal budgets and developing services which offer choice, independence and control to service users.

This paper sets out a series of issues and questions as key challenges that public sector agencies will need to address in the future to help personalise our services to better meet the needs of adults with disabilities and older people.

It provides a think piece as the start of discussions for the Task Force. It doesn't provide a definitive picture of what or how we should be doing things, and neither does it provide all of the answers!

2. Context

- The population of Warwickshire is projected to reach 598,700 by 2029 – an increase of 84,100 people or 15% on current levels. This increase is higher than the projected regional and national population growth rates of 7% and 11% respectively.
- The highest rates of projected population growth are in the groups aged 65 and over.
- The rate of growth increases with age, with the eldest age group (those aged 85 and over) projected to increase by 139% by 2029, a rate exceeding both regional and national levels.
- The number of people aged 85 and over is projected to increase from 9,800 to 23,400 in 2029. This scale of increase clearly has implications for service delivery.
- Along with the significantly increasing number of elderly residents in the County, a further concern is the quality of life experienced during these extra years. As life expectancy increases, the number of healthy years enjoyed does not necessarily increase at the same rate, with implications for residents, families and the health and social care sectors.
- At the time of the 2001 Census, around half of the people aged 65 and over in Warwickshire reported themselves to suffer from a longstanding illness that limited their daily activity. This varied from under 45% of older people in the south of the County to over 50% of older people in the north of the County.
- The 2001 Health Survey for England estimated the prevalence of moderate and severe disability among adults generally, and these national prevalence

figures can be applied to the Warwickshire population. This produces an estimate of 59,000 adults with disabilities.

- Some 35,000 people are currently claiming either Disability Living Allowance or Attendance Allowance.
- Prevalence data indicates that there may be 1,970 adults with a serious learning disability in Warwickshire. There may be around 7,800 people aged 16-64 with a moderate learning disability.

3. Gaps, Issues and Opportunities

This section outlines a series of key gaps, issues and opportunities which the Task Force may want to consider linked to the Putting People First agenda, to use as the basis for discussion. It is also likely that there are other issues and opportunities to add to the list. The aim is to provide some 'starters for ten'!

j) Customer Insight

A recent trend within local authorities, and across the public sector generally, is the move towards services that are designed around citizens based on their specific needs and behaviours. This reflects the way that large parts of the private sector have been operating in more sophisticated ways over recent years. It recognises that different groups of citizens require different types of services delivered in different ways.

Warwickshire County Council has recognised this shift and is working to better understand the needs, views, behaviours and preferences of our customers, and has commissioned a programme across the council to develop better 'Customer Insight'. There are strong linkages between the Customer Insight work and the Putting People First agenda.

Gaps, Issues and Opportunities;

- What customer data do we currently hold, how it is collected and to what standard?
- What can detailed geodemographic data that we hold tell us about local variations in customer types across the County?
- What have our customers already told us about their preferences and behaviours, and how can we make better use of this information?
- How do people want to be contacted, and how do they want to contact the Council and other public services?
- Can we introduce better mechanisms for collecting data about our customers through processes we already have in place, or could introduce?

ii) Economic and Employment Issues

The number of workers aged 50+ in Warwickshire at the end of 2007 was some 76,000, representing 29.9% of all in employment.

Changes to the demographic profile of the County suggests that both the numbers and proportion of older workers will increase over time. Some of these increases will reflect those people who want to work longer into older age, whilst some will reflect those who have to work longer.

Amongst people with disabilities, some 9,800 people are in work, representing 80% of the economically active disabled in the County.

Gaps, Issues and Opportunities;

- Where and what are the opportunities for people who **want** to work longer?
- Where and what are the opportunities for people who **have** to work longer to subsidise pensions or benefits, or to support other family members?
- Do we need to differentiate our service delivery between those in work and those not in work?

iii) Housing

Supporting people in their own homes helps to promote independence and social participation and can prevent a person needing more intensive care packages, residential care or hospital admission.

Gaps, Issues and Opportunities;

- Will the housing stock in Warwickshire be appropriate for the changing demographic make-up of the population in the future, and how will this impact on delivering services to people?
- Where is our new housing currently going in the County, and what types of people are living in new housing areas?
- What types of housing and locations do older people and people with disabilities people want to live in?
- How do we maintain the quality and standards in older housing stock to ensure they are fit for purpose for people at different time of their lives and with differing needs and requirements?

iv) Built and Natural Environment

“Warwickshire is famous the world over as Shakespeare’s county. But that’s only half the story. The geographical and literary heart of England, Warwickshire also boasts a proud coalmining tradition, a thriving and growing economy including a world class tourist industry, an extensive canal network, and one of the lowest crime rates in the

country. Rural Warwickshire, with its historic market towns, rolling countryside and picture postcard villages, proves a magnet to those seeking tranquility. Yet the modern world is never far away thanks to a first class road and rail network. London can be reached in an hour and Birmingham International Airport provides links to the rest of the world. The overall picture is of a beautiful and diverse county whose rich heritage and cultural vitality, allied to a healthy and fast growing economy.”
(*Warwickshire County Council, Information for Job Applicants*)

Gaps, Issues and Opportunities;

- How ‘fit for purpose’ for the future is our built environment for older people and people with disabilities?
- How easy are our villages, towns and cities as places to move around, to work and study in, to visit and to enjoy?
- How do regeneration schemes take account of the needs and requirements of older people and people with disabilities at both the planning stages and in delivery?
- What would we need to do both to make better use of our infrastructure in delivering personalised services, both now and in the future?

v) Access to services

Issues around the access to public services are changing;

More households (80%) have access to at least one car.

There has been rapid growth in take-up of the internet, with 65% of households in Warwickshire now having internet access.

Public service providers are moving towards more shared services, providing one-stop shops, longer customer contact centre opening hours, and ‘localities’ service delivery.

Conversely though, housing costs have risen massively in recent years, with affordability for those looking to get onto the property ladder becoming more of an issue. Many of our rural areas in particular are now unaffordable for those on average earnings, particularly young people. This has changed the character and function of our rural areas, and has the potential to lead to a further loss in vital services in these areas.

Gaps, Issues and Opportunities;

- Are we exploiting the opportunities presented by technology to best effect in the delivery of our services?
- Can we evolve our ‘new ways of working’ to reflect local circumstances in both urban and rural areas, and in affluent as well as deprived areas?
- How do we identify and reach vulnerable people living in rural areas where they are masked by greater and growing affluence around them?

vi) Participation, Volunteering and Social Networking

Research suggests that active participation, social roles, and empowerment can have a positive impact on the individual, improving well-being and reducing exclusion. These benefits apply both to those who are doing the active participation and those who receive something as a result of them.

Our 'Quality of Life in Warwickshire' work shows that there are significant differences between rates of volunteering and participation across the County, with higher rates in the south, and lower rates in the north.

There has been a growth in virtual social networking, which has grown massively in popularity amongst young people.

Gaps, Issues and Opportunities;

- How can we promote volunteering and participation opportunities for people across the County, particularly in those areas where volunteering has traditionally been lower?
- How can we make the best use of opportunities for education and learning either through our current schools, colleges and universities locally, or through virtual learning opportunities?
- How can we encourage and promote social networking opportunities for the future for older people and people with disabilities?
- Is there anything to learn from the growth in virtual social networking, and how do we balance this against more traditional opportunities e.g. social clubs and meetings?

vii) Caring

At the time of the last Census of Population in 2001 there were 53,221 (10.2%) people in the County providing unpaid care for a relative, friend or neighbour. Of these, 1.9% (9,444) people, or almost 18% of all carers, provided care for 50 hours or more per week.

With the forecast increase in population in the coming years, and specifically the increase in the older population, it is likely that there will be an increase in those who take on caring responsibilities, either on a paid or voluntary basis.

Gaps, Issues and Opportunities;

- How can we 'professionalise' caring, so that we provide the right support and development mechanisms for carers in their roles?
- With issues of housing affordability having an impact particularly in the south of the County, how can we ensure we have a sufficient supply of paid carers for the future?
- How will trends such as the growth in single person households impact on the scope and opportunities for voluntary caring?

viii) Consultation

We consult with a range of people, groups and communities using a variety of techniques. Often this is through surveys, but increasingly our consultation activities use other forms such as focus groups, polling, and referendums. We sometimes also use longitudinal methods to see how views and issues change over longer periods of time, such as work with Panels.

Much of the consultation that we do is a snap-shot taken at a particular point in time, asking people what they think about services here and now, and perhaps how these have improved or not compared to how we used to do things.

Gaps, Issues and Opportunities;

- Could we consider more aspirational and innovative methods of consultation with customers to ask them about services they would like us to deliver in the future?
- Should we consult with people beyond the existing customer base for our services? For example, do we consult with young people on their views on the services they would want to benefit from when they become older?

4. Summary & Next Steps

There are a wide range of issues, gaps and opportunities linked to the Putting People First agenda.

It is recommended the Task Force considers and prioritises issues that require further analysis to help provide a better understanding of these and the impacts that they are likely to have as the personalised services agenda is progressed.

The Task Force is recommended to link the Programme in with existing work to help underpin understanding of some of the highlighted issues in this paper. An example is the Customer Insight work within the County Council.

The Task Force is asked to identify any further issues for discussion and consideration, and identify any professional expertise that we can use to help improve our understanding.

Background

One of the key challenges facing decision-makers in Warwickshire over the next twenty five years will be the changing size and structure of our population, and the different service needs these changes will bring.

Warwickshire has been growing at above average rates in recent years, and this trend is set to continue. Alongside this general growth in population will be a particularly high rate of increase in our elderly population.

This clearly brings challenges in terms of service provision, and the implications of an increasingly both dependent and independent resident population should be embedded within the decision making process for future service delivery.

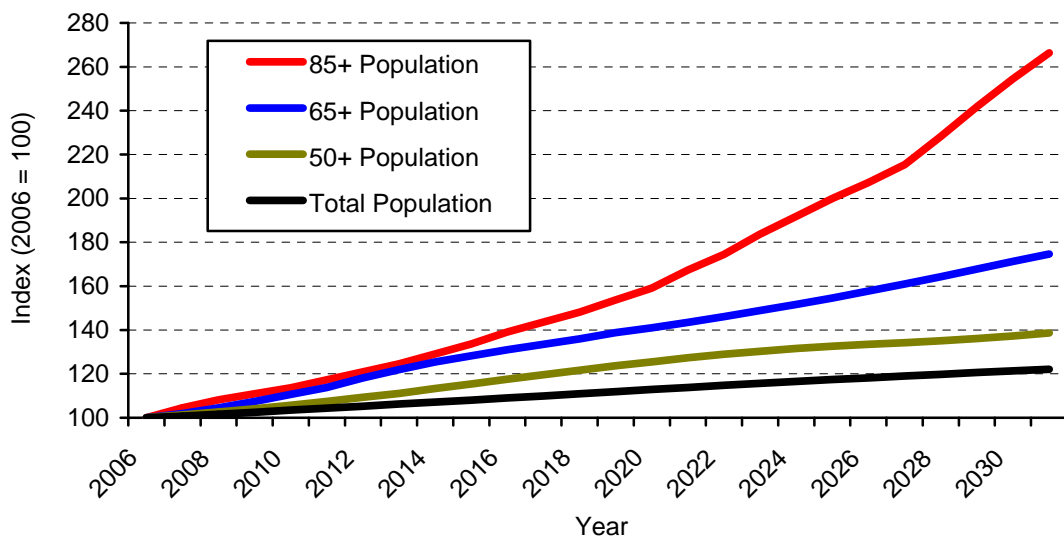
Key Demographic Trends

The latest estimates, for mid-year 2008, suggest Warwickshire is home to 530,700 people. Warwickshire's population has been growing for the past three decades and the County is now home to 73,000 (16%) more people than at the start of the 1970's. Growth has been particularly rapid in recent years, with continued in-migration from the urban areas of Coventry and Birmingham a key factor behind this trend.

The population of Warwickshire is projected to reach a total of 637,400 by 2031 – an increase of 115,200 people or 22% on the 2006 Office for National Statistics (ONS) estimate. This is equivalent to the current population of Stratford-on-Avon District. This increase over the 25 year period is higher than the projected regional and national population growth rates of 14% and 19% respectively.

Across Warwickshire as a whole, the highest rates of projected population growth are in the groups aged 65 and over. The rate of growth increases with age, with the oldest age group (those aged 85 and over) projected to increase by more than 160% by 2031. This trend is reflected across all the Districts and Boroughs.

Population growth by age group (where 2006 = 100)



Source: Crown Copyright © National Statistics

A particular issue associated with an ageing population is the comparative increase in healthy life expectancy. Although overall life expectancy continues to increase and many people will remain healthy and active for longer, not everyone will enjoy all of the increase in life expectancy in good health. An ageing population brings increasing pressures, particularly in terms of adult social care.

Challenges of Demographic Change

Warwickshire's situation is not unique, and trends in the County reflect many of those taking place on a national basis. A recent University of Southampton study¹ confirms many of the aforementioned points, and summarises the key features of a changing demography as:

- More older people, living longer but additional years of life will not necessarily be spent in good health
- Inequalities in health likely to continue to widen
- Changes in working life mean men will, on average, accumulate fewer years of pension contributions for longer retirement
- Rises in solo living in later life
- Unclear whether future elders will be able to rely on partners or children for support
- Increasing diversity; some able to pay towards formal support services but not all.

Within Warwickshire, the south of the County is expected to experience the highest rates of population growth. Growth will continue to be most rapid in Warwick District with an overall increase of 31.6% between 2006 and 2031, bringing the total population in the district to 174,900.

Implications for Service Delivery

These projections are based on existing trends and make certain assumptions about fertility, mortality and migration trends. In reality, Warwickshire's population, and the distribution of it, is going to be significantly influenced by the outcome of the review of the Regional Spatial Strategy. If recommendations are followed we would see a greater focus of growth on the north-south corridor, incorporating our main urban areas (Nuneaton/Bedworth, Leamington/Warwick) and Rugby. This will present different challenges in terms of how our services are delivered, particularly in differences between our urban and rural areas.

Warwickshire's growing population will have an impact on demand for all of our services. In particular, an ageing population has significant implications for the future provision of many services linked to older age groups, especially adult social care. As people's aspirations and expectations become more diverse, the public sector will need to look at more innovative ways of service delivery which meet the needs of customers in different ways to how services were previously provided.

¹ Jane Falkingham, Professor of Demography and International Social Policy, University of Southampton, presentation to West Midlands Regional Observatory (2008).

As emphasised by the Audit Commission in its July 2008 report 'Don't stop me now: Preparing for an ageing population', "*Councils have a local area leadership role to ensure that older people can live independently and actively, with a good quality of life, for as long as possible*". As the population continues to age and the number of those in the older age groups continues to grow, so too will the older population become more diverse, bringing new challenges for local public bodies.

PUTTING PEOPLE FIRST Wider Services Sub-Group

Overview

The vision for adult social care as set out in the Putting People First Concordat has four main themes:

- **Facilitating access to universal services**
- **Building social capital within local communities**
- **Making a strategic shift to prevention and early intervention**
- **Ensuring people have greater choice and control over meeting their needs.**

The business case below outlines proposals for a joint approach between Age Concern Warwickshire, Warwickshire County Council, Warwickshire PCT and Brinklow Parish Council.

The framework of three categories of prevention has been used in the scoping of this project:

- Primary prevention/promoting wellbeing
- Secondary prevention/early intervention
- Tertiary prevention aimed at minimising disability or deterioration from long term conditions/complex social care needs.

The Claremont Centre, Rugby, will focus as a community hub to deliver:

- Support to access universal services
- Opportunities to make a positive contribution, including volunteering
- Access to good quality information
- Promotion of healthy active lifestyles
- Identification of people at risk and to halt or slow down any deterioration through referral onward.
- Support for those with long term conditions
- An outreach service to a rural population (case finding approach)

1 Anticipated outcomes

- Access to universal services
- Promotion of healthier lifestyles, both physically and mentally, contributing to the reduction in long term conditions.
- To identify people at risk needing intervention to promote independence and prevent deterioration.
- To enable those with long term conditions to manage their illness more effectively.
- Access to good quality information enabling older people to have choice and control.

- Project evaluation will be used to inform future procurement and commissioning decisions in Warwickshire.

2 Value for money

The Age Concern Clarendon Centre, located at 43 Clifton Road, just 5 minutes walk from Rugby town centre, is long established with a good local reputation. This facility currently offers a large variety of activities of a social inclusive and therapeutic nature, together with access to Age Concern services. The centre also serves home cooked lunches and light snacks from its café, 5 days a week and is accessed by all ages in the community. The premises are fully accessible and offer facilities for confidential meetings or surgeries. They are also accredited with the Department of Works and Pensions for the delivery of benefit advice.

Services delivered from this site are:-

- Active Ageing
- Ageing Well programme (falls prevention)
- Befriending
- Chiropody
- Daily Living Support and Hospital Discharge (short term)
- Daycare – frail elderly
- Greenagers – Allotment project (Fit as a Fiddle initiative)
- Handyperson and Gardening service
- Insurance and legal surgeries
- Lifestyle – self funding support in the home
- Numerous social activities
- Pathways – Information, advice and advocacy
- Silver Surfers
- Warwickshire Well Being Community Health Project

3 Recommendation

The Wider Services sub group recommend to the **Putting People First Task Group** that funding is made available from the Social Care Reform Grant, for a two year project.

The Putting People First Wider Services Sub-Group have considered how older people can be more effectively engaged with, to ensure they have access to comprehensive services and activities, which maintains or improve their wellbeing. Linking with the self directed support demonstrator site in Rugby Borough, this group believes the facilities available from the Clarendon, and all it has to offer, would substantially improve older people's lives if they could find their way to the Centre. The Wider Services Sub-group believe that when older people are in contact with their General Practitioner, clinic, hospital including A & E, that they should be informed about the Clarendon and offered a "passport" to these facilities.

Clinical pathways need to be strengthened and joined up with the community as a matter of right, rather than just luck.

This proposal needs the buy-in from local health and social care providers and acknowledged as a resource for older people in the community.

“Making a strategic shift towards prevention and early intervention” (2008) *DH London* identifies the success of community development approaches in enhancing quality of life and facilitating access to information and services. The Claremont as a hub, offers the opportunity for access and an opportunity to work with older people, to identify and determine their own local priorities. This approach also enables older people to be making a positive contribution to their community.

This is also an opportunity to test the “no door is the wrong door” model in which a simple first contact checklist covering the common issues relevant to older people enables onward referral as appropriate.

4 Links with Warwickshire Common Assessment Framework for Adults Project

Age Concern Warwickshire has been identified as a Third Sector partner for this project with the Claremont Centre as a site where customers can be supported in completion of assessment and support plans.

5 Links with other projects

Age Concern Warwickshire has established links with local BME centres and many social clubs in the borough. There are existing links with Health & Social Care staff for the referral of clients to the Hospital Discharge Service and Day Care provided from the centre. ACW also has a good working relationship with Rugby Borough Council and the local Home Improvement Agency.

WRVS – There is an opportunity to link the facilities at the Claremont with the Brinklow WRVS club and then widen the target to locate older people aged 60+. The WRVS club is now composed of mostly people in their late 70’s and 80’s. A Brinklow Parish Councillor has joined the Sub-Group and has made a presentation to Brinklow Parish Council, gaining their support for this project.

6 Key Risks and Contingencies

The key risk is staff from Health and Social Care failing to refer older people to the Claremont for an assessment of their practical, emotional and social needs. The plan to avoid this potential problem is the buy-in by the PCT and Hospital Trusts, including University Hospital in Coventry. The action we take to mitigate this risk is marketing material and agreement with local agencies on how people are referred. The Putting People First Officer’s key task is to create and maintain referral links from all of the above. Appropriate communication and feedback on the benefits gained by clients to statutory organisations, is also essential to build long term trust.

7 Governance Arrangements

ACW would be the employer of the Putting People First Officer. They would report directly to the Chief Executive. The Wider Services Sub Committee will reconstitute as a Steering Committee to include representation from the PCT, Coventry and Warwickshire Partnership Trust, the local Health Trust, Rugby Borough Council and Brinklow Parish Council. The Steering Committee would initially report to the Task Group.

ACW has an established track record in the county, currently employing 225 staff, supported by 420 volunteers. There are existing formal reporting and quality assurance and monitoring systems, e.g. ISO 9001 and 14001. Written reports would be submitted to the Steering Committee and then to the PPF Task Group.

