PUBLIC SERVICE BOARD

AGENDA

Tuesday 26th January 2010 at 2.00pm
Saltisford, Building 1, Ground Floor, Conference Rooms 1 and 2, Warwick

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 25th November 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. Sustainable Development and Construction

Presentation from Tim Pollard, Head of Sustainability, Wolseley Centre, Leamington Spa.

4. Building Schools for the Future

Report from Mark Gore, Head of Service (Transforming Education).

5. Economic Downturn-Report from the Public Service Board Advisory Forum

Report from Chair of the Public Service Advisory Forum

6. Total Place Update

Verbal Update from Jim Graham, Chief Executive, Warwickshire County Council.

C-BUSINESS PLANNING, FINANCE & PERFORMANCE

7. Partnership Business Update

Composite report addressing business issues relating to the Warwickshire Together Partnership to include Partnership Effectiveness, Peer Review, Learning to Deliver, Away day, Information Sharing, LPSA 2 Stage 2, Review and Refresh-GOWM, implementation of new governance arrangements and any other business/financial items

D-CLOSE OF BUSINESS

8. Any Other Business
9. Future Meetings

Date, Time and Venue	Agenda Items
27/04/10-10.00am- venue tbc	All Day Session
21/06/10-10.00am- Council House, North Warwickshire	
20/09/10-10.00am- Council House, North Warwickshire	
23/11/10-10.00am- at Saltisford, Warwick	Putting People First
* All meetings in Saltisford will be held in Building 1, Ground Floor, Conference Rooms 1 and 2	

Objectives
The overriding aim of the Public Service Board is to join together to improve public services across Warwickshire and make a real difference to local communities, in particular by focusing on: (i) people, families and communities that require greater levels of support and interventions to bring them up to the county average   (ii) priorities for improvement to services that are used by everybody to improve outcomes for all   (iii) improving access to service provision within local communities and the accountability of service providers to local people   (iv) sharpening our key partnership relationships by ensuring that there is strong focus on outcomes, together with clear responsibilities and accountabilities

Accessibility
It is envisaged that the Warwickshire Public Service Board will meet at least four times a year, however additional meetings may be arranged as necessary. PSB meetings are open to the public.   Paper for the meeting will be available 7 days before the meeting and minutes of the meeting will available 7 days after the meeting. Papers for the meeting will be available on the LAA website (see below) and also through contacting: Pete Keeley   Principal Committee Administrator   Tel: 01926 412450 or Email: petekeeley@warwickshire .gov.uk

Further Information
Visit the Warwickshire LAA website for further information about the LAA   www.warwickshire.gov.uk/newlaasite   Or alternatively contact   --Simon Robson, Head of Partnerships, Tel 01926 412942,   Email: simonrobson@warwickshire.gov.uk   --Bill Basra, Partnership Delivery Manager, Tel: 01926 412016,   Email:billbasra@warwickshire.gov.uk

Minutes of a meeting of the Warwickshire Public Service Board held on 25 November 2009 at The Dormer Place Conference Centre, Leamington Spa.

Present:

Members of the Public Service Board

Council Leaders:

      Warwickshire County Council - Apology from Cllr Alan Farnell, (Chair of Board)

      North Warwickshire Borough Council – Apology from Cllr Colin Hayfield

      Nuneaton and Bedworth Borough Council – Cllr Pete Gilbert

      Rugby Borough Council - Cllr Craig Humphrey, (Vice-Chair of Board)(**In the Chair)**

      Stratford on Avon District Council – Cllr Les Topham

      Warwick District Council – Cllr Mike Doody

Learning and Skills Council (C&W) - Kim Thornywork
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

CWIC - Jacqui Aucott
CSWP Connexions – Steve Stewart
Derbyshire County Council – Nick Hodgson, Chief Executive
Improvement and Development Agency for Local Government - Judith Hurcombe
Jobcentre Plus – Jacquie Hatfield
Learning and Skills Council – Pete Shearing
Putting People First group - Dame Yve Buckland (Chair of Group)
NHS Warwickshire – John Linnane, Paul Jennings and Rachel Pearce
Warwickshire County Council – Councillor Jerry Roodhouse
Warwickshire Police – Andy Parker, Deputy Chief Constable

Officers

Chief Executives:

      Nuneaton and Bedworth Borough Council - Christine Kerr
      Rugby Borough Council - Simon Warren
      Stratford on Avon District Council - Paul Lankester
      Warwickshire County Council – Jim Graham

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Date: 01/12/2009
Author: Pkee

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County Council   Bill Basra, Partnership Delivery Manager
                    David Carter, Strategic Director for Customers, Workforce and
                      Governance
                    Monica Fogarty, Assistant Chief Executive
                    Nick Gower-Johnson, County Localities and Communities Manager
                    Pete Keeley, Democratic Services
                    Simon Robson, Head of County Partnerships

1.	**Apologies for Absence**	
	were received from Board Members:	
	Ian Francis (Warwickshire Police Authority), Cllr Colin Hayfield (North Warwickshire Borough Council)	
	and from:	
	Chris Elliott (Chief Executive Warwick DC) and Jerry Hutchinson (Chief Executive North Warwickshire BC)	
2.	**Minutes of Previous Meeting**	
	The Minutes of the meeting held on 25 June 2009 were agreed and signed as a correct record.	
3.	**Responding to the Economic Downturn: The Derbyshire Experience**	
	Nick Hodgson, the Chief Executive of Derbyshire County Council, gave a presentation to the PSB about Partnership Working in Derbyshire including:	
	• the structure of partnership working • the delivery of priorities • working with health • the action being taken to respond to the economic downturn.	
	A copy of the slides used in Nick's presentation are available with these minutes on the LAA web site.	
	In response to comments from Members, Nick indicated that the success was partly attributable to the informal arrangement between partners to concentrate on particular issues for a six weeks period and that this had been achieved within existing resources.	

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	Resolved:	
	That the Public Services Board Advisory Forum should meet before the next PSB on the 26 January 2010 to consider and report on what has been achieved in Warwickshire having regard to the Derbyshire experience and best practice elsewhere.	
	The Chair thanked Nick for his presentation	
4	**IdeA Peer Review**	
	The Board received a presentation from Judith Hurcombe of the Improvement and Development Agency for Local Government (IdeA) relating to the Warwickshire Public Sector Peer Challenge that had been commissioned by the PSB.	
	The presentation outlined the approach to be taken, Benchmarking, Team Members and future action both for the IdeA and the partnership. A copy of the presentation slides are available with these minutes on the LAA web pages.	
	Members noted that district council representation would be included in the team arrangements.	
	The Chair thanked Judith for her presentation	
5.	**Putting People First**	
	During her presentation of the report Dame Yve Buckland, Chair of the Putting People First Group emphasised that transport issues still needed to be addressed.	
	During the discussion the following points were noted:	
	With regard to the improvement to health and well being through appropriate adaptations to existing houses, concern was expressed about the need to move forward with affordable housing throughout the county.	
	Councillor Craig Humphrey moved, Councillor Mike Doody seconded and it was **Resolved**:	
	(1) That the recommendations of the Putting People First Group, as detailed in the report, be agreed.	
	It was also **Resolved:**	

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	(2) That Dame Yve Buckland be invited to work with the Healthier Communities and Older People Partnership Board to develop the Action Plan in terms of outcomes in response to the recommendations of the Task Force (3) That Dame Yve Buckland be invited to review progress in delivering Putting People First towards the end of 2010 using a Citizen's Panel approach and report back to the Public Services Board in January 2011.	
6.	**Future Partnership Governance Arrangements** David Carter, Strategic Director of Customers, Workforce and Governance, presented the report and recommendations of the PSB Governance Review Sub-Group. The Board discussed several aspects of the report including the need for further consideration to be given to: - Where responsibilities for housing issues rested under the proposed four block structure. - The implications of the PSB commissioning work which involves other organisations budgets. - The use of Task and Finish Groups rather than themed groups. - The complexities of representation from Warwickshire NHS the NHS Trusts having regard to the size and spending power of certain sectors such as the Mental Health Trust. - Arrangements for future liaison between blocks having regard to the Sustainable Community Strategy. - Clarity as to whether meetings of the Board should be held in public. **Resolved:** That the Board: (1) Approves the report of the Governance Review Sub-Group Model attached as Appendix 1 to the report 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	