8 Timescale for Implementation

From approval and release of funding for the key worker, following a 2.5 month recruitment and induction process, the worker should be fully active by the end of the third month.

9 Funding Plan

Recruit a Development Officer for 2 years.

	<u>Year 1</u>	<u>Year 2</u>
Development Officer (30 hours)	23,700	24,170
NI/Pension	3,555	3,626
Recruitment	500	-
Supervision	2,000	2,060
Telephone	600	500
Publicity material	5,000	2,500
Printing/Stationery/Photocopying	1,000	750
Laptop Computer	400	-
	<u>36,755</u>	<u>33,606</u>

Office equipment
Rent, IT support,
Insurance, travel & training
provided by ACW
**Estimated value including
Imputed costs £6500 p.a.**

Key Stakeholders and Communications overview

The key stakeholders are as follows: General Practitioners, Community Nurses, Occupational Therapists, Hospital Discharge staff, Rugby Borough Council Housing Department, R.S.L's, BME Communities and other Volunatry Sector organisations. Because of the key role of these organisations, the communication plan will be to involve these stakeholders at the outset and throughout the project.

ADDITIONAL INFORMATION

Evaulation – detailed evaluation plans to be agreed by the Steering Committee and submitted to the Task Group for approval.

The Need – Long Term

A significant number of older people are living with a long term condition which can affect their quality of life. The medical interventions need to be supported by a more holistic package if the perceptions of the patients are to remain positive. The provision of tailored activities and supported provision will enable many more older people who would not be able to participate in wider community activities, to have the facility of a Centre within the town, to support their needs and increase their opportunities to access wider supporting services. Additionally, there is the capacity to introduce clients at an early point in their care package to experience other activities to offer a seamless progression throughout the ageing process, with an awareness of available support at the appropriate time.

Targeted Prevention Strategy

Lack of information is the most cited reason for older people not accessing services. It is therefore important to ensure that information is specifically targeted. This could be achieved by direct contact with older people registered with the Borough's General practitioners. This could target specific age groups, i.e. the over 60's, over 70's, or over 80's. Alternatively, specific areas of health and economic deprivation. It has been identified that poor housing is an issue in Rugby area, and is contributing to early deaths which may be reduced by this approach.

Methodology

Contact established through General Practitioner Surgeries, inviting *at risk* patients to contact Age Concern staff who can work with the client. A holistic approach to this service can raise awareness of issues such as benefit checks; information on Home Safety; Care and Repair; access to Centre based services, and others available within the Borough, provided by a range of agencies.

Outcomes

This will increase the clients' ability to access services they were previously unaware of and increase their perceptions of an improved quality of life. A self help approach can be encouraged and supported which will have a sustained impact on their perceptions and lifestyle, by:

- (a) improved knowledge of local services,
- (b) to help clients to help themselves by encouraging participation in activities at the Claremont to combat social isolation, thus improving their sense of wellbeing,
- (c) plus social engagement and increased income.
- (d) The other key outcome would be the reduction in clients' attendance at their General practitioner's surgery.

LONG TERM CONDITIONS – FURTHER OPTIONS

Proposal – Wellbeing Centre

To make available facilities for statutory agencies at the Claremont, to monitor older people who have or are regularly accessing health services, in a more social setting, through the provision of a multi agency team.

To make direct referrals of clients from community matrons, health, care and housing services as part of older people's social or physical rehabilitation following a debilitating event. The outcome is to ensure older people have support in the community, short term Hospital Discharge for practical support, but longer term to join a network providing emotional and practical support.

The overall outcome is to reduce unplanned Hospital admission and care home admissions, by implementing upstream interventions.

Through close partnership working, to prevent multiple exclusion of older people and to encourage an individual older person, to wish to use their own resources.

In summary, to develop a pilot Wellbeing scheme, based on the Claremont Centre Rugby, run by local people for local older people, with specific aims of encouraging people to improve expectations of a healthy lifestyle, encouraging more self management of life-limiting conditions and reduce impact on health services.

References and Other Useful Examples:

- Kings Fund – ‘Predicting Costly Care’ – Gerwaint Evans
- Nottingham County Council – Partnership Working to Prevent Multiple Exclusion of Older People (Contact: Joe.Pidgeon@nottsscc.gov.uk)
- Kaiser Pyramid – Early Interventions
 - Health Coaching
 - Housing Repairs/Adaptations
 - Home Safety
 - Information and Advice
 - Counselling

Wider Services Sub-Group.

Lead Contact: Elizabeth Phillips (Chair), tel: 01926 458100

e-mail: Elizabeth.Phillips@ageconcernwarks.co.uk

Date: January 2009

PUTTING PEOPLE FIRST TASKFORCE

4th March 2009

ASSESSMENT OF RISKS AND BARRIERS

Summary

The Putting People First Taskforce asked that a process be undertaken to identify the Risks and Barriers associated with achieving the successful implementation of the Putting People First initiative.

This report describes the process undertaken and highlights the outcomes of a workshop, which was organised to take this forward.

Recommendations

The PPF Taskforce consider the suggested “Further Action Needed To Reduce, Remove Or Mitigate Against Risk” that have been identified as outcomes from the workshop and determine whether, or how, these should be included into action plans.

Introduction

1. Graeme Betts, on behalf of the Putting People First (PPF) Taskforce, agreed to arrange for a process to be undertaken, which would identify the risks and barriers associated with the successful implementation of PPF.
2. Simone Wray and Tania Kif, both from WCC Internal Audit & Risk Management Team, supported a workshop which included individuals representing various PPF partner and stakeholder organisations. A list of delegates appears at Appendix 2.
3. Following an introduction and discussion, the workshop was given a quick guide to Warwickshire County Council’s Business Risk Assessment framework.
4. Delegates then formed into sub-groups and sought to identify any risks and barriers associated with PPF, using the 11 categories of the WCC framework.
5. Delegates volunteered to go away and apply the risk analysis process to the risks and barriers that had been identified. The 11 categories, with the risks identified at the workshop, are detailed as Appendix 1.
6. This report explains the process of analysis that was undertaken and highlights the outcomes and issues identified by it.

Framework and Process of Risk Analysis for PPF

7. The WCC framework requires a worksheet to be completed, for each of the risks or barriers identified, using a matrix for evaluation and scoring. The range of scores is 1 – 25, with the highest scores being the most significant risks. A copy of the worksheet and an extract from matrix are attached as Appendix 3 & 4.

8. **Stage 1** – Each risk is evaluated, using the matrix, and a “score” determined, as a process of considering the “probability” that the risk will occur against the “impact” it would have if it did occur. At this stage the process does not take into account any measures or actions that may already have been taken to remove, reduce or mitigate any risks.

9. **Stage 2** – Any actions or measures that have already been taken, or are in place, to remove, reduce or mitigate any risks are identified and entered onto the worksheet.

10. **Stage 3** – The risk is “scored” again, with the “probability” and “impact” now taking account of the actions that are already in place, as identified at stage 2. It should be noted that the individuals undertaking the exercise for PPF, might not be fully aware of any actions or processes already agreed by the Taskforce.

11. **Stage 4** – Any possible further actions needed are identified and entered on the worksheet.

12. **Stage 5** – The actions identified are presented, in this report, so that the PPF taskforce can consider them and develop an action plan for the effective implementation of PPF.

Further Action Needed To Reduce, Remove Or Mitigate Against Risk

13. The further actions recommended, arising from the analysis, are identified in the table below, along with the Risk Analysis score. Further detail regarding the reasons these actions are required can be identified, using the KEY, from the extract of the risk register which appears at appendix 5.

KEY	RISK SCORE	FURTHER ACTION NEEDED TO REDUCE, REMOVE OR MITIGATE AGAINST RISK
A1	8	PPF Taskforce to ensure a vibrant Network exists, between partner and stakeholder organisations, which can be used to raise concerns regarding any developments in government/political policy that might conflict with PPF.
A2	9	PPF Taskforce to ensure its partnership and stakeholder representatives undertake to guarantee that, if they delegate lead responsibilities within their organisation the responsible person is effectively briefed, supported and empowered to keep the PPF agenda moving forward.
B1	4	<ol style="list-style-type: none"> 1. Consolidating ‘research’ expertise and capacity within the County Council into the Warwickshire Observatory as an increased capacity will improve our scope for developing advanced technical demographic expertise that can be used across all Council and partner services on a consistent basis. 2. The ‘Value for Money Review’ of Information Management in WCC has made recommendations around further bringing together research capacity in the Council. <p>Will require on-going profile-raising around what the Observatory can provide to services (including demographic analysis) to maintain consistency in approach for the future.</p>

B2	4	We require further, more comprehensive and thorough, understanding of all of our local communities – the demographic and needs – for effective delivery of PPF.
C1	9	PPF Taskforce to ensure partners have and provide mutual support and encouragement to deliver PPF and to overcome any conflicts that might arise from existing regulations / policies.
C2	9	<ol style="list-style-type: none"> 1. That PPF Taskforce enable or encourage partners and stakeholders (P&S) to continue to network within Warwickshire, and for partner & stakeholder organisations to monitor the developments and initiatives (within region or Nationally) of their peer organizations.. 2. PPF Taskforce ensures that there is a project evaluation framework that enables monitoring of PPF performance against its objectives and outcomes for the customer.
C3	16	PPF Taskforce to encourage partner & stakeholder members to: <ol style="list-style-type: none"> 1. Continue to be open, 2. Continue to develop improved mutual understanding of PPF requirements, 3. Ensure effective partnership working and shared ownership.
D3	6	Need to survey existing clients to see what the demand for the new arrangements are likely to be.
D5	6	Need to monitor the market and potential service providers.
E1	20	<p>Need to ensure that conferences and taskforce have a clear description and vision regarding what the whole of Putting People First is, ensuring it is not viewed from the restricted perspectives of what it means for those managing individual services.</p> <p>Need to ensure that there are mechanisms to engage with a much wider audience than the current programme of conferences can cope with and/or publicise PPF on a much wider scale.</p>
E2	20	PPF Taskforce to determine a process for ongoing communication / networking / joint working to ensure all agencies more forward together in their implementation of PPF.
E3	20	Matter for PPF Taskforce - The conferences alone - and only if they are truly effective - will only create "champions" for PPF. Each agency / partner / stakeholder organisation will need to embrace PPF and have strategies to ensure all their staff understand the vision and are empowered to deliver it. This will require the risk that " <i>Effective Communication is not established or maintained between partners and stakeholders resulting in a lack of understanding as to how PPF is progressing/developing leaving them and individuals working in isolation or silos</i> " (E2) to be addressed as well.
E4	20	<ol style="list-style-type: none"> 1. PPF Taskforce to ensure there are clear protocols and procedures for ensuring that partners and stakeholders continue to develop strategies and policies which demonstrate shared ownership of Putting People First. 2. Individual partnership and stakeholder organisations ensure any joint procedures and protocols are shared and embedded within their organisation. 3. Individual partnership and stakeholder organisations ensure they have mechanisms which enable staff to contribute to developments by being consulted and encouraged to provide feedback on 'what is needed' at the sharp end in order to enable them to make a difference.
G1	9	<ol style="list-style-type: none"> 1. Change management training for all line managers. Managers must be able to communicate the vision, interpret the vision into action, motivate staff and manage change and staff. <p>Need explicit task descriptions for managers so that they understand their part in making this happen and the implications of action/inaction.</p>
G2	9	PPF Taskforce to allow flexibility of implementation across partnership so that partners can move at own speed.

G3	6	<ol style="list-style-type: none"> 1. Staff to be consulted on how to define the targets and what the likely impact of these targets will be. 2. Number of targets to be kept small to ensure a tight focus on the key outcomes.
H1	9	Governance arrangements to be agreed by the Personalisation Programme Board
J1 & J2	9	<ol style="list-style-type: none"> 1. All partnership & stakeholder organizations need to engage their communities and promote the vision for PPF and the benefits. 2. PPF Taskforce needs to ensure there is a marketing plan to promote a Countywide approach for PPF ensuring individuals and communities are aware. 3. Marketing plan needs to include publicity material for key sites and ways of getting more information or providing feedback. 4. PPF Taskforce may consider planning a process for meeting with individual and communities, to discuss issues of PPF, once the implementation starts to take a hold.
J3	16	<ol style="list-style-type: none"> 1. PPF Taskforce to encourage partnership and stakeholder organizations to ensure that they carry out risk analysis for their areas of operation, including the risk that might pass to the individuals and communities, but at the same time acknowledge that PPF will need an approach that is not overly risk averse if it is to succeed. 2. PPF Taskforce to encourage partnership and stakeholder organizations to ensure that external providers are aware of the vision and principles of PPF and that they should be required to demonstrate they have undertaken effective risk analysis in relation to the services they provide, including the risk that might pass to the individuals and communities

Conclusions

14. The Business Risk Analysis has identified a number of “Further Actions” that individuals feel are necessary in order to improve our ability to deliver Putting People First effectively for the people in Warwickshire.

15. Some of the Actions may already be on the PPF Taskforces agenda, without individuals being aware. However, with the timelife of the Taskforce drawing to a close, it is important that the Taskforce gives a clear steer as to how these issues can be carried forward.

Ron Williamson

Head of Resources
Adult, Health & Community Services
Warwickshire County Council

John Hawthorn

Workforce Development Manager
Adult, Health & Community Services
Warwickshire County Council

PUTTING PEOPLE FIRST
RISKS & BARRIERS IDENTIFIED
USING THE WCC BUSINESS RISK MANAGEMENT FRAMEWORK

	KEY	RISK (UNCERTAINTY)
Political John Hawthorn (WCC)	A1	That Government policy and direction will swerve with the result that partners and stakeholders invest heavily in change only to find there is a reduced direction, support or lack of funding from a National level.
	A2	Risk of people hindering the implementation of new operations
Economic Andy Davies (WCC)	B1	Need for joined up intelligence and sharing of information on demographics
	B2	Warwickshire slightly above average, more over 60's than other counties, but condensed pockets as well e.g. Rugby, higher than national winter death numbers and Stratford, people live longer;
Regulatory & Compliance John Hawthorn (WCC)	C1	Potential conflict between a strategy to deliver Putting People First, or meet customers' expectations, and existing statutory requirements or regulation.
	C2	Because PPF is not a statutory requirement, there is no monitoring compliance framework to measure actions or success against.
	C3	No governance arrangements have been developed for partners & stakeholders
Financial Oliver Winters (WCC)	D1	Lack of resources to implement the reengineering necessary to deliver the new service provision
	D2	Escalating cost pressures caused by the growth in demographics
	D3	Extra costs due to having to provide dual portals for clients who want their own budget to purchase service and those that do not want to go down this route
	D4	Provision of a better service at a reduced cost
	D5	Lack of service providers leading to less competition and increased costs
Organisational Behaviour John Hawthorn (WCC)	E1	The "Vision" for Putting People First (PPF) is not universally understood by partner organisations and their services.
	E2	Effective communication is not established or maintained between partners and stakeholders resulting in a lack of understanding as to how PPF is progressing / developing leaving them and individuals working in isolation or silos.
	E3	That individual staff and teams are unable to adapt a model for "new thinking" that focuses on outcomes for individuals in the community.

	E4	That Front Line staff embrace Putting People First, recognizing its benefits for individuals, but are unable to make real change at the sharp end because strategies, policies, interagency cooperation and planning, at a strategic, fail to make the significant changes needed to enable PPF.
Resource Management Steve Thompson (Age Concern)	F1	There must be a two way flow of information between partners and WCC.
	F2	Use of resources more effectively and efficiently between the partners. (property and equipment etc.)
Management Systems Gareth Owens (Nuneaton & Bedworth Borough Council)	G1	Wrong key personnel/leadership
	G2	No strategic alignment with partners, a difficulty to cross partner boundaries.
	G3	Performance management indicators/statistics not relevant or don't relate to outcomes. Could become a barrier if not capturing and reporting the right things
Alliances Anne Clarke (WCC)	H1	Social Care Market's ability to adjust and deliver services in line with Personalisation agenda
New Projects & Partnerships Anne Clarke (WCC)	I1	Delivery of the PPF agenda relies on sustained partnership working across local government, health, the voluntary and independent sector.
Customers & Citizens John Hawthorn (WCC)	J1	1. Putting People First creates a whole new way of working, including new ways to access or have services delivered, but the community don't want the change. 2. Individuals and communities are unaware of Putting People First. 3. Risk of people hindering the implementation of new operations.
	J2	1. PPF fails to deliver customers' / publics' expectations or needs. 2. Service will not be there or not what is required for individual or community 3. Services will not be flexible enough to address changing needs of customers. 4. Choices made by individuals and communities do not amount to "sufficient take up to deliver".
	J3	1. Individuals and communities are not safeguarded against the changes. 2. Regulation & deregulation changes arising with PPF will see needs for increased flexibility in supply and providers
Environment Andy Davies (WCC)	K1	Challenging service delivery not addressed – rural/town communities

PUTTING PEOPLE FIRST
RISKS & BARRIERS WORKSHOP DELEGATES

Name	Post title	Organisation
Anne Clarke	Self Directed Funding Manager	Adult, Health & Community Services, WCC
Andy Davis	Warwickshire Observatory Manager	Environment and Economy, WCC
John Hawthorn	Workforce Development Manager	Adult, Health & Community Services, WCC
Gareth Owens	Corporate Services Director	Corporate Services Group, Nuneaton & Bedworth Borough Council
Tania Kiff	Principal Auditor	Internal Audit and Risk Management, WCC
Paul Maubach	Director of Commissioning	Warwickshire PCT
Nikki Bagworth	Systems & Governance Manager, Workforce Development	Adult, Health & Community Services, WCC
Steve Thomson	Director of Business Development	Age Concern Warwickshire
Rosslyn Tucker	Solicitor	Legal Services, WCC
Alison Simmons	Head of Housing	Warwick District Council
Ron Williamson	Head of Resources	Adult, Health & Community Services, WCC
Oliver Winters	Head of Finance	Resources, WCC
Simone Wray	Strategic Risk Manager	Internal Audit and Risk Management, WCC

WCC RISK MATRIX – Risk Evaluation & Scoring

Threats

(Managing expected negative outcomes)

PROBABILITY (Over next 12 months)	Almost Certain >90%	5	5	10	15	20	25	<table border="1"> <tr> <td>Key Consider immediate risk action, review regularly and report upwards to senior management</td> </tr> <tr> <td>High Consider risk action and review regularly</td> </tr> <tr> <td>Tolerable Consider risk action and review periodically</td> </tr> <tr> <td>Low No action required. Review annually to ensure risk level does not change.</td> </tr> </table>	Key Consider immediate risk action, review regularly and report upwards to senior management	High Consider risk action and review regularly	Tolerable Consider risk action and review periodically	Low No action required. Review annually to ensure risk level does not change.
	Key Consider immediate risk action, review regularly and report upwards to senior management											
	High Consider risk action and review regularly											
	Tolerable Consider risk action and review periodically											
	Low No action required. Review annually to ensure risk level does not change.											
Likely 50%-90%	4	4	8	12	16	20						
Moderate 30%-50%	3	3	6	9	12	15						
Unlikely 10%-30%	2	2	4	6	8	10						
Rare < 10%	1	1	2	3	4	5						
			1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major					

WCC RISK ASSESSMENT WORKSHEET

Risk What is the uncertainty you are trying to manage?				
Cause What's the background that leads to the uncertainty?		Effect What are the consequences if the risk materializes?		Gross Risk Rating (without risk action)
				Probability
				Impact
				Score
Risk Action (already in place)			Net Risk Rating (considering risk action)	
				Probability
				Impact
				Score
Further Risk Action (Red and Amber risks – is this necessary or can the risk be accepted at this level?)				
Action to be taken				
1.				
2.				
3.				

KEY	Risk Cause	Risk (uncertainty)	Risk Effect	P	I	Score	Actions Already In Place	P	I	Score	ACTION TO TAKE
A1	Putting People First is a radical new approach. It is described as the new way of working. However, it will require continuing political support and funding from National government. A change of government or political circumstances could result in a change of policy or reduced support.	That Government policy and direction will swerve with the result that partners and stakeholders invest heavily in change only to find there is a reduced direction, support or lack of funding from a National level.	Partnership and stakeholder organisations are expected to deliver different policies that either diverts their support for PPF or that conflict with the PPF developments.	2	4	8	This is a matter which is largely 'out of our hands'. However, the PPF Taskforce, and individual members of the Taskforce, will be watching for any changes in political direction and policy.	2	4	8	PPF Taskforce to ensure a vibrant Network exists, between partner and stakeholder organisations, which can be used to raise concerns regarding any developments in government/political policy.
A2	The PPF Taskforce was created as a time-limited group and secured the support of key strategic directors. With the busy environment in which they operate these key individuals may look to delegate the lead responsibility once the Taskforce period comes to an end.	Risk of people hindering the implementation of new operations	That the officers with delegated responsibility do not have: 1. The understanding/commitment previously held by the PPF Taskforce member. 2. The authority/empowerment to make decisions quickly enough. Result is drag and/or lack of progress in establishi	4	4	16	Some Strategic Directors will already have shared the vision and significance of the PPF agenda, with its expectations and requirements, with their management teams.	3	3	9	PPF Taskforce to ensure its partnership and stakeholder representatives undertake to guarantee that, if they delegate lead responsibilities within their organisation the responsible person is effectively briefed, supported and empowered to keep the PPF agenda moving forward.
B1	Individual services providing/sourcing their own demographic data and information Duplication over expenditure/time/effort on doing this. Services not having access to the most up to date data. Services making decisions based on inaccurate data.	Need for joined up intelligence and sharing of information on demographics	Inappropriate expenditure by services, Spending and investment decisions being taken promoting interventions in the wrong place at the wrong time. Staff not skilled in demographic analysis dabbling in estimation and projection techniques	3	4	12	Over the past two years we have been able to raise the profile of demographic analysis provided through the Observatory, which has helped reduce the 'probability' element.	1	4	4	1. Consolidating 'research' expertise and capacity within the County Council into the Warwickshire Observatory. Increased capacity will improve our scope for developing advanced technical demographic expertise that can be used across all Council and partner services on a consistent basis. 2. The 'Value for Money Review' of Information Management in WCC has made recommendations around further bringing together research capacity in the Council. 3. Will require on-going profile raising around what the Observatory can provide to services (including demographic analysis) to maintain consistency in approach for the future.

B2	Lack of understanding of different demographic trends happening in local areas and communities within the County. Misinterpreting or misunderstanding different needs, requirements and aspirations of older people in different parts of the County	Warwickshire slightly above average, more over 60's than other counties, but condensed pockets as well e.g. Rugby, higher than national winter death numbers and Stratford, people live longer;	We fail to understand specific needs and requirements in terms of the types services we can provide. Services are delivered in the wrong place at the wrong time.	2	3	6	Now provide a series of ways to highlight key demographic trends in the County; through Warwickshire's 'Story of Place', Quality of Life report, and State of Warwickshire, at county level. At a more local level we have produced District level profiles, and also our Locality profiles. We can also provide analysis at very small area level for any part of Warwickshire.	2	2	4	Requires further more comprehensive and thorough understanding of all of our local communities.
C1	PPF requires new ways of working, perhaps quite radical. Any strategy partners develop to deliver their vision, or to meet the expectations of customers, may have the potential to conflict with statutory requirements they have to deliver. 1. PPF is not required by legislation so might be in competition for resources and support with initiatives that are. 2. The vision or expectation cannot be delivered because of conflict with existing policy or regulation (e.g. Building regulations).	Potential conflict between a strategy to deliver Putting People First, or meet customers' expectations, and existing statutory requirements or regulation.	1. PPF is not progressed, and customer expectation is not met, because of lack of priority given by partners or lack of resources. 2. PPF cannot be delivered, and customer expectation is not met, because partners cannot take action due to their own existing regulation / policy, or that required of them; or there is a significant delay whilst regulation or policy is revised to accommodate PPF.	4	4	16	PPF Taskforce has already secured commitment from partner organizations, which should help prioritize its implementation.	3	3	9	PPF Taskforce to ensure partners have mutual support and encouragement to deliver PPF and to overcome conflicts with existing regulations / policies.
C2	Without a monitoring compliance framework how will we know that we are meeting expectations of others, particularly	Because PPF is not a statutory requirement, there is no monitoring compliance framework to measure actions or success against.	Partners feel that they are delivering PPF, but their efforts fall short of others' expectations.	4	4	16	Not evident at present.	3	3	9	1. That PPF Taskforce enable or encourage partners and stakeholders (P&S) to continue to network within Warwickshire, and for P&S to monitor the developments and initiatives (within region or Nationally) of their peer organizations. 2. PPF Taskforce ensure that there is a project evaluation framework that enables monitoring of performance against objectives and outcomes for the customer.
C3	There is no National guidance or framework, to steer partners & stakeholders (P&S) actions or behaviors. This could give rise to the possibility of P&S not taking responsibility for action – claiming it is another's responsibility – or passing blame when there is criticism.	No governance arrangements have been developed for partners & stakeholders	Could lead to failure to deliver PPF, because no P&S takes responsibility, or damaging public criticism of PPF.	4	4	16	Not evident at present.	4	4	16	PPF Taskforce to encourage P&S members to: 1) Continue to be open, 2) Continue to develop improved understanding of PPF requirements, 3) Ensure effective partnership working and shared ownership.
D1	Very tight budget setting for WCC and the need to deliver service savings to balance the budget	Lack of resources to implement the reengineering necessary to delivery the new service provision	Will not implement the new arrangements	4	3	12	Prioritisation of this work. Medium term budgeting to anticipate budget issues and take mitigating action	3	3	9	

D2	The aging population means that there will be a growth in demand for the service which will result in additional budget pressures	Escalating cost pressures caused by the growth in demographics	High demand on a tight budget	5	3	15	Model of demographic changes to predict the growth in demand Members willing to fund demographic pressures in previous annual budgets which will hopefully continue in the future	5	2	10	
D3	It is possible that once the new arrangements are put in place we may find that a lot of the clients are content to have the service provided through the existing route	Extra costs due to having to provide dual portals for clients who want their own budget to purchase service and those that do not want to go down this route	Significant investment for little take up	3	2	6	Transitional funding arrangements are helping to ease these pressures.	3	2	6	Survey existing clients to see what demand for the new arrangements are likely to be
D4	This initiative provides an opportunity to deliver a better service which is in keeping with client expectations at an overall lower cost	Provision of a better service at a reduced cost	Service improvement Increased VFM Improvement in the external assessors score for adult services and the positive impact on CAA	5	3	15	Involves the use of social capital to develop more personalised care.				Needs developing further in partnership with other agencies
D5	The current economic climate may result in a reduction in potential services providers in the market place	Lack of service providers leading to less competition and increased costs	Feed through in the form of higher costs from the external providers	3	2	6		3	2	6	Monitor the market and potential service providers

E1	PPF is a radical new concept, involving the partnership of a range of agencies and stakeholders. In order to be successful it requires a shared, common vision of what the future will look like and how organisations and individuals will work together / be	The Vision" for Putting People First (PPF) is not universally understood by partner organisations and their services.	That the radical change (and the benefits for people in the community) will not be realised, with services / individuals merely reframing their current activities / behaviours to show recognition of PPF.	4	5	20	Putting People First Taskforce has led to promote shared vision and working together. PPF County conference organised in July 2008. District conferences planned for March 2009.	4	5	20	Need to ensure that conferences and taskforce have a clear description and vision regarding what the whole of Putting People First is, ensuring it is not viewed from restricted perspectives. Need to ensure that there are mechanisms to engage with a much wider audience than the current programme of conferences can cope with and/or publicise PPF on a much wider scale.
E2	PPF will not be achieved in a short, or even medium, term period. It will need to be an on-going process with a long term plan. The PPF Taskforce is steering the progress to date, but has a limited life.	Effective communication is not established or maintained between partners and stakeholders resulting in a lack of understanding as to how PPF is progressing / developing leaving them and individuals working in isolation or silos.	There is a lack of true partnership and coordination between agencies and stakeholders which could lead to restricted benefits for members of the community or, even more significant, confusion for individuals arising from the different agencies describing	4	5	20	Not clear at present.	4	5	20	PPF Taskforce to determine a process for ongoing communication / networking / joint working to ensure all agencies more forward together in their implementation of PPF.
E3	PPF requires a cultural change for how services are accessed and delivered. 1. Staff / teams may be too entrenched in the current ways and processes, believing that these must be the better way. 2. Staff don't feel empowered to do things differently bec	That individual staff and teams are unable to adapt a model for "new thinking" that focuses on outcomes for individuals in the community.	PPF is heralded as a bright new future for Warwickshire communities, but the realities and experiences of individuals are that there is limited or no change.	4	5	20	Putting People First Taskforce has led to promote shared vision and working together. PPF County conference organised in July 2008. District conferences planned for March 2009.	4	5	20	Matter for PPF Taskforce - The conference alone - and only if they are truly effective - will only create "champions" for PPF. Each agency / partner / stakeholder organisation will need to embrace PPF and have strategies to ensure all their staff understand the vision and are empowered to deliver it. Will require the risk above (Effective Communication is not established or maintained between partners and stakeholders resulting in a lack of understanding as to how PPF is progressing/developing leaving them and individuals working in isolation or silos) to be addressed as well.

E4	<p>There should be a strong "customer focus" ethic amongst Front Line managers and staff. This should lead to PPF being embraced at this level. However, organisational bureaucracies and the ability to achieve true partnership between organisations, may cause a lag in policy development.</p>	<p>That Front Line staff embrace Putting People First, recognizing its benefits for individuals, but are unable to make real change at the sharp end because strategies, policies, interagency cooperation and planning, at a strategic, fail to make the significant changes needed to enable PPF.</p>	<p>1. PPF is heralded as a bright new future for Warwickshire communities, but the realities and experiences of individuals are that there is limited or no change.</p> <p>2. Staff are demoralised because, despite their best intentions, their ability to deliver PPF is restricted by organisational politics</p>	4	5	20	<p>The Putting People First Taskforce has focused on the need to develop a partnership approach to the implementation,. Joint working and funding has been a key focus for them.</p>	3	4	12	<p>1. Taskforce to ensure there are clear protocols and procedures for ensuring that partners and stakeholders continue to develop strategies and policies which demonstrate shared ownership of Putting People First.</p> <p>2. Individual partnership and stakeholder organisations ensure any joint procedures and protocols are shared and embedded within their organisation.</p> <p>3. Individual partnership and stakeholder organisations ensure they have mechanisms which enable staff to contribute to developments by being consulted and encouraged to provide feedback on 'what is needed' at the sharp end in order to enable them to make a difference.</p>
F1	<p>Intelligence regarding service user issues, experiences and expectations is gathered in a variety of ways by many organisations. This information must be effectively and then analysed to ensure that the information reflects accurately the needs of service users and also highlights any areas of concern or future opportunities. Closer working relationships between Warwickshire Observatory/Service and contract Managers and third party organisations need to be instigated. Often the information is available but not followed through or reported correctly to the current location. As a result patchy analysis and incomplete data is gathered. This harvesting of information starts with effective, concise and clear contract management to ensure that the correct data is being requested. There is also an onus that once contract information has been extracted/analyzed the information is forwarded to a central point to be processed and then shared.</p>	<p>There must be a two way flow of information between partners and WCC.</p>	<p>Increased intelligence back on the ground with all providers and suppliers, allowing better more accurate formulation of service to meet the needs of service users.</p>	0	0	0	<p>Further work required to complete this item.</p>	0	0	0	

F2	The use of resources will increasingly be more important as the changes in social care take effect. As WCC withdraws from service delivery and there is a shift to direct payments and individual budgets the issue as to what happens to buildings, equipment and other resources currently used to provide these types of services.	Use of resources more effectively and efficiently between the partners. (property and equipment etc.)	Solution to accommodate rapid changes to resource management in an effort to reduce/offset operational overheads and continue to utilise previous capital expenditure before assets can be realised or put to a more permanent internal use if possible.	0	0	0	Further work required to complete this item.	0	0	0	
F3	To fully understand the ability and skill of partner organisations, improve liaisons and working relationships to effectively promote direct payments and individual budgets but still provide the level of service that the client group demands without the loss of continuity such changes may bring.		Better understanding of the sector that will now lead on service delivery, gap analysis of skills and services will aid future service development and give a more comprehensive snapshot of the region.	0	0	0	Further work required to complete this item.	0	0	0	
G1	Personnel, given key roles in the implementation of the new vision, do not have a clear understanding of the vision themselves. Key personnel, at all levels of the organisation, do not ensure that their staff understand and accept the new ethos and make it work.	Wrong key personnel/leadership	Implementation of the vision will be delayed, or only partially realised, this will require greater resources or will disrupt the provision of services.	4	3	12	Visioning events for managers and staff.	3	3	9	Change management training for all line managers. Managers must be able to communicate the vision, interpret the vision into action, motivate staff and manage change and staff. Explicit task descriptions for managers so that they understand their part in making this happen and the implications of action/inaction.
G2	Political/managerial will to change isn't there; Different priorities and pressures on partner organisations; Partners don't have the financial ability to commit	No strategic alignment with partners, a difficulty to cross partner boundaries.	Implementation of the vision will be delayed, or only partially realised, this will require greater resources or will disrupt the provision of services.	4	3	12	Vision events with partners Senior Managers involved in driving partnership so that priorities and pressures can be acknowledged	3	3	9	Board to allow flexibility of implementation across partnership so that partners can move at own speed.
G3	The services to be delivered will, of necessity, be individualised and highly varied making it difficult to establish performance measures that are meaningful reliable easy and cost effective to measure. The data is likely to be spread across diverse partners making it difficult/complex to collate the information.	Performance management indicators/statistics not relevant or don't relate to outcomes. Could become a barrier if not capturing and reporting the right things	Setting the wrong targets can impede delivery of the vision or have unexpected or unintended consequences. Targets drive and influence organisational and workplace behaviour.	3	4	12	The new National Indicators describe outcomes that will influence and guide what targets are set. Performance management systems are already in place.	3	2	6	Staff to be consulted on how to define the targets and what the likely impact of these targets will be. Number of targets to be kept small to ensure a tight focus on the key outcomes.
H1	Relationships with Adult Social Care currently based on system of block contracts and service level agreements – this delivers economies and efficiencies of scale for WCC and stability for contract holders but limits customer choice and flexibility. If money is to be made available to individuals to develop personalized support from providers of their choice budgets can no longer be so committed to large and long term contracts	Social Care Market's ability to adjust and deliver services in line with Personalisation agenda	Customers have a limited choice of providers Prices escalate Destabilization and risk of business failures impacting on market capacity	4	3	12	Strategic Commissioning developing new models of commissioning and procurement eg LD Community Support Services Contract Strategic Commissioning in early stages of disinvestment and decommissioning activity	3	3	9	Governance arrangements to be agreed by the Personalisation Programme Board

I1	Each organization has competing priorities (which change over time). Exacerbated by current economic down turn and pressure on resources	Delivery of the PPF agenda relies on sustained partnership working across local government, health, the voluntary and independent sector.	Partnership working not achieved, outcomes not achieved	0	0	0	Further work required to complete this item.	0	0	0	
J1	PPF will deliver a radical approach to how services can be accessed or delivered. However, individuals' perception will be limited by their experiences and traditional models. They may view change with suspicion and see it as partnership and stakeholder organisations avoiding their responsibilities.	1. Putting People First creates a whole new way of working, including new ways to access or have services delivered, but the community don't want the change. 2. Individuals and communities are unaware of Putting People First. 3. Risk of people hindering the implementation of new operations.	Individuals and communities will resist the new ways of working and will be likely to voice their disapproval, resulting difficulties to deliver services effectively and hostile media attention.	4	3	12	A series of PPF conferences have been organized to which representatives of the community have been invited. However, this will reach a limited number. Some limited consultation and involvement of service users and carers through social care consultation networks.	3	3	9	1. All partnership & stakeholder organizations need to engage their communities and promote the vision for PPF and the benefits. PPF Taskforce needs to ensure there is a marketing plan to promote a Countywide approach for PPF ensuring individuals and communities are aware. . Marketing plan needs to include publicity material for key sites and ways of getting more information or providing feedback. PPF Taskforce may consider planning a process for meeting with individual and communities, to discuss issues of PPF, once the implementation starts to take a hold.
J2	Putting People First will raise expectations. There will be a need to understand what expectations people may have so that we can proactively manage these. This also requires a process of knowing what individuals and communities really want. It requires us to listen and learn rather than rely on offering what we have available.	1. PPF fails to deliver customers' / publics' expectations or needs. 2. Service will not be there or not what is required for individual or community 3. Services will not be flexible enough to address changing needs of customers. 4. Choices made by individuals and communities do not amount to "sufficient take up to deliver".	Individuals and communities will, from their perception, experience our failure to deliver PPF. This in turn is likely to damage the credibility of PPF and make it more difficult to promote positively.	4	3	12	A series of PPF conferences have been organized to which representatives of the community have been invited. However, this will reach a limited number. Some limited consultation and involvement of service users and carers through social care consultation networks.	3	3	9	As above (J1).

J3	The radical change required for PPF will mean new ways of working and taking more risks. These risks will include services ability to reorganize its service delivery methods, and this may require flexibility in supply and contracts with external providers. More power will rest with individuals and communities who will need to take on increased responsibility for themselves, which also involves risk – for them and our ability to be seen as effective service managers.	1. Individuals and communities are not safeguarded against the changes. 2. Regulation & deregulation changes arising with PPF will see needs for increased flexibility in supply and providers	Individuals and communities are put into increased risk scenarios as they take on more control of their lives and access to services or access services from new suppliers or suppliers who are grappling with the need to change their ways of working.	4	4	16	Nothing clear at present.	4	4	16	1. PPF Taskforce to encourage partnership and stakeholder organizations to ensure that they carry out risk analysis for their areas of operation, including the risk that might pass to the individuals and communities, but at the same time acknowledge that PPF will need an approach that is not overly risk averse if it is to succeed. 2. PPF Taskforce to encourage partnership and stakeholder organizations to ensure that external providers are aware of the vision and principles of PPF and that they should be required to demonstrate they have undertaken effective risk analysis in relation to the services they provide, including the risk that might pass to the individuals and communities
K1	A lack of understanding around different requirements and aspirations amongst communities in both the urban and rural parts of the County	Challenging service delivery not addressed – rural/town communities	We fail to provide appropriate services, or appropriate levels of service cover to different areas, groups, or communities.	3	3	9	We have started a project exploring how 'Customer Insight' can help us better understand our local communities, their behaviours, requirements and aspirations. Our Localities work will begin to highlight issues and concerns within local areas and communities, which should be considered by public sector agencies in the types of the services we provide and the ways in which we deliver them	1	3	3	

PUTTING PEOPLE FIRST TASKFORCE MEETING - 10 June 2009

PUTTING PEOPLE FIRST LOCAL CONFERENCES

Summary

This report summarises the outcomes of the local Putting People First conferences held in early 2009. It highlights a number of key themes identified at the conferences by local people.

1. INTRODUCTION

- 1.1 The government initiative, 'Putting People First', was launched in Warwickshire with a large conference at the National Motorcycle Museum on Friday 4th July 2008.
- 1.2 Further to this the Taskforce requested a series of mini-conferences designed to engage with all partners at a local level. For a schedule of events please see Appendix i.
- 1.3 Delegates were invited from the County Council (including elected members and staff), the District/Borough Councils (including elected members and staff), the Private, Voluntary and Independent (PVI) Sector, NHS Warwickshire, the Acute Trusts, and users and carers.
- 1.4 During each conference delegates were introduced to the concept of Putting People First and shown the DVD from the launch conference. Delegates were also asked to contribute their views in five different areas: -
 - What PPF Means to Me
 - Things We Should Stop Doing
 - Things We Can Do Now
 - Good News Story/Thing to Keep Doing
 - Personal Pledges – One Thing I Will Do to Make A Difference

For a copy of the Conference programme, please see Appendix ii.

2. RECURRING THEMES FROM THE MINI CONFERENCES

2.1 There are a number of recurring themes arising from delegate feedback at the Mini Conferences. These are highlighted below.

2.2 'What Putting People First Means to Me'

2.2.1 There was a strong sense that central to Putting People First was the concept of choice and control for the individual.

2.2.2 Delegates suggested the provision of a single point of contact to guide service users through the options available to them.

2.2.3 A recurring theme was the need for the provision of clear and accessible information to both service users and staff from all areas regarding available options.

2.2.4 Delegates also expressed anxiety regarding the challenges of budgetary restrictions.

2.3 Things We Should Stop Doing

2.3.1 Two strong themes emerged in this area. The first was the need for better partnership working and for agencies to stop working in isolation. Frustration was expressed regarding the duplication of paperwork especially between agencies. A suggestion was made for a shared database.

2.3.2 The second theme concerned the need to stop making assumptions or telling people what they need, including anxiety regarding what was felt as 'tokenistic' consultation.

2.3.3 In addition to these, a strong preference was expressed for services to stay local, rather than transporting individuals out of or across the county.

2.4 Things We Can Do Now

2.4.1 Feedback in this area mainly focussed around information and communication, and was to a large extent similar to that previously addressed. Further practical suggestions included: -

- Introduction of an internet bulletin board to exchange ideas/information to encourage Partnership Working
- Creation of a Directory of Services Available
- Further promotion of PPF through both further conferences and local sharing using PPF DVD
- Focus on providing jargon-free information in plain English
- More value and support for voluntary sector, including families caring for individuals

2.5 Good News Stories/Things to Keep Doing

- 2.5.1 Delegates expressed a sense that front line workers were providing a good service and should continue to do so. Moreover, day services were felt to be valuable facilities which should be maintained as a part of the choice offered to service users.
- 2.5.2 Further feedback centred primarily on other existing services that were felt to be meeting needs well. Recurring services mentioned include: -
- Rugby Disability Forum
 - The Reablement Service
 - PHILLIS
 - Telecare

2.6 Personal Pledges – One Thing I Will Do to Make A Difference

- 2.6.1 Two main themes emerged from the Pledges. Many Front Line Staff offered a personal commitment to listen to service users without making assumptions. Overwhelmingly, though, the commitment from delegates was to spread the word about Putting People First within their area/teams, often by using the DVD.

3.0 LOCAL ISSUES

Although the content of the conference was similar for each of the different regions, there were inevitably different priorities in each area. Some of the more local issues are highlighted below.

3.1 Nuneaton and Bedworth

- 3.1.1 This conference was held at Nuneaton and Bedworth Civic Hall and was well attended, offering a lively start to the series of conferences.
- 3.1.2 Issues raised at Nuneaton and Bedworth mainly centred around the areas of Information and Communication and the need for up-to-date information to be made available. Suggestions included the need for sharing positive stories and having PPF 'Champions' to visit communities.
- 3.1.3 A potential success story of this conference involves the highlighting of the issue of free bus passes for service users not including their carers. One of the Councillors attending the conference took this away as an area where they could make a difference.

3.2 Rugby

- 3.2.1 The Rugby Conference was held at the Benn Hall. Delegates were particularly engaged with the topic and willingly shared their own experiences.
- 3.2.2 Access and Support was a key issue for delegates at this event, with a request to 'develop a straightforward route to access the services we want, when we want them.' Concern was also raised that adequate support should be provided to Carers to help them to deliver the necessary changes.
- 3.2.3 Personal testimonies involved one service user who shared how they had had a stroke and were now paralysed in bed. They praised the Rugby Disability Forum which took them out and supported them.

A second testimony involved the wife of one service user, who thankfully told of how Social Services had come out within twenty minutes of a telephone call and really listened to her husband.

3.3 North Warwickshire

- 3.3.1 The North Warwickshire Conference was held at Purley Chase Golf Course, Nuneaton. The first event was cancelled on the morning due to heavy snow fall, but rescheduled for a later date.
- 3.3.2 Delegates in North Warwickshire were also focussed on the issue of information and communication, and raised the valid point that not everybody has access to the internet and that communication strategies should take this into account. It was proposed that local/existing publications could be used for the dissemination of information.
- 3.3.2 'Circles Network' at Atherstone was praised as a particularly beneficial service to the community.

3.4 Warwick

- 3.4.1 Stoneleigh Park Exhibition and Conference Centre provided the venue for this event.
- 3.4.2 Although personal pledges were less forthcoming in Warwick, delegates were particularly appreciative of the Mini Conference as an opportunity for networking and facilitating partnership working.
- 3.4.3 Warwick delegates were also especially practical in terms of their proposals for communication, including: -
- A national promotion for PPF
 - All service users to know all the available options for clients
 - Setting up a helpline- both telephone and e-mail
- 3.4.4 Delegates also expressed a concern that Direct Budgets might result in a withdrawing of funds from smaller agencies.

3.5 Stratford

- 3.5.1 This conference was held at Stratford Racecourse and was the least well attended of the five events. Nevertheless, delegates engaged and contributed enthusiastically.
- 3.5.2 There was again a focus on the need for information, including the suggestion that different points of contact within the community (eg. Doctors' Surgeries, Libraries etc) be used for its dissemination.
- 3.5.3 There was also recognition from Stratford delegates that Putting People First involves a fundamental change to the way of thinking and will involve both managerial and front line staff thinking outside the box.
- 3.5.4 Pledges showed a strong commitment and ownership of the task of spreading the word about Putting People First.

4 PUTTING PEOPLE FIRST DVD

- 4.1 Delegates who wished to be sent a copy of the DVD for promoting PPF left their contact details at each of the conferences. DVDs have now been sent out to delegates from all sectors.
- 4.2 A subtitled version of the DVD is now available.

Putting People First Regional Conferences
Schedule of Events

<u>Date</u>	<u>District</u>	<u>Venue</u>	<u>Notes</u>
5 th February 2009	North Warwickshire	Purley Chase Golf Course, Ridge Lane, Nuneaton, CV10 0RB	Cancelled due to snow fall
9 th March 2009	Nuneaton and Bedworth	Bedworth Civic Hall, High Street, Bedworth, CV12 8NF	
24 th March 2009	Rugby	The Benn Hall, Newbold Road, Rugby, CV21 2LN	
30 th March 2009	North Warwickshire	Purley Chase Golf Course, Ridge Lane, Nuneaton, CV10 0RB	Rescheduled event
2 nd April 2009	Warwick	Stoneleigh Park Exhibition and Conference Centre, Stoneleigh Park, B4113, Stoneleigh Road, Warwickshire CV8 2LZ	
6 th April 2009	Stratford	Stratford-on-Avon Racecourse, Luddington Road, Stratford-upon- Avon, CV37 9SE	

Putting People First Regional Conferences
Conference Programme

9.30 Coffee and Registration

10.00 Conference opens

- Welcome
- Putting People First -The Story So Far'

- "What Putting People First Means to Me" DVD
Perspectives from Service Users, Staff and Partners

10.45 How Can We Move Putting People First Forwards?(1)

- Introduction
- Discussion Groups
- Feedback

11.35 Coffee

11.55 How Can We Move Putting People First Forwards? (2)

- What do we want to do?
- What do we want to stop doing?
- What are the Quick Wins and Top Priorities?
- What can we, as individuals, pledge to do?

12.45 Next Steps

1.00 Lunch

Viewing Exhibition and Pledges
Delegates are free to leave

What has worked well?

WARWICKSHIRE PCT

- Integrated working ‘projects’ between health and social care e.g. virtual wards.
- Personal relationships across health and social care.
- Development of Alcester Hospital Integrated Team.
- DH Common assessment framework pilot in Warwickshire.
- Integrated Disability Service for children – need to build on this for adult services.
- Personal budgets in social care.

NORTH WARWICKSHIRE BOROUGH COUNCIL

- Keeping older people in their homes through Housing support services.
- Very high personal satisfaction.
- Actually having this forum is a start!
- Working with tenants to understand issues and work up joint solutions has improved significantly on recent years.
- DFG Waiting lists have hugely reduced.

RUGBY BOROUGH COUNCIL

- A joint willingness to make this work.
- The conferences in all parts of the county.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

- Money exists to help improve efficiency and is available from IEWM New (Districts, County, IEWM)
- Commitment to change from the very senior managers.

STRATFORD-UPON AVON DISTRICT COUNCIL

- Housing strategy team made strong contribution to JSNA work.
- Recognition of wider role and impact for our private sector housing team.

WARICK DISTRICT COUNCIL

- Real commitment and support from some borough chief ex’s.
- Good service user involvement and backing.

- **Passion for changes in leadership of adult care.**
- **Getting on with devolving social services budget- great positive signs.**
- **Some great stuff done with conferences and mini conferences creating a local will for change.**

WARWICKSHIRE COUNTY COUNCIL

- **Breaking down access.**
- **Recognition that we cannot stay as we are.**
- **Individual budget and pilot of personal health budgets.**
- **Work on DFG/Adaptation moving in right direction.**
- **New models, new relations with voluntary sector.**
- **Starting new conversations across Boroughs and Districts.**
- **Real Delivery Rugby Demo Site.**
- **Real examples of changed lives.**
- **Identifying those communities or individuals where the greatest change can be made.**
- **Potential of the CAF development work,**
- **Culture beginning to change in social work.**
- **New business models for adult social care.**

What needs to still improve?

WARWICKSHIRE PCT

- **Communication and sharing of common agenda.**
- **Cultural change. Owning our customers problem and finding the solution (not passing it on)**
- **Create a single access/comprehensive customer service centre/system.**
- **Recognise we have one group of 0.5 million customers.**
- **Action not words together.**
- **Missing opportunities when we review services in isolation.**
- **Need to pool budgets to commission jointly.**
- **Signed up agreement for pooled budgets.**
- **Personal health budgets application.**
- **Where are the pooled budgets across health and social care?**

NORTH WARWICKSHIRE BOROUGH COUNCIL

- **Improving customisation and process of DFG (Disabled facilities grant)**
- **Maximising opportunities to share information and ideas from all stakeholders.**
- **Setting up sustainable systems that harness individual relationships.**
- **Not getting investment from other agencies in keep projects.**

RUGBY BOROUGH COUNCIL

- **Turning all this into positive action.**
- **A resource of information and advice to allow people to make informed choices.**
- **Empowerment of front line staff to be more flexible and knowledgeable.**
- **Better communication and understanding among the partners.**
- **Culture engaged based on trial throughout all the partnered organisations.**

NUNEATON AND BEDWORTH BOROUGH COUNCIL

- **Sharing details of peoples needs. (County and NHS)**
- **Removal of duplication around aids and adaptations (Districts and County)**
- **Sharing best practice on aids and adaptations across Districts.**
- **Investments at the prevention end of the process (County and NHS)**

STRATFORD-UPON AVON DISTRICT COUNCIL

- **Overtures have been made to share info that should/could be available via customer service teams, but little yet forthcoming.**
- **Community engagement needs to be more joined up.**
- **The conversations in key groups such as HCOP board do not acknowledge the PPF agenda in any significant way.**
- **Elected members don't acknowledge this subject as a key issue for the organisation despite it being key for the area.**
- **We don't talk to each other enough at any level.**

WARWICK DISTRICT COUNCIL

- **Devolved budgets still only a pilot.**
- **Voluntary sector engagement quite narrow needs to be expanded.**
- **The strategic interagency governance system is still a barrier.**
- **Real commitment to this from the NHS?**

WARWICKSHIRE COUNTY COUNCIL

- **Taking the difficult decisions**
- **Real delivery please.**
- **Effective forums or ways of workings in partnership.**
- **Too little attention to actions and solutions.**
- **Personalisation in NHS, doctor knows best.**
- **Joint working on prevention.**
- **Information- need simple info across partners.**
- **Partnership loyalty, agree the money boundaries.**

Action Plan

<u>Issue</u>	<u>Action</u>	<u>Lead Organisation and lead officers</u>
Current planning fora are no longer fit for purpose.	Review of partnership fora.	Jim Graham + Paul Jennings
Lack of a Warwickshire vision across all agencies.	Develop a vision for Warwickshire and a plan for change.	CEO's collective People of Warwickshire
No pool budgets currently in place.	Pilot in Rugby in 09/10 Pooled budgets for 10/11 in key PPF related areas.	Graeme Betts Paul Maubach To discuss scope and process and to write a joint paper.
No integrated service pilots.	Link transforming community services and PPF.	Jill Freer Liz Bruce To review both policy documents for common areas of working.
Engaging elected members.	Honest and open discussion required. Issues all on the table. Need to establish a Warwickshire Governors and lead officers meeting.	Jim Graham + Paul Jennings To discuss before and after the 16 th July sub regional event.
Some practical quick wins for 09/10.	Use the North Warwickshire warden aided housing scheme, transforming community services and secondary flow to identify the impact of the housing scheme and benefits for the PCT in the management of patients with a long term condition.	Liz Bruce Jerry Hutchinson Bie Grobet To meet and discuss joint working and a pilot in North Warwickshire borough council.

Lead officer personal Commitments

<u>Name</u>	<u>Organisation</u>	<u>Commitment</u>
Dame Yve Buckland	Chair of Putting People First Taskforce	Meet with Jim Graham and Paul Jennings re action plan for delivery. Meet with chair of SHA Offer NHS Institute support for future joint work.
Jim Graham	Warwickshire County Council	Review planning fora across county.
Graeme Betts	Warwickshire County Council	DFG's and maximising their use.
Liz Bruce	Warwickshire County Council	Individual budgets county wide and will personally commit time to this joint work.
Paul Maubach	Warwickshire Primary Care Trust	Early pool budgets discussions.
Bie Grobet	Warwickshire Primary Care Trust	Work with Liz and Graeme on a vision for integrating services.
Jill Freer	Warwickshire Primary Care Trust	Joint work within transforming community services.
Jerry Hutchinson	North Warwickshire Borough Council	DFG's Borough housing schemes for early pilots.
Simon Warren	Rugby Borough Council	Individual budgets/DFG's
Bill Hunt	Warwick District Council	DFG's
Dave Nash	Stratford-upon Avon District Council	Culling partnerships use good ones well.
Gareth Owens	Nuneaton and Bedworth Borough Council	Joint strategy re adaptations, DFG's budgets for adaptations investment.

The NHS Institute would be pleased to discuss any further support that we can offer in the area of large scale change or inter agency joint working.

Agenda Item 6

Report to the Warwickshire Public Service Board

25th November 2009

Future Partnership Governance Arrangements-Proposals

Report of Governance Review Sub-Group

Recommendations:

It is recommended that the Board:

1. Approves the report of the Governance Review Sub-Group Model attached as Appendix 1 and the recommendations contained therein
2. Authorises the Governance Review Sub-Group to produce an action plan for the implementation of new governance arrangements by 29th January 2010 having regard to comments received from the Advisory Forum and other partnership sources and that it disband once this task is complete
3. That the action plan ensures that new arrangements for partnership governance are in force from 1st April 2010.

1 Introduction

- 1.1 At the last meeting of the Board, outline proposals on future partnership governance arrangements were endorsed for consultative purposes from the Governance Review Sub-Group. A subsequent meeting of the Sub-Group in October worked up the outline document into full proposals that were then shared across the partnership through the Public Service Board Advisory Forum which considered the proposals at a meeting on 10th November 2009.

2 Proposals and Consultation

- 2.1 The proposals are attached from the Group as Appendix 1. In terms of responses the views of the Public Service Board Advisory Forum are summarised below:

Public Service Board

2.2 On proposals to improve the PSB:

- Greater clarity is required on what the vision for the PSB is and what it is trying to do. This then needs to translate into strong and effective leadership and clarity around the commissioning role that it is seeking to exert.
- The effectiveness of the whole process hinges on the amount of control that the partnership has over resources and its disposal. Preferably this needs to be done over a medium term timeframe of 2-3 years rather than the short termism that does not extend beyond the current financial year
- At the same time there is a need for the partnership to think of resources in its widest form as being more than just money and look at innovative ways to deliver priorities
- There is a need for the PSB to adopt a culture and behaviours that is more accepting of challenge and holding others and each other to account

2.3 On the Public Service Board Advisory Forum:

- Clarity of role is required once other constituent bodies are functioning to ensure that there is no duplication
- There is a need to refresh membership to ensure consistent and effective attendance
- The PSB should be invited to provide views on PSBAF effectiveness
- There is a need to monitor and evaluate the recommendations made to PSB
- In scheduling meetings there is a need to ensure that there is a sufficient intervening period between the Forum and Board meeting to ensure adequate consultation

2.4 On the proposed four block structure:

- Query whether elements of the Stronger Block (Community Engagement and Third Sector) should be merged with the Safer Block
- Acknowledged that some work required on bringing the blocks together, particularly within the context of the three themes of the SCS
- In merging blocks there are dangers that-
 - There will be a dilution of issues and that some things will get 'lost' due to more dominant issues
 - Sub-Groups emanate from blocks to deal with such issues and therefore resulting in a proliferation of structures albeit at a different level

- Membership will need to be addressed to ensure that key delivery agencies are involved and under-representation such as the private sector is addressed
- In setting up the blocks some regard needs to be given in how cross cutting issues are managed as the current experience is that impact has been minimal due to the development of 'silos'.
- Some priorities should be sub-regionalised (Housing Sub-Group) ascertaining geographical basis for decision making.

2.5 On Borough/District Level LSPs

- Linkages with Countywide Structures and Borough/District LSPs need further clarification on a planning, commissioning and delivery level
- Localities linkages need to be explored as a mechanism for testing the impact of partnership working and to ensure that the partnership is responsive to current and emerging needs

2.6 On a more general level other issues raised were:

- Importance of communication
- Ensuring tangible health engagement at all levels – County & Local.
- The role of CDRP's should be examined
- Whether the CAA Group was the appropriate mechanism for the operational activity. If it was- suggested that the name, terms of reference, membership and support would need clarifying. Also whether Warwickshire Association of Chief Executives could fulfil this function
- Success of Scrutiny would depend upon expertise and range of support available
- The need to build in a review mechanism of governance arrangements to ensure effectiveness

2.7 In summary it was acknowledged that rationalisation of governance arrangements was a challenge but it was deemed a necessary task in order to ensure that the partnership was effective and efficient and equipped to meet the objectives as espoused in the Sustainable Community Strategy and the Local Area Agreement.

2.8 Those present at the Advisory Forum have been sent a copy of this report and any additional comments received will be reported verbally at the meeting. Other responses received in relation to the proposals are attached as Appendix 2.

3 Next Steps

3.1 The Public Service Board authorised a review of governance arrangements in November 2008. The Governance Review Sub-

Group has, since January 2009, been examining current arrangements and explored potential options.

- 3.2 It is now suggested that subject to comments made by the Board that the proposals as contained within Appendix 1 be endorsed.
- 3.3 In light of comments received, it is argued that many of these relate to outstanding issues that should be addressed during the implementational phase. Accordingly it is suggested that the Governance Sub-Group be tasked with producing an action plan for the implementation of arrangements having regard to comments contained in Section 2 above and Appendix 2 below by 29th January 2010. Once completed it is recommended that the Sub-Group be disbanded.
- 3.4 In terms of timescales, it is argued that the action plan ensure that new arrangements are in force from 1st April 2010.

DAVID CARTER
Chair of the Governance Review Sub-Group
NOVEMBER 2009



FUTURE PARTNERSHIP GOVERNANCE ARRANGEMENTS

PROPOSALS FROM THE PSB GOVERNANCE REVIEW SUB-
GROUP

November 2009

1. Introduction

- 1.1 This discussion paper seeks to outline proposals from the PSB Governance Review Sub-Group on what form future partnership governance arrangements should take.
- 1.2 The proposals build on work that has been commissioned by the Public Service Board in November 2008, which has sought to rationalise partnership arrangements in Warwickshire and make them effective and fit for purpose.
- 1.3 These proposals will be considered by the Public Service Board Advisory Forum on 10th November 2009. Any comments received at that meeting will be relayed onto the Public Service Board meeting of 25th November where endorsement of new governance arrangements has been scheduled. In addition to consultation through the Advisory Forum this document has also been distributed to Block Leaders and Borough/District LSP representatives for comment.
- 1.4 Any views on the proposals within this document should be forwarded to Bill Basra, Partnerships Delivery Manager via billbasra@warwickshire.gov.uk

2. The Optimum Delivery Model: Outline Proposals

- 2.1 The 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 surplus to requirements.
- 2.2 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 local government in Warwickshire; structures are required at both County and Local level to ensure commissioning and delivery. Key presumptions are:
 - **Structure based on commissioning and delivery**
 - **Streamlined and Rationalised Structures**
 - **Enhanced Accountability**
 - **Improved Effectiveness**
- 2.3 Key features are detailed below

OUTLINE PROPOSALS

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 will commission delivery of those targets by the most appropriate delivery agent
- This could be the county level themed blocks, the county wide service providers (eg WCC, Police PCT), a task and finish group, LSPs or the borough/district councils
- 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
- Delivery of targets will be commissioned with clearly specified timescales, budgets and standards

Resources

- The PSB will allocate available monies to commissioned bodies
- Available resource will therefore follow targets
- 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 Joint Scrutiny
- The delivery agents will be accountable to the PSB and LSPs (where appropriate) for delivery of the targets commissioned through quarterly performance management

Structures

- County level boards will exist on a needs basis. 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 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 determined by the county wide Scrutiny Board.
- LSPs will rationalise local structures to enable them to deliver targets allocated to them
- Fewer resources will be required to service the model

3. Future Governance: Proposals

- 3.1 Model Terms of Reference are attached as Appendix A to this paper. A summary of key changes plus discussion points are referenced within the paragraphs below:

Public Service Board

- 3.2 The Warwickshire Public Service Board has been in operation since April 2007. Since that time terms of reference and membership have remained unchanged.
- 3.3 Principal improvements proposed to the Board are:
- Revised and simplified terms of reference which ensure that the overall parameters of the Board are set with reference to the Warwickshire Sustainable Community Strategy
 - That Membership of the Board be refreshed. Where a member represent the views of a much wider sector; appropriate channels of communication must be in place to ensure that wider interests are represented (this must be evidenced). Specifically these relate to:
 - Voluntary sector representation
 - Town and parish Council representation
 - Business representation
 - That LSP Chairs be co-opted where they do not belong to an organisation that is already represented on the PSB
 - That LSC representation be removed
 - That further consultation be undertaken with the Health sector about its representation
 - That for the sake of effectiveness, no further steps are taken to expand the membership of the Board beyond current levels
 - That a Forward Plan of Key Decisions be established with clear processes and timelines for Planning, Commissioning and Delivery
 - That meetings be convened at locations around the County

Public Service Board Advisory Forum

- 3.4 Principal changes proposed to the Advisory Forum are
- Revised and simplified terms of reference which affirms the current role of the Advisory Forum as a policy formulation body and builds on the opportunities for the Forum during the planning process referred to above
 - Expanded Membership to ensure broad engagement of the Health Sector
 - That Membership of the Forum be refreshed to ensure that the right individuals are members of the Forum and where such members represent the views of a much wider sector; that there are appropriate channels of communication to ensure that wider interests are represented. Specifically these relate to:
 - Voluntary sector representation
 - Town and parish Council representation
 - Business representation
 - Multi Faith Forum

- That the Coventry Diocese and Warwick University be approached about future participation and membership.
- That Chair and Vice-Chair are appointed on two year terms.

Countywide Blocks

3.5 The current six countywide blocks are to be amalgamated and responsibility apportioned for SCS/LAA activity as follows:

Block	LAA
Children Young People and Families	All current CYPF indicators
Safer and Stronger	All current Safer and Stronger indicators minus Housing
Health and Well being	All current HCOP indicators
Environment and Economy	All current EDE and CC and E indicators plus Housing

3.6 Proforma terms of reference based on existing documentation are attached within the appendices.

CAA Co-ordinating Group

3.7 It is envisaged that the current CAA Co-Ordinating group is required to act as:

- A deliverer of activity associated with partnership working thereby enabling the Public Service Board to retain a more strategic focus.
- A top down mechanism of interpreting and implementing PSB activity through effective programme management and improvement programmes
- The hub for the management and co-ordination of work arising from external inspections (e.g. CAA, GOWM)
- Ensure that all partner business plans reflect the agreed partnership priorities e.g PSB)

3.8 At the time of writing this report the terms of reference are currently being finalised and these will be circulated in due course.

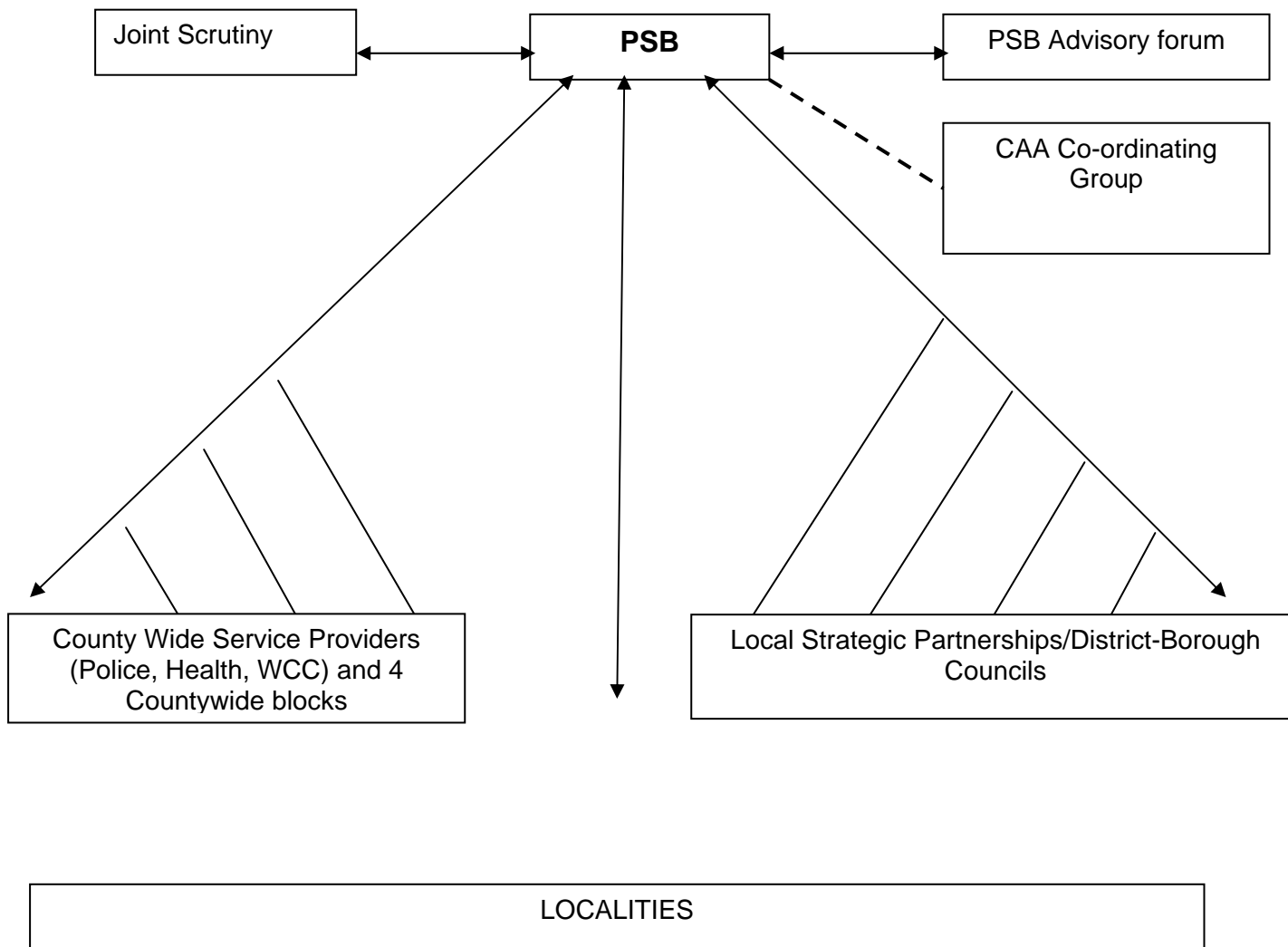
Local LSPs

3.9 This review envisages a commissioning/delivery relationship between the PSB and local LSPs. Governance arrangements at local level will need to be streamlined to ensure that they too are effective and fit for purpose. This may also require an examination at LSP Board level to ensure that representation is both correct, strategic and effective. Beyond this it is suggested that discretion remain at local level as to how theme groups associated with LSP are constituted but within the overall proviso that groups that are neither commissioning or delivering are presumed to be disbanded.

4. Summary

- 4.1 These proposals expand upon the outline options that were endorsed by the Public Service Board on 23rd September 2009 by providing further detail on terms of reference, membership and areas for discussion.
- 4.2 Partners are encouraged to submit their views either by email to Bill Basra (details above) or at the meeting of the Public Service Board Advisory Forum on 10th November 2009.

Governance Model



A-PUBLIC SERVICE BOARD

1. Overriding Objective

The overriding aim of the County Level Strategic Board (“the Warwickshire Public Service Board”) is to join together to improve public services across Warwickshire and make a real difference to local communities through multi agency co-operation and ensuring that whilst seeking improvement for all there is a focussed effort in those communities or geographical areas where there is most need.

2. Specific responsibilities

The Warwickshire Public Service Board is the chief strategic body for the Warwickshire Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA) and shall have the following specific responsibilities:

- a) To provide county-wide strategic direction, commissioning and co-ordination in the delivery and ongoing review and development of the SCS and LAA
- b) To ensure that Warwickshire is responsive to current and emergent issues where a partnership response is required
- c) To respond to external inspections and implement improvements where required
- d) To ensure that the sum total of Warwickshire public sector resources are employed efficiently, effectively and represent value for money when delivering outcomes for the people of Warwickshire
- e) To maintain effective links with GOWM and with other partnerships, organisations and agencies at a Sub-Regional level

3 Membership

The membership of the Warwickshire Public Service Board is made up of senior representatives of the partner agencies and is as follows

Nominating Body	Representatives
The County and the District Councils	6 – Council Leaders
Voluntary and Community Sector (CWIC)	1 representative
Coventry and Warwickshire Chamber of Commerce	1 representative
Warwickshire Police Authority	1 representative
Wider Health Trusts	1 representative
Warwickshire Primary Care Trust	1 representative
Warwickshire and West Midlands Association of Local Councils	1 representative
TOTAL	12
Chairs of LSPs	Co-optees where not from above organisation

4. Specific Responsibilities of Members

- a) To comply with the Code of Conduct for partnership working
- b) To attend meetings as required and agreed
- c) To arrange for the attendance of a suitable substitute to meetings in the event of the nominated representative being unavailable. Substitutes must have the authority to make decisions and allocate resources as if they were the nominated representative.
- d) To properly represent the views of their organisation
- e) To ensure that he/she has sufficient delegated powers to deal with matters or if not, to ensure that all necessary approvals of the member's nominating organisation have been obtained
- f) To keep their nominating organisation informed about progress and communicate effectively the outcomes of the Warwickshire Public Service Board meetings to their own organisations
- g) To commit their organisation on policy and practice issues
- h) To promptly progress and deliver on any agreed actions outside of formal meetings

5. Arrangements for Meetings

- a) 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
- b) The Warwickshire Public Service Board shall be chaired by the leader of the Warwickshire County Council. The Vice-Chair will be from the remaining PSB membership
- c) Other persons may attend meetings of the Warwickshire Public Service Board with the agreement of the Chair
- d) Wherever possible, decisions shall be reached by consensus. If the Chair considers a vote is necessary it will be determined by a simple majority.
- e) Papers relating to PSB will be sent 5 clear working days in advance of the meeting. Specific actions emanating from the Warwickshire Public Service Board will be confirmed within 48 hours
- f) Meetings will be serviced and supported by Warwickshire County Council
- g) Minutes of all meetings of the Warwickshire Public Service Board (including a record of attendance and any conflicts of interest) will be circulated within 7 days and submitted for approval to the next appropriate meeting.
- h) Meetings of the PSB will be rotated around the County to reflect the diversity of the Partnership and the County which it serves.

6. Review

The operation of the Warwickshire Public Service Board will be reviewed formally at least every 12 months to ensure it is fulfilling its objectives. The members of the Warwickshire Public Service Board may agree over time to confer upon the Warwickshire Public Service Board a greater decision-making role in the allocation of resources that are currently allocated by individual partner organisations.

B- PUBLIC SERVICE BOARD ADVISORY FORUM TERMS OF REFERENCE

1. AIM

The aim of the `Advisory Forum is to advise and support the Warwickshire Public Service Board in achieving its vision of making a real and lasting difference to the well being of people in the county by joining together to improve public services across Warwickshire.

2. ROLE OF ADVISORY FORUM

2.1 To advise and support the Warwickshire Public Service Board (WPSB) in the delivery of the SCS vision and the LAA which is aimed at;

- (i) Narrowing the gap affecting vulnerable communities and people by helping them catch up with the rest
- (ii) Focusing effort and resources on people, families and communities that require greater levels of support
- (iii) Improving access to public services – particularly for people, families and communities that require greater levels of support
- (iv) Working more closely together to provide greater opportunities for citizens to influence decision making on key issues affecting their life chances and quality of life
- (v) Sharpening our partnership relationships by ensuring that there is a strong focus on outcomes with clear responsibilities and accountabilities backed up by appropriate governance and performance management arrangements
- (vi) Using funds more flexibly and effectively
- (vii) Bringing about more early intervention, prevention and support
- (viii) Building on success and inherent competitive advantage to support the local economy

2.2 More specifically, the Advisory Forum shall have the following roles and responsibilities;

- a. Supporting the work of the WPSB in realising the SCS and LAA vision and bringing together the totality of services to the public in Warwickshire whether delivered by the public, private or voluntary sector
- b. Contributing to the county-wide strategic direction being set by the WPSB and informing decisions being taken by the WPSB
- c. Acting as a forum for identifying issues and proposals to be considered by the WPSB and generally acting as a sounding board for the WPSB
- d. Providing a strong collective voice on partnership working and acting as a consultation forum for issues affecting the ongoing review, development and delivery of the shared outcomes under the SCS/ LAA
- e. Providing a formal mechanism for ensuring that effective links are maintained across partners agencies and that the work of the partner agencies can be co-ordinated and cross-cutting themes addressed in support of the delivery of the SCS/LAA

- f. Advising particularly on the application by the WPSB of the principles of equality, cohesion, sustainability and access to the delivery of the SCS/LAA
- g. Supporting the WPSB in ensuring that the plans and strategies of all relevant partner organisations join up and that gaps and overlaps in service provision are eliminated
- h. Assisting the WPSB in involving local communities in improving service provision
- i. Contributing to the GOWM requirements for LAA half yearly reporting and annual refresh

3. MEMBERSHIP

3.1 The LAA Advisory Forum shall consist of representative(s) of the following

Sector / Agency/Nominating Body	Number of representatives
Core Members	
National Probation Service – Warwickshire	1
Warwick University	1
Coventry Solihull Warwickshire Partnership Limited	1
Warwickshire Race Equality Partnership	1
Warwickshire representative of the appropriate multi faith forum	1
Warwickshire Police Service	1
Coventry Diocese	1
Chairs of the county wide themed partnerships	4
Job Centre Plus	1
Warwickshire Rural Communities Council	1
Acute Trusts	3
WPSB Members	
The County and the District Councils	6
Warwickshire Police Authority	1
Voluntary and Community Sector (CWIC)	1
Coventry and Warwickshire Chamber of Commerce	1
Wider Health Trusts	1
Warwickshire Primary Care Trust	1
Warwickshire and West Midlands Association of Local Councils	1
Local Strategic Partnerships (Co-optees)	5
TOTAL MEMBERSHIP	33

3.2 Membership of the Advisory Forum is intended to be broad and inclusive. The Advisory Forum shall have the right to extend its membership and/or invite such other organisations/representatives/individuals as appropriate to attend meetings of the Advisory Forum to play a full part in the discussions

- 3.3 Individual representatives will be senior representatives of their organisation or constituent group to ensure that those attending the Advisory Forum have the appropriate level of influence and authority.
- 3.4 Organisations or constituent groups shall use all reasonable endeavours to ensure that the same individual regularly attends Advisory Forum meetings. However, in exceptional circumstances, if the nominated representative is unable to attend any meeting the nominating organisation or constituent group will substitute a person of similar standing.
- 3.5 In relation to local authorities, there will be both elected member and officer attendance. Elected members who are Advisory Forum members will be supported by senior officers from their organisation when attending meetings without the need for those officers to be formally members of the Advisory Forum.
- 3.6 The role of individual Advisory Forum members is to
- Speak for their organisation or represent the interests of their constituent group with authority
 - Seek to influence their organisation or constituent group in order to gain commitment on policy and practice issues relevant to the delivery of the Warwickshire SCS and LAA
 - Support the WPSB in the performance management arrangements that are in place for the SCS/LAA and in the requirement on the WPSB to account to GOWM
 - Keep their organisation or constituent group informed about the strategic direction and co-ordination of services delivered as part of the Warwickshire SCS/LAA
 - Consult their organisation or representative group about issues which may impact on the strategic direction and co-ordination of services delivered as part of the Warwickshire SCS/LAA
 - Promote the work of the WPSB and the development of shared priorities
- 3.5 The Advisory Forum shall review its membership at least annually to ensure that its composition is current, relevant and promotes the aims of the Public Service Board.

4. MEETINGS

- 4.1 The Advisory Forum will meet four times a year.
- 4.2 Meetings may be convened at the request of the Chair or Vice-Chair. At least 10 working days before the meeting the Chair shall give written notice to all the nominated representatives of the date, time venue and business to be transacted at the meeting.
- 4.3 The Chair and Vice Chair shall be appointed for a period of 3 years and shall be eligible for re-election. The Chair and Vice-Chair shall not be drawn from the same organisation or constituent group. In the absence of the Chair and Vice-Chair at any particular meeting the Advisory Forum may elect another person to preside for the meeting.
- 4.4 The chair of the meeting shall be under a duty to conduct the meeting efficiently and effectively and at all times to act reasonably.

4.5 Minutes (including a record of attendance) will be kept of each meeting of the Advisory Forum and submitted for approval at the next appropriate meeting of the Advisory Forum. A copy of the draft minutes will be submitted to the next appropriate meeting of the WPSB.

4.6 With the agreement of the Chair, the minutes of each Advisory Forum meeting shall be circulated to all members within 10 working days of the meeting.

5. REPORTS AND RECOMMENDATIONS

5.1 The Advisory Forum may receive reports and recommendations from any of its organisations or constituent groups, the Warwickshire Public Service Board, the County Level Themed Partnership Boards and such other bodies as it sees fit.

5.2 The Advisory Forum may make reports and recommendations to the Warwickshire Public Service Board on issues which fall within its terms of reference or are otherwise agreed by the Warwickshire Public Service Board.

6. INSPECTIONS, SCRUTINY AND INFORMATION SHARING

6.1 The Advisory Forum and its organisations and constituent groups agree that they will co-operate with and provide such information as may be required by the Advisory Forum, the Warwickshire Public Service Board, government inspectorates, or other formal arrangements for scrutiny or review which may be made, in relation to the quality of services delivered under the LAA and the effectiveness of inter-agency arrangements.

6.2 The Advisory Forum and its organisations and constituent groups are committed to the lawful sharing of information between themselves for the purposes of the effective delivery of joined up public services across Warwickshire

6.3 The commitment to co-operate and share information shall not compel or authorise any of the organisations or the constituent groups or the Advisory Forum to release confidential information which if disclosed would be in breach of the arrangements made by the body for the disclosure of such information, any duty of confidence or any legislative provisions governing the disclosure of information.

6.4 The Advisory Forum or organisation or constituent groups should always consider whether information could be made available or presented in a way which would not be in breach of its arrangements for confidential information, for example, through the provision of summaries or anonymised information.

7. REVIEW

The arrangements for the Advisory Forum, including these Terms of Reference, shall be reviewed annually and at such other times as appropriate.

C-COUNTYWIDE BLOCK TERMS OF REFERENCE

1. AIM

Insert aim of the block with reference to SCS outcomes

2. OBJECTIVES

The Partnership has the following objectives;

- (a) To be the county themed partnership for the xxx block of the SCS and LAA
- (b) To recommend county-wide strategy and targets (jointly agreed priorities and outcomes for the whole county) to the PSB
- (c) To design programmes of work to deliver agreed outcomes at the county wide level
- (d) To manage performance in relation to the agreed county level outcomes and county-wide strategy, remove barriers to improvement and work effectively together with other themes
- (e) To liaise with borough/district level LSPs for local delivery of agreed strategies which impact on county wide priorities
- (f) To account to the Public Service Board and through the Public Service Board to GOWM for delivery of county-wide strategy
- (g) To agree how resources allocated to it will be specifically deployed to deliver county-wide strategies/ initiatives
- (h) To monitor the management of all funding and grants provided in support of county-wide strategy and account to GOWM as appropriate for these funds
- (i) To undertake risk management of county-wide strategies
- (j) To agree the commissioning strategy to ensure that all its targets are met
- (k) To ensure that its work is supported by an effective communications strategy
- (l) To respond to issues raised by the Public Service Board, Advisory Forum and the district based Local Strategic Partnerships in a timely and appropriate manner
- (m) To contribute to addressing the cross cutting themes and issues that have been identified for the LAA
- (n) To support the district level and locality arrangements
- (o) *[Partnership to consider whether any additional objectives which are specific to this partnership should be added]*

3. PRINCIPLES

3.1 Partner Agencies

The Partnership expects all partner agencies to;

- Embrace the aims and objectives of the Partnership;
- Work to an agenda agreed by the Partnership within the framework of the Warwickshire Local Area Agreement;
- Work within the agreed partnership structures. Any changes proposed will be the subject of consideration by the Partnership Board and approval by the Public Service Board;
- Consult and/or inform the Partnership over organisational changes (including any changes in representation) that may impact on collective working.
- Follow and work within the performance management framework agreed by partners for the LAA.
- Proactively manage risk and acknowledge the principle of shared risk in the context of partnership working

3.2 Representatives / Board Members

The Partnership;

- Requires its members to attend all appropriate meetings, or in exceptional circumstances to arrange for a suitable named substitute to attend in his/her place;
- Expects members to have sufficient delegated powers to deal with matters or if not, to ensure that all necessary approvals of the member's nominating organisation have been obtained in advance;
- Expects members to properly represent the views of their organisation, to keep their nominating organisation informed about progress and to communicate the outcomes of the Partnership meetings to their own organisations;
- Expects members to ensure that there is prompt progress and delivery by their nominating body on any actions and strategies agreed by the Partnership;
- Requires its members to work constructively with other members to achieve consensus on county wide priorities and actions to address them;
- Expects positive and constructive discussions between members in order to achieve workable solutions to common issues;
- Requires its members to follow the Warwickshire Code of Conduct for Partnership Working and the Warwickshire Community Information Sharing Charter (both approved from time to time by the Warwickshire Public Service Board) and such other guidance/ protocols as may be issued from time to time by the Warwickshire Public Service Board.

5. MEMBERSHIP

5.1 The membership of the Partnership is as follows;

<i>Nominating Body / Organisation</i>	Representative(s)
TOTAL	

5.2 Individual representatives will be senior officers or board members of their nominating body to ensure that those attending have the appropriate level of influence and authority.

5.3 The membership of the Partnership may be reviewed from time to time as necessary, and subject to the approval of the Public Service Board, new members may be admitted provided always that;

- (i) any such new member is able to demonstrate to the satisfaction of the Partnership the contribution that they can make to the LAA vision and overriding objective as set out at paragraph 1 above; and
- (ii) in deciding whether or not to admit any such new member the Partnership shall have regard to the resulting size and composition of the Partnership were the new member to be admitted.

5.4 Other persons may attend meetings of the Partnership with the agreement of the Chair.

6 MEETINGS

6.1 The Partnership will meet at least four times a year in advance of meetings of the Public Service Board. Such other meetings may be held as necessary at the discretion of the Chair.

6.2 The Chair and Vice Chair shall be elected from within the membership of the Partnership. The Chair and Vice Chair shall be appointed for a period of 2 years and shall be eligible for re-election.

6.3 The Chair and the Vice Chair shall not be drawn from the same nominating body. In the absence of the Chair or the Vice Chair at any particular meeting, the Partnership may elect another person to preside.

- 6.4 The chair of the meeting shall be under a duty to conduct the meeting efficiently and effectively and at all times to act reasonably.
- 6.5 Wherever possible, decisions shall be reached by consensus. If a vote is necessary it will be determined by simple majority.
- 6.6 The agenda for meetings, agreed by the Chair, and all accompanying papers will be sent to members at least 5 working days before the meeting. Late agenda items and/or papers may be accepted in exceptional circumstances at the discretion of the Chair.
- 6.7 Minutes of all meetings of the Partnership board (including a record of attendance and any conflicts of interest) will be circulated within 10 working days and submitted for approval to the next appropriate meeting.
- 6.8 Meetings of the Partnership will be serviced and supported by *[insert relevant details – eg a named organisation / the nominating body of the Chair etc]*.

7. REPORTS AND RECOMMENDATIONS

- 7.1.1 The Partnership shall report on performance management on a quarterly basis to the Public Service Board.
- 7.1.2 The Partnership may make recommendations to the Public Service Board, to the LAA county themed partnerships, to the Local Strategic Partnerships or any of the district level themed partnerships.
- 7.1.3 The Partnership shall report to the following bodies as required by them;
[insert details of any external bodies to which the partnership should report – if not appropriate, this paragraph to be deleted]
- 7.4 The Partnership shall be responsible for co-ordinating the formal reporting arrangements to ensure that relevant information is delivered by and received by the Partnership to facilitate planning arrangements.

8. OFFICER SUPPORT ARRANGEMENTS

[If officer support arrangements for the Partnership have been agreed, the arrangements can be set out here – this would not need to be too detailed but could simply outline the arrangements that are being put in place]

9. CONFLICTS OF INTEREST

Whenever a representative has a conflict of interest in a matter to be decided at a meeting of the Partnership Board, the representative concerned shall declare such interest at or before discussions begin on the matter, the Chair shall record the interest in the minutes of the meeting and unless otherwise agreed by the

Partnership Board that representative shall take no part in the decision making process.

10. INSPECTIONS AND SCRUTINY

- 10.1 The Partnership and its participating bodies agree that they will co-operate with and provide such information as may be required by the Partnership, the Public Service Board, government inspectorates, or other formal arrangements for scrutiny or review which may be made by the participating bodies in relation to the quality of services delivered and the effectiveness of inter-agency arrangements.
- 10.2 The requirement to co-operate shall not compel or authorise any of the participating bodies or the Partnership to release confidential information which if disclosed would be in breach of the arrangements made by the body for the disclosure of such information, any duty of confidence or any legislative provisions governing the disclosure of information.
- 10.3 The Partnership or participating body should always consider whether information could be made available or presented in a way which would not be in breach of its arrangements for confidential information, for example, through the provision of summaries or anonymised information.

11. WITHDRAWAL

Each nominating body represented on the Partnership shall give at least 12 months notice of any intention to withdraw from the Partnership. In the event that such notice is given by a partner agency, unless otherwise agreed by the Partnership, that partner agency shall honour such decisions taken and commitments made in any partnership forum prior to the notice being given and shall cooperate with the Partnership during the notice period so as to facilitate a smooth exit from the partnership working arrangements that are in place.

12. REVIEW

These terms of reference will be reviewed annually, taking into account views expressed by the Warwickshire Public Service Board and relevant partner agencies.

D-CAA CO-ORDINATING GROUP (UNDER CONSIDERATION)

Rugby LSP

The Rugby LSP Board met on 16th October 09 and considered the report on Governance arrangements that had been considered by the PSB on 23rd September.

The LSP board noted the contents of the report but felt that there needed to be further clarity around:

- Linkages between the LAA Blocks and District / Borough LSP Theme groups.
- Communications between the various partnerships bodies.
- Effective arrangements for performance management and performance reporting.

- Involvement of LSPs in developing the proposals.

The LSP board also noted that while there was an 'LSP rep' on the governance sub group, Rugby LSP had not been consulted during the development of the proposed arrangements.

It also noted that it intended to retain its current structures for the time being.

In addition to this, following the PSBAF meeting yesterday, there is obviously further clarity required around the commissioning by the PSB of Borough / District LSPs .

Stronger Communities Block Leader & Chair

The proposals of the Public Service Board's Governance Sub-Group were discussed at the meeting of the Stronger Communities Partnership on 28th October 2009.

The Stronger Communities Partnership since 2007 has provided a mechanism to oversee the delivery of County-wide strategies around the following outcomes:

- Delivering affordable housing
- Increasing participation in cultural activities (including volunteering, arts, adult learning, sport and active recreation)
- Addressing community tensions, and building community cohesion
- Addressing inequalities and promoting diversity
- Community Engagement (including customer access & choice; information and communications; involvement in decision-making etc.)
- Building social capital and supporting the third sector and local councils

There was a broad consensus at the meeting that the most effective way for the partner organisations to collectively address these outcomes in the future would be:

Delivering affordable housing

Through participation in a sub-regional housing strategy

Increasing participation in cultural activities (including volunteering, arts, adult learning, sport and active recreation)

Through participation in a sub-regional cultural strategy

Addressing community tensions, and building community cohesion

Through the Warwickshire Safer Communities Partnership

Addressing inequalities and promoting diversity

Through an appropriate and agreed mechanism which ensures a commitment to equalities and diversity is embedded in all partnership strategies.

Community Engagement (including customer access & choice; information and communications; involvement in decision-making; building social capital; supporting the third sector and local councils)

Through a Comprehensive Engagement Strategy co-ordinated by a Project Board directly commissioned by the Public Service Board for this purpose – and incorporating an enhanced role for District LSPs.

Partners also felt consideration should be given as to whether there should be a formal consultation with all stakeholders on the 'governance' arrangements.

Kate Mulkern
Heart Of England Community Foundation
Chair of the Stronger Communities Partnership
Chris Elliott
Warwick District Council
Block Leader for Stronger Communitie

Report to the Warwickshire Public Service Board

25th November 2009

Family Centred Intervention

**Report of the Strategic Director for Customers Workforce
and Governance**

Recommendations:

It is recommended that the Board:

- a) Notes and agrees the approach set out in this report
- b) Requests all agencies to consider ways in which they will support the agreed approach

1 Introduction and Context

- 1.1 In Warwickshire (as elsewhere in the country) a comparatively small number of families are responsible for a disproportionate amount of the work-load of many different agencies. These families experience multiple problems and need significant amounts of support, sometimes for a long period of time. Although schools, housing services, children's services, health services, the police and others concerned with the criminal justice system may all have regular contact with the same family, this does not mean that all of the family's needs are being identified, met or coordinated effectively. Moreover, it is generally considered that there has been insufficient emphasis on preventative interventions.
- 1.2 The effect of the behaviour of these families on local communities cannot be under-estimated. Those living around these families often move home themselves if they can, many end up keeping their children indoors and changing their daily routines. The behaviour corrodes community spirit and reduces a community's capacity to deal with problems.
- 1.3 On 30th April 2009 the PSB agreed to the establishment of a sub-group made up of representatives of the Warwickshire Safer Communities Partnership and the Warwickshire Children's Trust to look into all aspects of Family Centred Intervention. The sub group was tasked with the following responsibilities:

- Mapping relevant initiatives and approaches in the county
- Learning more from approaches that have been successful elsewhere
- Identifying the best way of coordinating and supporting the approaches currently being pursued (both locally and strategically)
- Coming forward with options for leadership and governance of this approach including the roles of the PSB, LSPs, the LCJB and relevant partnerships such as the countywide theme groups and CDRP
- Identifying what additional (if any) resource needs may be required to support current and emerging practice.
- identifying what legal, organisational, and cultural barriers might act as inhibitors to the approach and how these can be overcome.

1.5 The work of the sub group has focused on key areas which will be referred to later in this report. In particular it has:

- Researched and analysed good practice and research from elsewhere in the United Kingdom
- Learned more about approaches being taken through three of the district LSPs in the county (Nuneaton and Bedworth, Rugby and Warwick)
- Developed a shared vision and approach for the work
- Developed a successful first stage bid for resources from the LPSA2 Reward Grant
- Considered future arrangements to take the work forward

1.6 Our work has been based on an optimum approach geared to providing different levels of support for families with different levels of need. The levels of support can be identified as:

- **High level support** – as characterised by those families who have complex needs, are a problem to their communities and currently receive / require support from a range of agencies (Family Intervention Projects)
- **Intermediate level support** for vulnerable households who have different support needs and without intervention could become more dysfunctional, causing a problem both within their household and to their communities (building on the existing Common Assessment Framework)
- **Lower level support** – to those families and households who exhibit some level of need but which are not serious enough to receive co-ordinated support from mainstream agencies (Individual Agency Involvement)

1.7 Our focus to date has been on developing an approach to High Level Support – Family Intervention Projects. The Family Intervention Project model involves a dedicated key worker who is assigned to a family to assess their needs, develop a support plan and co-ordinate

the delivery of services. Persistence and assertive working methods, as well as the possibility of sanctions, are critical to keeping families engaged and following agreed steps.

2. Good Practice Research

- 2.1 As mentioned above, the behaviour of a comparatively small number of families, in essence the most difficult and chaotic families, causes persistent suffering for both family members and the community around them. The research undertaken by the Sub Group shows that Family Centred Intervention, by providing a combination of challenge alongside intensive support for these most difficult families is a win-win solution – families stay together, improve their behaviour and life chances, the local community enjoys an improved quality of life, and, moreover, these improved individual and community outcomes are delivered in a highly cost effective manner.
- 2.2 The key problems faced by these high risk, often chaotic families can include:
- Poverty, debt, worklessness
 - Low parental skills/education
 - Domestic violence/abuse
 - Relationship conflict
 - Neglect and poor family functioning
 - Poor mental health/physical health/disabilities
 - Teenage pregnancy
 - Poor school attendance, and often low levels of aspiration and achievement
 - Involvement in crime/anti social behaviour /substance misuse
 - Poor housing/homelessness
- 2.3 The group considered the progress made by a number of Family Intervention Projects (FIPs) across the country (including Chorley, Stoke on Trent, Coventry, and Leicester), and also was able to link with the work of a Local Improvement Adviser allocated to Nuneaton and Bedworth LSP.
- 2.4 The research evidence points to a number of major conclusions relating to the effectiveness of the approach, value for money considerations and the direction which our work in Warwickshire should take.

a) The effectiveness of the approach

The National Centre for Social Research (NCSR) was recently commissioned by CLG and DCSF to evaluate 53 Family Intervention Projects and report on early outcomes for families. The early outcomes reported by FIP staff for 90 families who completed the FIP intervention displayed considerable improvements in all key areas of the FIP's work. ASB and criminal activities had declined considerably at the point families exited from a FIP, as had the risk of families engaging in ASB. The risk of families being evicted had also considerably reduced. The outcomes for children and young people were also reported to have improved.

Earlier research into the effectiveness of six related pilot projects conducted in 2006 (all based on the reduction of Anti Social Behaviour and related housing difficulties) in the North East of England found that at the point when families exited the project:

- ASB had either ceased or reduced for 85% of families
- In nine out of ten (92%) of cases there was either no risk to the community or the risk had reduced
- in four out of five cases families' tenancies had been successfully stabilised with a similar percentage of cases also being assessed as having a reduced risk of homelessness
- 53% of children showed improvement in their physical health
- 40% of children showed improvement in their mental health
- 36% of families whose children had schooling concerns showed an improvement
- in 48% of cases there had been a reduction in the likelihood of family breakdown.

The researchers followed this up two years later with 28 families to explore the longer term outcomes of the projects. They found that 20 out of 28 families they followed up had managed to sustain positive change and had received no significant complaints about ASB. The risk of homelessness for these families had been reduced and the family home was secure at the point of the interview.

b) The value for money achieved through the approach

There are powerful economic arguments for targeting intensive and co-ordinated support towards families with complex problems. Information gained from a number of projects investigated has shown that the average cost per family of this working approach ranges from £8,000 - £20,000. This compares highly favourably with what they had assessed to be the average cost of alternate more traditional delivery methods which range from £250,000 to £350,000 per family. Thus these Projects have concluded that for every £ spent on this working approach a saving of £5 or more can be achieved.

Potential savings for a range of local services can be calculated based on these Value for Money Assessments, necessarily focused on the costs that may have been incurred by other service providers in the absence of the Intensive Family Support Projects ('Avoided short-term and longer-term cost consequences') for example:

- Evicting and possibly rehousing families
- Placing one or more young children in foster or residential care
- Youth Justice Services
- Special education or training provision for children or young people not regularly attending school or college.
- Longer term cost consequences of anti-social behaviour due to social exclusion and poor educational attainment impacting on employment and lifestyle opportunities.

By way of illustration, the estimated cost of a family being evicted from their home for anti-social behaviour is estimated at between £250,000–£350,000 per annum, whilst the cost of a Family Intervention Programme working with one family that could prevent the family being evicted and children being accommodated is likely to average £14,000 per intervention.

c) Key success factors:

Eight success factors have been identified by research:

- i) The recruitment and retention of high quality staff
- ii) Small caseloads
- iii) A Key worker with direct responsibility to 'grip' the family and the agencies offering support
- iv) A whole-family approach
- v) Staying involved for as long as necessary
- vi) Scope to use resources creatively
- vii) Using sanctions with support
- viii) Effective multi-agency relationships

3. Approaches taken so far in Warwickshire

3.1 Work in relation to Family Centred Intervention is intrinsically linked with Warwickshire Police's partnership approach to High Harm Causers and its work in the Priority Policing Areas (which are situated in core areas to be found in Nuneaton & Bedworth, Rugby and Warwick Districts). This approach includes :

- Protecting communities from harm
- Prioritising the most serious harms
- Targeting the highest harm causers in the areas
- Prioritising the neighbourhoods most affected

3.2 Warwickshire Police and other key partners have been actively involved in the developing approach to Family Centred Intervention. Detailed and related research has been carried out on behalf of the Warwickshire Safer Communities Partnership leading to the adoption of a series of recommendations by the Partnership at its meeting held on 11th September 2009. These recommendations are set out in Appendix One to this report. The Sub Group will ensure that an action plan is developed and implemented to take these recommendations forward.

3.3. Currently, work towards establishing the FIP in Nuneaton & Bedworth is relatively advanced, and there are similar proposals being developed via the Rugby and Warwick LSPs, through use of the Area Based Grant allocated to them by the Public Service Board. In summary:

- **3.3.1 The project in Nuneaton and Bedworth** is funded from a variety of sources including DCSF, Nuneaton and Bedworth Borough Council, NHS Warwickshire and the Area Based Grant. The project is, at the time of writing this report, about to be formally launched and will be managed on behalf of the LSP by the Youth Justice Service. There will be an emphasis on Abbey, Kingswood, Camp Hill, Bar Pool and Wem Brook wards in Nuneaton. The project be focused on intensive high-level intervention in one or more of the following circumstances:
 - The child or family members have been involved in crime or anti-social behaviour at a predetermined level of seriousness, e.g. have caused limited/serious physical or psychological harm to a person, property or the community
 - The family are at risk of eviction due to anti-social or criminal behaviour
 - The family are excluded from mainstream housing, with a previous history of homelessness due to anti-social or criminal behaviour.
 - Any child or young person within the household is at risk of being taken into care because of family breakdown or serious concerns about the child
 - The child or family members have been involved in at least 6 or more incidents of crime or anti-social behaviour in the last 12 months

Key linkages will be forged with local communities via community development and the taking forward of arrangements to train and support Community Champions/ Advocates.

3.3.2 **The project in Rugby (The Rugby Initiative)** is geared to enhancing the ability of the partnership to tackle those families who exhibit a chaotic and criminal lifestyle that has severe impact upon local communities, together with a significant and disproportionate draw upon services from a range of agencies.

Currently, the project is focused on one specific family well known to all relevant agencies in Rugby following an assessment by a multi-agency team by the use of an objective and weighted scoring process that reflects the risks associated with the family.

3.3.3 **The project in Warwick District is** being developed by the Warwick LSP. The essential features of the Project are that it will

- Provide targeted intervention/prevention services/support/advice to the most vulnerable/at risk/high harm causing families within the priority geographical areas identified within the Warwick District Sustainable Community Strategy
- Work with families/children/individuals most in need of support, services or advice to be identified.
- Ensure that the needs of the family/individual will be identified, including establishing their commitment to the process
- Engage with the agencies who need to be involved in providing support to be identified.

4. Taking Forward the Warwickshire Approach

4.1 The shaping of the process has been considered in the context of the overarching vision of the work, which has been refined to a single mission statement,

‘Protecting individuals, families and communities from harm’.

Having considered what harm may mean to each agency, a very broad set of assessment criteria has been established based on the five Every Child Matters Outcomes with an additional outcome in respect of re-offending:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic well Being

- Breaking the cycle of Re-offending

4.2 These six criteria will form the basis of an assessment matrix and within each broad section will be a number of trigger points, which will help to accurately risk assess each family.

4.3 On referral, a multi agency team with appropriate representation and a diverse skills base would convene and assess families/individuals against these criteria. In this way families would be scored as high, medium or low risk and a designated lead agency/professional would then progress the necessary interventions.

4.4 Depending on the level of risk, an intervention strategy would be tailored to the family/individual need in line with the diagram attached as Appendix 2 to this report.

- 4.5 At the bottom of the pyramid of escalation a culture change is required amongst agencies to embed the ‘think family’ approach and the concept of ‘no wrong door’ to access the required intervention. At this level, intervention would largely be individual service engagement, incorporating the use of community mentors.

A medium risk assessment would result in a referral of the family/individual into an enhanced, more coordinated and intensive intervention. This may be a Common Assessment Framework (CAF) referral or the adult equivalent.

A high-risk assessment would trigger specialist and intensive support, which may be encapsulated in a Family Intervention Project (FIP). Each member of the family would receive a tailored intervention at an appropriate level to their needs, hence establishing a tiered approach within the family structure.

- 4.6 Taking into account the research undertaken to date, we envisage that the FIPs in Warwickshire will operate on the basis of an outreach model working in people’s homes. For each Project, there will be a project manager and key workers who have caseloads of a maximum of 6 families at any one time. Depending on the range of issues faced by individual families, the following components may be included within a family intervention programme:

- challenging behaviour patterns – tackling causes of Anti Social Behaviour
- parenting advice and guidance
- support with a wide range of educational problems
- support in finding /retaining education, training and work experience
- support in finding /retaining employment
- support with housing issues, tenancy management, neighbour conflict etc
- support to help improve the property and its environs
- support with finance and budgeting
- support with health issues, diet, smoking, sexual health etc
- anger management support
- support to reduce offending
- support to reduce substance misuse
- individual counselling / mentoring and relationship counselling

- 4.7 The outcomes to be achieved might be expected to include:

- A reduction in the number and types of ASB the families are reported to have engaged in
- A reduction in the number of ASB related enforcement actions against family members
- A reduction in the number of crimes committed by family members and incidents of aggressive behaviour more broadly
- A reduction in incidence of domestic abuse
- A reduction in the number of housing enforcement actions families are subject to (including eviction) and/or improvements in their tenancy status

- A reduction in reported truancy, exclusions and bad behaviour from schools
- A reduction in substance misuse for both parents and young people
- A reduction in the number of young people not in education or employment and of adults not in employment
- Improvements in the number/range of positive activities for children
- Improvements in educational outcomes for children
- Improvements in the family's socio-economic profile / reduced levels of debt
- A reduction in the number of child protection concerns
- Reductions in a range of self assessed risk factors including
 - physical health
 - mental health
 - likelihood of family breakdown
 - parenting difficulties
 - likelihood / incidence of teenage pregnancy
 - inappropriate peer group associations
- Improvements in the maintenance of the home and garden
- A reduction in neighbour / community complaints

There will be a focus on assessing the differential impact of the work in priority communities / localities

4.8 The Sub Group has concluded that the uninhibited flow of data between partners is one of the key requirements for success in relation to the identification and assessment of appropriate individuals and families. The ideal position would be for the partnership to have available objective data identifying individuals and families applicable from the following sources:

- Community Safety / Police
- Housing
- Health
- Education (including pre-school) – for at school to be based on exclusions and non attendance

4.9 Warwickshire Observatory has advised that we can legally share data within the County Council and between partners, in a project such as a FIP, where there is an overall goal of tackling crime and anti-social behaviour. This comes under our powers in the Crime and Disorder Act 1998

4.10 In order to take matters forward, the Observatory has recommend that the Sub Group now focuses on two specific matters:

- Audit the approaches of individual agencies to data collection in order to ascertain the changes that may be required to ensure the disclosure of information about individuals and families
- Consider what changes may be required to enable the disclosure of information and date about individuals in those instances not covered by the Crime and Disorder Act 1998

- 4.11 The Sub Group has overseen two funding application one in relation to LPSA2 Reward Grant and the other in relation to the County Council's internal budget process for Narrowing Gaps work-streams. The former received support from the first stage of the Reward Grant allocation process and a more detailed application is currently being developed for the second stage. The latter proposal is being considered as part of the overall budget process and further information is unlikely to be available until February 2010.
- 4.12 The purpose of the proposal is to provide a resource to enable this area of work to be enhanced and extended to enable more families and communities to benefit, whilst this new approach gains force and support and existing mainstream resources are aligned to it.
- 4.13 Finally, the Sub Group is now beginning to consider the best ways of developing, coordinating and delivering the work in the future. Key elements of this model may include:
- The Public Service Board taking overall strategic responsibility for the work
 - A countywide coordinating group with responsibility for project managing local projects
 - Locally based projects, in all probability coordinated via the district Local Strategic Partnership / Crime and Disorder Reduction Partnership
 - The employment of a Lead Officer to drive forward the work including advocating mainstreaming of activities within 2-3 years
 - Secondment opportunities for staff employed by a range of agencies
 - A combination of direct family intervention, preventative work and training and awareness raising for all agencies working with families

5 Next Steps

- 5.1 In order to progress the work, the sub group will now:
- Progress the recommendations agreed by Warwickshire Safer Communities Partnership
 - Take forward the LPSA2 Reward Grant application to the second stage in time for the deadline of 27th November 2009.
 - Finalise its work on data and information exchange
 - Identify the levels of support and best arrangements available from partner agencies to manage and progress the work both on a short term and longer term basis

David Carter
Strategic Director Customers Workforce & Governance
Warwickshire County Council
7th November 2009

Recommendations agreed by Warwickshire Safer Communities Partnership

11th September 2009

To develop our strategic approach it is recommended that:

1. A strategy for violence and crime prevention be produced by a multi-agency group and agreed and adopted by decision-makers in relevant agencies
2. We consider using the public health model for violence and crime prevention, so that the individual, family and its relationships are not considered in isolation from their community
3. An action plan be developed and implemented across agencies in Warwickshire, using a cost-benefit analysis model for early intervention
4. Existing services to families are mapped to consider where services could be adapted in order to include anti-violence and crime reduction issues and for the gaps to be identified
5. All agencies ensure that violence and crime prevention activities are built into their family policies, strategies and plans
6. Warwickshire's Domestic Abuse Strategy and annual Action Plan should be implemented by all agencies
7. Measures of demonstrating success and data gathering and collation be developed.
8. Indicators for cost savings in joined up different way of working across agencies should be developed.
9. A communications strategy should be developed to include members of communities, to publicise awareness of violence and how it can be tackled by individuals, their families and the wider community, targeted to different groups and communities in different localities, in order to meet different needs, using the most appropriate types of communication channels to reach the target audience, using social marketing techniques.
10. Information and data sharing between agencies should be improved to ensure that families do not 'fall through the net' or agencies get played off against each other.

In relation to the provision of universal services it is recommended that:

1. Families with risk factors who are vulnerable to violence and crime are identified at the earliest possible time, in order to prevent violence - in particular at the birth of a baby. Pathways out of risk should be developed across agencies.
2. Agencies will need to understand resilience factors to be built on with each family in order for them to resolve their own problems with support from their community
3. Agencies should recognise 'transition points' when a family or

individual is more open to tackling problems, and use these as review points to reduce risk and improve resilience and protective factors

4. Training is required to ensure that all agencies can recognise signs of domestic abuse in victims and their children and can refer on appropriately

5. All schools use the 'whole school approach', through SEAL, Healthy Schools and PSHE etc, to raise the awareness of all young people, to ways of dealing with conflict and violence and the alternatives. In addition, all schools should ensure that all young people leave school with an awareness of positive relationships both as young people and as potential parents in the future.

6. Children's centres, health services and nurseries should ensure all new parents, including fathers, are aware of the impact their parenting has on their child in terms of child development and positive relationships and ensure a focus on social and emotional skills

7. Those families who have been identified through this approach as having specific needs, should be assessed by trained staff, through an assessment process for specific services

8. The local community should be assisted to provide support to local families e.g. through community facilitators, advocates or mentors

In relation to more targeted services it is recommended that:

1. All agencies ensure training for front-line staff to recognise risk factors in the children, young people and families they work with and then work with families to improve their resilience and protective factors and prevent violence and crime

2. Those children, young people and families who have been identified with having risk factors which could make them vulnerable to becoming involved with violence and crime, should have specific identified services/interventions to meet their needs

3. All agencies working with children and young people and their families with specific needs, should be trained to recognise the actual or potential for violence and crime and understand how to refer families to the appropriate agencies

4. All agencies should be taking a preventative approach not just dealing with the problems after they have arisen,

5. Voluntary organisations should be commissioned to take on the role of providing preventative work with those identified as requiring such services, e.g. through mentoring

6. Existing good practice needs to be recognised and used for early intervention and built on to improve services for preventative work

In relation to services for those at high risk (or High Harm Causers) it is recommended that:

1. Where there are already problems with violence and crime, where families are already at high risk of harm to themselves and others,

more intensive work is needed across agencies through a risk management process/group in order to reduce risk

2. All agencies will need to exchange personal information and data on the small number of families with many problems, seen by many agencies and consuming much of the available resources and the small number of perpetrators who could be a potential risk to others.

3. In line with the Family Intervention Project, there should be a key worker for each family from one agency, with a small caseload, who can work with all the other agencies to tackle these problems, releasing other agencies from gathering the same information on the same family and assisting the family to get their lives back on track.

4. Agencies need to ensure that they reach those 'harder to reach' families and 'grip' them so they know the consequences of failure to engage, in terms of opportunities and support lost, and the impact that would have on their children for the future

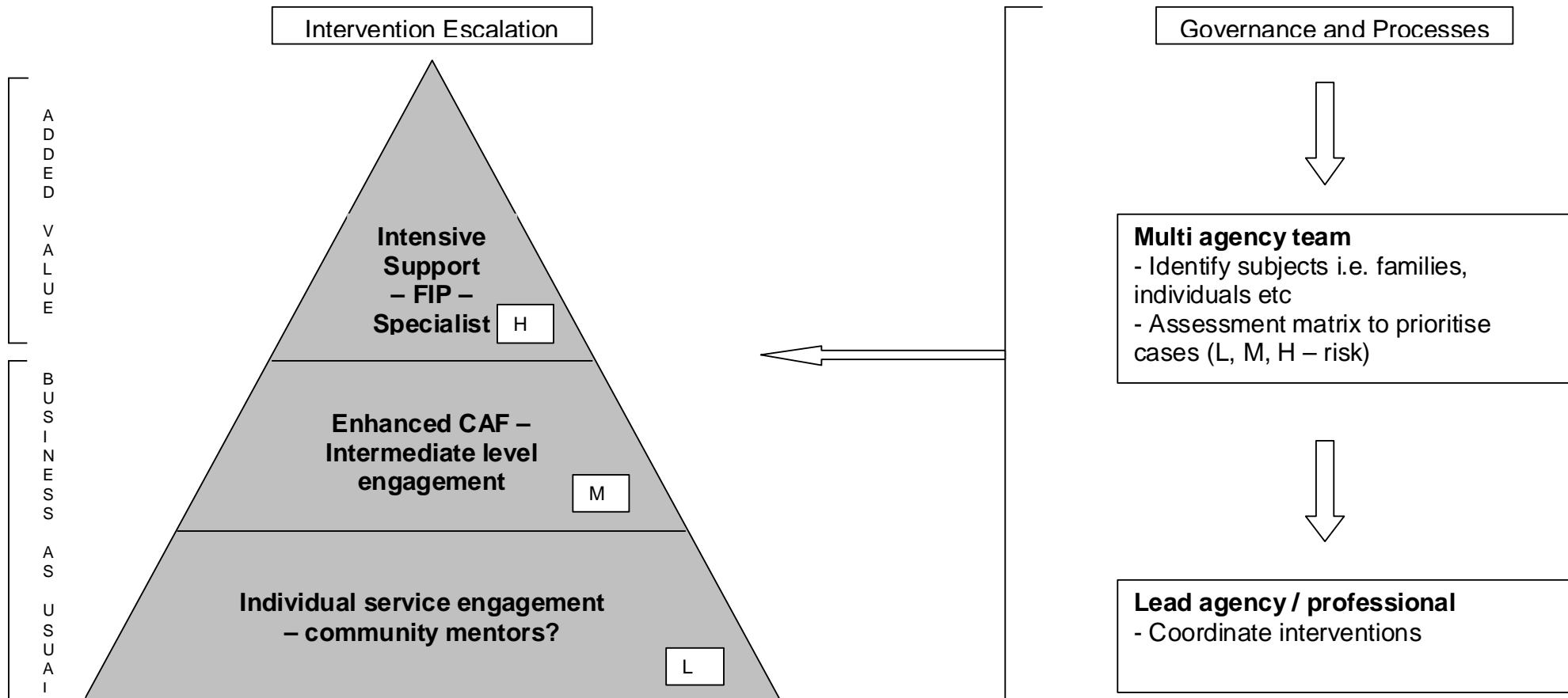
5. All agencies could contribute a small amount in order to fund this process, in order to ensure its sustainability, with further discussion around how cost savings would accrue to all agencies over time

DRAFT MODEL

Family Centred Intervention

Protect individuals, families & communities from harm

(Each agency will determine harm from its own perspective)



Agenda No 8

Report to the Warwickshire Public Service Board

25th November 2009

Partnership Business Update

Report of the Assistant Chief Executive (WCC)

Recommendations:

The Board is recommended to:

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- b) Note the decision by the ABG Sub-Group to allocate 2009/10 monies to Borough/District LSP's and end project updates in relation to 2008/09 allocations (Section 3)
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- d) Endorse the updated Risk Register (Section 5)
- e) Note the approach to Review and Refresh (Section 6)
- f) Note Q2 LAA performance (Section 7)
- g) Note the 2009/10 Quarter 2 position and the projected 2009/10 outturn and make any comments as appropriate. (Section 8)

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2.1 Board Members will be aware that a meeting of the Advisory Forum was held on 10th November 2009. In addition to consideration of future partnership governance (addressed elsewhere on this agenda), the Advisory Forum also considered key pressures that would face agencies in the future in light of the both current and

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anticipated budgetary constraints. Key areas identified for consideration by the Board were:

- a) **Greater development of shared services:** It was felt that progress in relation to this area had been slow and that work now needed to progress as much from necessity rather than choice. It was also felt that a holistic long term approach was required that took into account long term planning, budgetary pressures and the development of sound business cases.
- b) **Ensuring common priorities in times of change:** It was acknowledged that all agencies would face pressures and there would be a need for downsizing. This needed to be shared as a partnership to ensure that a holistic approach was taken that minimised the impact on the citizen. This in turn meant a greater sharing of business plans and budgets to facilitate better partnership planning for the citizens of Warwickshire
- c) **Managing the Message:** There was a call for a joined up approach to communications particularly during the current climate where resource management needed to be balanced with citizen demands and expectations. This had to be undertaken on a partnership basis as the underlying problems applied to all.
- d) **Changing Cultures, behaviours and Ways of Working:** Partnership working in Warwickshire is still at the level where the sum of the individual parts exceeds the whole. It was felt that greater trust, honesty and transparency were required if real and lasting change was to be achieved.

2.2 Further work will be undertaken with the Advisory Forum on the initial findings above with a view to a more detailed report being submitted to the January meeting of the Board. In the meantime, the Board will be aware that an IdeA peer review has been commissioned in March (to address some of the issues highlighted above) and it is requested that ABG monies be allocated to fund the proposed activity.

3. ABG Sub-Group on LSP Allocations

- 3.1 The Board will recall that at the last meeting it was reported by the Sub-Group that a decision to allocate to LSPs had been deferred pending the submission of additional information. That additional information was received and the Sub-Group notification of successful allocations to all LSPs was sent on 8th October 2009. It was emphasised that that funding was for the current year only. In terms of monitoring arrangements, it is envisaged that a six month update will be provided in April 2010 which will include a request for further information on the extent to which match funding as identified in certain applications has been secured and the impact that this area has had on the delivery of the project. That update will also ask for forecasted completion with a request for an end project report at the appropriate time.
- 3.2 In addition to current year allocations, Members of the Board will recall that a total of £800,000 was allocated to LSPs in 2008/09 year. (£400,000 to Nuneaton and Bedworth and £100,000 to remaining to LSPs). All of the projects have been asked for a completion (or near completion) update. A summary of the projects is attached below. More detailed information is available on the LAA website.

North Warwickshire

- 3.3 The plan provides funding support to seven projects totalling £168,391. The projects are:

- i. **Y Weight** ~ a bespoke healthy lifestyle programme for young people and adults in Atherstone and the surrounding area to support individuals in maintaining a healthy lifestyle.
- ii. **Royal Meadow Drive Play Area** ~ installation of toddler, junior and teen play equipment and appropriate lighting at Royal Meadow Drive Play Area, Atherstone.
- iii. **Reach Out** ~ a programme of projects aimed at raising aspiration, motivation and attainment both of young people at their parents in Kingsbury and the surrounding area.
- iv. **Local Nature Reserves Project** ~ development of Kingsbury Linear Park site as a Local Nature Reserve with an associated 'Friends of' group and volunteering opportunities leading to a formal award.
- v. **Community Consultants Project** ~ delivery of a ten week training course for community members and a master class for practitioners in Kingsbury to help local people to have the skills and self confidence to influence local decision making processes.
- vi. **Debt Advice Project** ~ employment of one full time worker to provide debt advice to residents from across the borough experiencing multiple debt problems.
- vii. **Rural Housing Enabler** ~ facilitation of the development of affordable homes to meet housing needs within rural communities.

In addition to the Narrowing the Gap funding, £60,891 has been allocated from the North Warwickshire Area Committee and £7,500 from the Learning to Deliver Programme 2008/09.

3.4 Key points are noted as follows:

- i. **Y Weight** - The first phase of the Y Weight project is now complete. The second phase of the programme will run at Queen Elizabeth School commencing late September. The project is due to be completed in February and is on target to spend the budget. £13896.
- ii. **Royal Meadow Drive Play Area** - Project has been completed. The installation of the toddler, junior and teen play is now complete. The official opening took place on the 25 August 2009. Total spend £143,841 NtG contribution £12,000.
- iii. **Reach Out** - Through the Reach Out (Educational Attainment in Kingsbury) Programme: The Xperience project worked in Partnership with Kingsbury School to help raise awareness of potential progression routes for year 9 & 10 students. Taster visits to DeMontford University has taken place, visits to North Warwickshire & Hinckley College and Coventry University are planned for October & November. Overall all actions contained in the Kingsbury Programme are in hand and the budget fully committed. £75,000.
- iv. **Local Nature Reserves Project** - working on the stage 2 bid to Natural England and if successful will provide additional funding for the project. Bid will be submitted in December and outcome known in new year. Budget £7000.
- v. **Community Consultant** - ongoing difficulties in recruiting a new project officer has further delayed the commencement of the Community Consultants project. Approval is being sought to fill the vacancy and provided approval is given it is the intention to run the scheme in the new year. This project is being funded from Learning 2 Deliver funds.
- vi. **Debt Advice Project** - The Money Advisor appointed through the Debt Advice Project continues to provide advice to local people in North Warwickshire. The Post is currently working to full capacity. Project will run until February 2010.

- vii. **Rural Housing Enabler** - Project has been completed. The Rural Housing Enabler has undertaken more housing needs surveys, site canvassing exercises and identified more possible development sites than envisaged. The 2008/09 funding for the post has now come to an end. Opportunities for future funding are being followed up. Budget £17000.

Nuneaton and Bedworth

- 3.5 The projects have now concluded and all funding has been spent. The “2008/9 Project Evaluation, Narrowing the Gaps” booklet available on the website provides a summary of the projects, their successes and impacts to date.
- 3.6 A notable example of success is the Crime and Disorder project relating to Domestic Violence (LSP 14) which has resulted in a dramatic reduction in couple’s offending behaviour with a 46% reduction in the number of reported incidents.
- 3.7 A longer term legacy of the Social Network Project (LSP 16) has been the recruitment and training of 7 Community Champions/Mentors who are providing vital links with residents within their own communities and who it is envisaged will play a key role in the Targeted Family Support Programme.
- 3.8 The Outreach Health Check projects (LSP2 & 3) were well received with just over 1600 people receiving On-Street health checks, resulting in further referrals to GP’s and medication being prescribed.
- 3.9 Project Leads were asked to reflect on lessons learnt. Recognition across all projects was that the short-term nature of the projects would bring limited outcomes whereas a longer term commitment would have greater impact.
- 3.10 It is pleasing that some projects have proven to be sustainable and are continuing having been adopted into mainstream delivery, such as LSP12 Targeted Environmental Actions; LSP 8 Young Parents Parenting Programme and LSP 18 Promoting Nuneaton and Bedworth.
- 3.11 Other projects have received ongoing funding such as the Domestic Violence Project (LSP 14) and the Outreach Health Checks (LSP 2) or are in the process of applying for additional funding to build on the success of the pilot programmes. An example of this is the LPSA2 application from Nuneaton and Bedworth Leisure Trust to continue the work of the Anti-Social Engagement Officers
- 3.12 Projects that are still being fully evaluated, such as the Be Smart, Be Sure, Be Safe – Respect Yourself Campaign (LSP 6), and NEETS Peer Mentoring Programme (LSP 5) have shown good early indications of positive impacts.
- 3.13 Although short-term, the projects have made a positive difference in quality of life and have contributed to the overall aim of Narrowing the Gaps. It is recognised that further sustained work is required to continue to lessen the North/South divide within the County

Rugby

3.14 The plan provides funding support to four projects totalling £100,000. The projects are:

The Rugby Local Strategic Partnership supported a project for the allocation of £100,000 to address the Narrowing the Gaps agenda. The project comprises of 4 key areas of work:

- i. The enhancement of Community Development in the priority neighbourhoods of the Borough
- ii. A reduction in the recurrence of domestic violence in the Borough (Fresh Start)
- iii. Diversionary activities and training/employment opportunities for young people at risk of offending (Evolution)
- iv. Financial advice and guidance to reduce the debt spiral

The four key areas of work have functioned together to ensure that those experiencing the greatest inequalities are able to access services and provision to enable them to raise their quality of life and participate fully in community life. Identifying areas of commonality has been key to the delivery of this project and has provided added value to the work undertaken.

Though the project has had a Borough wide remit, work has focussed around the Boroughs 'target neighbourhoods' of Brownsover, Benn, Newbold, New Bilton and Overslade to enable resources to be directed towards those experiencing the greatest inequalities.

3.15 Key points are noted as follows:

- Due to a delay in the allocation of funding, the projects start dates were put back until January 2009. All projects are still running and delivering against agreed objectives.
- The Credit Union has been able to expand it's work and focus on engaging residents from the areas of the Borough experiencing the greatest levels of inequalities.
- Financial Inclusion Workshops have been delivered in partnership with Community Development Workers in the wards of Overslade, Benn, Brownsover, New Bilton and Newbold.
- Community Development in the Benn and Newbold wards is delivering some excellent results including the proposed asset transfer of a plot of land on which a £6m community building is planned.
- The Community Development Officer is working closely with the Benn Partnership Centre to help them become more financially sustainable.
- Clients have been referred to and assisted by the 'Fresh Start' project, enabling the victims of domestic violence to reintegrate themselves and their children into the community.
- The Financial Inclusion Project has served to raise financial awareness in the Borough at a time when many families and individuals are faced with financial difficulties.

- Many of the successes from this project will be taken forward by the proposed Family Intervention Project for Rugby.

Stratford

3.16 The LSP pursued four projects funded by the 'Narrowing the Gaps' allocation, namely:

- Community Engagement – the rural outreach project (£20,000)
- Volunteer Gardening project (£22,000)
- Young people not in positive destinations (NEETS) (£48,000)
- Reducing health inequalities in Alcester (£10,000)

3.17 Progress against agreed targets is attached as Appendix 1. We can be much more confident about reporting outputs rather than outcomes, having sought to focus our outcomes on national indicators that to date have been reported only once. Each of the four projects has been able to report positive outputs. Each has made a difference either to a disadvantaged community or to vulnerable individuals and/or businesses.

3.18 Three of the four projects pursued in 2008/09 are considered 'complete'. The exception is the rural outreach project which has been continued under the LSP's 2009/10 programme. The successful work with NEETs will also be continued with a new cohort of young people under the 2009/10 programme. The community gardening project will be sustained as a result of external funding having been secured by VASA. The HCOP group is considering how the successful 'cook and eat' project can be rolled out to other communities.

3.19 Perhaps the main lesson learnt is the importance of very specifically targeting projects to make a difference in terms of 'narrowing the gaps'. Where this was done it has been easy to identify the changes that have been brought about in relation to the wellbeing of either specific individuals (eg NEET) or specific communities (eg cook and eat). Longer term outcomes or broader programmes of activity are much more difficult to evaluate.

Warwick

3.20 At the time of writing this report information relating to progress in relation to Warwick LSP was being compiled. Upon availability, information will be posted on the LAA website.

4. LPSA2 Sub-Group

4.1 At the last meeting of the Board the following projects were agreed for Stage 2 of the LPSA 2 application process:

Revenue Proposals				
Project	Project Name	Value	Total Score	Cumulative
No.		£'000		£'000
1	Family Inclusion Project	1,430	18	1,430
13	Financial Inclusion Partnership	792	37	2,222
8	Affordable Housing	210	44	2,432
12	Domestic Abuse Floating Support	480	46	2,912
2	Targeted Youth Inclusion	500	54	3,412
Capital Proposals				
Project	Project Name	Value	Total	Cumulative
No.		£'000		£'000
1	Family Inclusion Project	75	21	75
6	Affordable Housing	5,000	30	5,075
3	Drug and Alcohol Rehabilitation Centre	300	39	5,375

4.2 Stage 2 applications forms have been sent to project leads for completion by 27th November 2009 to enable consideration by the Sub-Group on 7th December 2009. In addition applicants have been informed:

- a) That there is a need for applicants to consult and co-ordinate each other during the preparatory stage in advance of submission of applications in late November as there are linkages that could be made.
- b) That approval at Stage 1 does not confer automatic approval at Stage 2
- c) That in some instances a scaling back of projects will be required to ensure that the amounts being recommended do not exceed availability
- d) That applicants will be required to attend the Sub-Group meeting in early December to address the Sub-Group.

4.3 Decisions of the Sub-Group will be reported to the Public Service Board on 26th January 2010.

5. Partnership Risk Register

5.1 There is an increasing focus on the role of risk management in public services with the risks inherent in partnership working amongst the top 5 identified by the Audit Commission (AC).

5.2 The AC has reported in the past on the role of risk management in supporting and encouraging innovation in the delivery of public services, a role which has become more prominent as organisations experiment with ways to deliver more with less. Research suggests that managing risk is the most complex part of implementing change programmes but that high awareness of risk is key to overcoming risk aversion, and ultimately, supporting innovation.

5.3 This presents a particular challenge across the LAA due to its scale, the timeframe for delivery of outcomes and the cross-sector nature of the partners involved. However, the introduction of Comprehensive Area Assessment (CAA), means that auditors will be

seeking hard evidence of effective risk management across the LAA going forward, so action needs to be taken to introduce a formal and robust approach to risk management.

- 5.4 CAA has introduced generic descriptions and measures under the Use of Resources (UoR) assessment. Therefore, whilst it is proposed that the approach to risk management is led by the County Council's Strategic Risk Manager, this will fulfil UoR requirements for all LAA partners.
- 5.5 The Risk Register was first reported to PSB in November 2008 with agreement that this be an annual agenda item, giving an update on the LAA strategic risks. The strategic risk register is shown as Appendix 1.
- 5.6 The Public Service Board has overall accountability for risk management across the partnership and is therefore identified as the risk owner for each risk. Their role is to maintain oversight of the key risks to ensure that risk action plans are delivered to manage risk effectively. Additionally each risk action is owned by an assigned individual who is responsible for the delivery of the action that is detailed to reduce threats and maximise opportunities. The individual risks have been captured in the County Council's risk management database, Magique that enables the ranking of these risks. None of the existing risks are key risks, for example where the level of net risk remains high and red.
- 5.7 The existing risks will change over time, some may close down and new risks will arise. This is where effort now needs to be directed so that we are able to demonstrate how the risk profile of the LAA has changed across the year. The UoR Auditor will want to see this next year as evidence that a risk based approach has been taken to the way that decisions are made by the Block Leads and Public Service Board.
- 5.8 The County Partnerships Team will monitor and update the risk register by co-ordinating the provision of updates from Risk. In addition to the risks already highlighted, further work will also be undertaken at block level during the revision of delivery plans.

6. Review and Refresh

- 6.1 Members of the Board will recall that the Local Area Agreement is subject to an annual review and refresh. In contrast with last year's experiences Government Office West Midlands (GOWM) have assured that there will be a light touch approach to review and refresh this year. In terms of process:

Review

- 6.2 The review of the LAA will consist of an examination of:
 - CAA report
 - Mid-Point Performance of the LAA
 - CAA Improvement Plan
 - Evidence of how issues raised in the last GOWM review have been addressed
- 6.3 The review process will be conducted throughout December and will conclude with a submission to Central Government on 25th January and a report to PSB by GOWM thereafter.

Refresh

6.4 The refresh element will consist of a negotiation of LAA targets where:





- There are currently blank or deferred targets
- Targets were 'locked' last year to be revisited this year (All economic and housing indicators fall within this category)
- Blocks have identified that there is a rationale for revising a particular target

6.5 As per last year negotiations will be underpinned by analysis of data and evidence in support of target setting. In terms of timescales it is envisaged that discussions will be held in January/February with a conclusion date of Mid March.

7. Quarter 2 LAA Performance 2009/10

7.1 Summary information in relation to Q2 performance on the LAA is attached below. More detailed information on exception areas and improvement activity can be accessed through the LAA website.

LAA Performance (minus educational attainment)

Quarter 2 Analysis						
LAA Block	Total number of indicators	Total reported for Qtr 2	Missed target	Met Target	Exceeded target (within 10%)	Exceeded target (more than 10%)
						
CYP*	8	8 100%	1 12.5%	6 75%	0 0%	1 12.5%
HCOP	15	7 47%	1 14%	4 58%	1 14%	1 14%
CCE	8	3 38%	0 0%	2 67%	1 33%	0 0%
EDE	12	12 100%	4 34%	3 25%	3 25%	2 16%
Safer	9	8 89%	0 0%	2 25%	4 50%	2 25%
Stronger	5	4 80%	0 0%	4 100%	0 0%	0 0%
Total	57	42 74%	6 14%	21 50%	9 22%	6 14%

8. 2009/10 Local Area Agreement – Projected Resource Outturn as at Quarter 2

- 8.1 The purpose of this report is to inform the PSB of the Quarter 2 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 September 2009.
- 8.2 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”. The report covers the resources allocated to the LAA Blocks and themed pots that were approved by the Board at its meeting on 27 January 2009.
- 8.3 The report does not however cover the allocations to the Local Strategic Partnerships (LSPs). These were not approved by the end of Quarter 2. They have since been approved by the PSB and will be included in the Quarter 3 report. 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.
- 8.4 In total £18.493 million, excluding LSP funding, will be allocated to the LAA themed pots in 2009/10. This compares to £18.455 at the previous review. This difference is a result of additional resource; the Designated Teacher Fund and Social Care Checks within the Children & Young People Block, being approved by Warwickshire County Council on the 8th September 2009. At this stage, the projected outturn for LAA resources is an underspend of £0.025 million. This is 0.1% lower than the total grant funds available.
- 8.5 Providing funding to meet any overspend is the responsibility of the relevant partner at the end of the financial year. At the end of Quarter 2 actual spending by the LAA themed pots was 10% less than the funds allocated to them. Children and Young People and the Safer Communities Block are both 12% lower in expenditure than the profiled budget and responding to the economic downturn was 32.3% lower than the funds allocated to them. This reflects the fact that proportionately more of the planned spending will take place towards the end of the financial year. Table 1 shows a summary of the Quarter 2 position and the projected year-end outturn for each of the Themed Blocks in receipt of funding.

LAA Block	LAA Themed Pot	Profiled Grant	Spend to date	Variation	Variation %	Forecast outturn			
						Grant Total	spend	Variation	Variation %
Children & Young People	School Improvement and Support	1,917	2,057	140	7%	3,834	3,834	0	0%
	School Transport	170	71	(99)	-58%	340	340	0	0%
	Empowering Children Young People & Families	3,350	2,682	(668)	-20%	6,699	6,699	0	0%
	Sub Total	5,437	4,810	(627)	-12%	10,873	10,873	0	0%
Healthier Communities & Older People	Supporting Independent Living	316	319	3	0.9%	632	660	28	4.4%
	Social and Community Care	2,250	2,086	(164)	-7.3%	4,501	4,496	(5)	-0.1%
	Sub Total	2,566	2,405	(161)	-6.3%	5,133	5,156	23	0.4%
Safer Communities	Safe and Sustainable Travel	792	684	(108)	-14%	1,584	1,584	0	0.0%
	Safer Communities	354	326	(28)	-8%	708	685	(23)	-3.2%
	Sub Total	1,146	1,010	(136)	-12%	2,292	2,269	(23)	-1.0%
Economic Development & Enterprise	Responding to the Economic Downturn	98	66	(32)	-32.3%	195	170	(25)	-12.8%
	Sub Total	98	66	(32)	-32.3%	195	170	(25)	-12.8%
	Total	9,246	8,291	(955)	-10%	18,493	18,468	(25)	-0.1%

- 8.6 The Healthier Communities & Older People Block has a forecast of a £23,000 overspend. Within the Supporting Independent Living Themed Pot there is a forecast overspend of £28,000. This will be funded by Warwickshire County Council's Adult Health and Community Services Directorate. This overspend is a result of the increased cost of the Advocacy Contract.
- 8.7 The forecast underspend of £23,000 within the Safer Communities Block is planned to be carried forward so that it can be spent in 2010/11 within the interventions to which it is currently allocated. This is not expected to have any consequences for the delivery of LAA outcomes.
- 8.8 The Economic Development and Enterprise Block is forecasting £25,000 underspend. This is expected to have a relatively small impact on the delivery of planned outcomes in the current year, and is due to a late start for the spend on the workless initiative. It is requested that the underspend be carried forward to 2010/11.

9. Summary

9.1 The Board is recommended to:

- Note the initial findings of the Public Service Board Advisory Forum and the need to allocate ABG to fund the IdeA peer review in March 2010 (Section 2)
- Note the decision by the ABG Sub-Group to allocate 2009/10 monies to Borough/District LSP's and end project updates in relation to 2008/09 allocations (Section 3)
- Note Stage 2 of the potential allocation of reward grants in relation to LPSA 2 monies (Section 4)
- Endorse the updated Risk Register (Section 5)
- Note the approach to Review and Refresh (Section 6)
- Note Q2 LAA performance (Section 7)
- Note the 2009/10 Quarter 2 position and the projected 2009/10 outturn and make any comments as appropriate. (Section 8)

BILL BASRA
Partnerships Delivery Manager
NOVEMBER 2009

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
09700	PARTNERSHIPS LAA						6
T 0283	<p>Risk: The LAA does not hit targets as specified within the document or address the overall vision of narrowing the gap.</p> <p>Cause: The New LAA consist of 50 national indicators and 12 local targets. Delivery over a three year period is dependant upon a number of factors. Some of these factors are within the control of the partnership (delivery arrangements, governance) but others are environmental (e.g the current economic climate will have a direct bearing on the ability to meet EDE targets but also have an indirect impact on other blocks also).</p> <p>Effect: No increased quality of life for Warwickshire residents. No Narrowing of the gap by geography by communities of interest. Adverse comments from GOWM and AC leading to impact on overall assessment under CAA. Reputational impact on public sector agencies working in partnership and WCC as lead accountable body.</p>	LAA:PSB	3/31/2010	15	<p>01 Robust performance management system in place to ensure in any given qtr information is available on progress of LAA targets</p> <p>02 Information analysed to assess interventions required by the partnership to ensure the LAA is on track to deliver targets.</p> <p>03 If risks are a result of environmental issues discussions with GOWM during the review and refresh period will be held.</p>	10	<p>01 Review of arrangements at 6 monthly intervals to coincide with Q2 and Q4 performance reporting Bill Basra 5/3/2010</p> <p>02 Closer alingment of Performance Management with WCC process. Move from performance monitoring to performance management Bill Basra 5/3/2010</p>

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T 0285	<p>Risk: Duty on key partners to cooperate with the development and delivery of targets</p> <p>Cause: There is a statutory duty on key partners to cooperate with the development and delivery of targets. This represents approx 27 agencies in total. There is a risk that not all partners will fully engage in the process of developing the LAA. There is an equivalent risk that partners will not fully engage with the delivery of the LAA once a new LAA has been agreed.</p> <p>Effect: It will be difficult to demonstrate to GOWM that we have developed an inclusive LAA. In terms of the delivery of the LAA, a failure of key partners to engage in the process/resources, will impact on the services being delivered to across Warwickshire. Equally it could have an adverse impact on our reputation/ vision of narrowing the gap on Warwickshire and its public sector agencies. If we continually fail to meet our targets as a result of an unwillingness of key partners to engage and cooperate GOWM may intervene. This failure to cooperate is also likely to affect relationships between the partners involved in the development and delivery of the LAA.</p>	LAA:PSB	3/31/2009	15	<p>01 Partners fully engaged in the development of the new LAA resulting in shared ownership of the agreed targets.</p> <p>02 Inclusive engagement has also been a requirement of the delivery plans that underpin the LAA.</p> <p>03 PSB & the county themed partnerships adopted a performance management framework, supported by principle of mutual accountability</p> <p>04 Delivery slippages identified at early stage encouraging an environment where partners openly tackle performance related issues.</p> <p>05 Quarterly performance reporting identifies corrective action.</p> <p>06 Six monthly reporting to GOWM provides a key focus encouraging partners to engage in the delivery of the LAA.</p> <p>07 A Communications Framework ensures strategic vision of partners is embedded in operational elements of respective organisations</p>	6	<p>01 Tolerable risk. No further risk action planned. Bill Basra 3/31/2010</p>
T 0287	<p>Risk: The LAA lacks democratic accountability</p> <p>Cause: Failure to keep members informed and engaged.</p> <p>Effect: Members become disillusioned with process, disengaged and disempowered. This in turn would have an adverse impact on individual Local Authorities to deliver their obligations as contained within the LAA. Public perceptions of partnership structures as 'unelected quangos'</p>	LAA:PSB	3/31/2010	15	<p>01 Governance Arrangements place Members at the heart of key partnership decision making structures.</p> <p>02 Effective LAA Communications Framework has been established to ensure that members are informed and involved.</p> <p>03 Communications Framework will help demonstrate the LAA is making a real and positive difference to communities of Warwickshire.</p> <p>04 Area Based Grant Scrutiny Exercise led to proposals to develop Joint Scrutiny and will further enhance Member's role</p>	5	<p>01 Regular liaison with blocks to ensure audit member engagement Bill Basra 3/31/2010</p> <p>02 Progress on Localities Implementation Bill Basra 3/31/2010</p> <p>03 Member training sessions Bill Basra 3/31/2010</p>

T/O Ref	Risk Detail	Risk Owner	Review Date	Gross Risk	Risk Action	Net Risk	Further Risk Action
T 0288	<p>Risk: Performance Management Framework lacks effectiveness</p> <p>Cause: There are a number of indicators where data is collated annually or more. This can make quarterly forecasting difficult. There is also a need to move from monitoring to management of performance.</p> <p>Effect: Failure to forecast whether the LAA is on target or not would seriously impair confidence in the ability to achieve three year targets. In the case of LPSA 2 the associated reward monies would affect future funding of key LAA activity</p>	LAA:PSB	3/31/2010	15	<p>01 Review and refresh of the LAA will, it is envisaged address areas where baselines and trajectories have yet to be established.</p> <p>02 The 'refresh' of LAA delivery plans for Years 2 & 3 seek to address issues of quarterly reporting and infrequent data collation.</p> <p>03 Performance Mgmt, capacity for analysis ensures robust forecasts and that causal effect of remedial actions can be determined.</p>	9	<p>01 Audit of PM will be on-going, ensuring close working relationships are maintained with Corporate P&PT</p> <p>Bill Basra 3/31/2010</p>
T 0289	<p>Risk: Failure of Partners to spend or continue to spend their mainstream and/or additional resources on LAA priorities/indicators.</p> <p>Cause: Partners organisational strategic priorities do not necessarily align with LAA priorities and the performance targets.</p> <p>Effect: LAA targets are missed which might impact on CAA and reward grant received.</p>	LAA:PSB	3/31/2010	6	<p>01 To encourage alignment of LAA priorities through reflection within organisational business plans and key partnership documents</p>	6	<p>01 Outcome of current action detailed is awaited before net risk score can be reassessed.</p> <p>Bill Basra 3/31/2010</p>
T 0291	<p>Risk: Inability to evidence new LAA delivers cost effective use of resources for service improvement and tangible community outcomes.</p> <p>Cause: It is not currently known what mainstream resources are being committed to delivering the LAA targets therefore it not possible to assess whether service delivery provides value for money.</p> <p>Effect: CAA outcome may be compromised with reputational impact and lower use of resources scores.</p>	LAA:PSB	3/31/2010	12	<p>01 To be addressed during the refresh of delivery plans in early 2009</p>	12	<p>01 Outcome of current action detailed is awaited before net risk score can be reassessed.</p> <p>Virginia Rennie 3/31/2010</p>