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	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.	
7.	**Family Centred Intervention** Nick Gower-Johnson, County Localities and Communities Manager, (WCC) presented the report. Members welcomed progress thus far and made the following points in the discussion: • The importance of both individuals and the project itself being a long term approach with a corresponding commitment in resources and planning. • The importance of mainstreaming activity to ensure sustainability and genuine lasting change. • The importance of coordination and communication to ensure effective delivery, public engagement and best practise is shared. **Resolved:** That the Board: (1) Notes and agrees the approach set out in this report (2) Requests all agencies to consider ways in which they will support the agreed approach	
8.	**Partnership Business Update** Bill Basra, Partnerships Delivery Manager, presented the report which addressed business issues relating to the Warwickshire Together Partnership. **Resolved:** That the Board: a) Note the initial feedback from the Public Service Board Advisory Forum and the need to allocate ABG to fund the IdeA peer review in March 2010 (Section 2)	

	b) Note the decision by the ABG Sub-Group to allocate 2009/10 monies to Borough/District LSP's and year end project updates in relation to 2008/09 allocations (Section 3)	
	c) Note Stage 2 of the potential allocation of reward grants in relation to LPSA 2 monies (Section 4)	
	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)	
9.	**Any Other Business** None	
10.	**Future Meetings**	
	The PSB noted the times, venues and dates of future meetings during 2010 as follows - 26 January - 2:00 p.m. - Building 1 Conference room, Saltisford, Warwick 27 April -10.00am - Benn Hall, Rugby 21 June -10.00am - Council House, Atherstone 20 September -10.00am - Council House, Atherstone 23 November -10.00am - Saltisford, Warwick	

The meeting finished at 11.12 a.m.   …………………….
                                            Chair

Report to the Warwickshire Public Service Board

26ᵗʰ January 2010

Building Schools for the Future

Report of the Strategic Director for Children, Young People and Families

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Recommendations:

It is recommended that the Board:

a) Notes the contents of the report and the potential benefits which would result from entry into the BSF programme for communities.

b) Endorses the submission of the Readiness to Deliver assessment and Warwickshire's bid to enter the BSF programme in 2010 – 2011.

c) Considers the representatives of the Public Service Board on the BSF Project Board.

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1   Background

1.1   Building Schools for the Future (BSF) is the Government's programme to affect the transformation of secondary education supported by capital investment in every secondary school in the county with half of the schools totally rebuilt.

1.2   The County Council, along with every other education authority, submitted a BSF bid in 2003 which were prioritised by Government principally by reference to indices of social deprivation and low attainment. Warwickshire was given an indicative date for entry to the programme of 2013.

1.3   In September 2008, the Department for Children, Schools and Families (DCSF) invited authorities not already in the programme to submit an Expression of Interest for an initial high priority 'project' and then to give an indication of subsequent 'projects' which would group schools so that every secondary and special school would be included in the programme.

DCSF guidance and the criteria for prioritisation is prescriptive, as follows:

1. The initial project will have a capital value of up to £80m which would provide for around 5 schools.

2. Subsequent projects will have a capital value of between £80m and £100m.

3. Projects should aim for 'educational transformation'.

4. Projects should be for 'geographically coherent groups' of schools i.e. all the schools in a particular area (although there is some limited flexibility in the initial project).

5. The following factors should be used to prioritise schools:
   a. social and educational need
   b. building need (suitability and condition)
   c. school reorganisation
   d. sustainable communities and new housing and population growth

2. Projects

2.1 The projects identified for Warwickshire, applying these criteria, are as follows:

1st Project: Nuneaton and Hartshill

Follow-on Projects: Bedworth and North Warwickshire
Rugby
Warwick and Leamington
South Warwickshire

2.2 The total value of the first project is around £120m, more than the guideline figure. The Authority has made the case for greater investment in the early part of the programme reflecting the need for more rebuilt schools in the north of the county. Partnerships for Schools (PfS), the Government agency which manages BSF, have provisionally agreed this approach. The total value of BSF across the county is of the order of £600m.

2.3 It is important to recognise that while it represents very significant capital investment, BSF is not simply a building programme. The Government are keen to emphasise that new buildings are not an end in itself but must contribute to better outcomes for young people and for communities.

3. Readiness to Deliver

3.1   In order to enter the programme authorities must demonstrate their 'readiness to deliver': that they have a strategy for change in place, the support of other partners and capacity and resources identified to deliver an investment programme of this size.

3.2   At their meeting in December, the Cabinet of the County Council agreed a draft Readiness to Deliver (RtD) assessment. PfS have since announced that the deadline for submission of RtD assessments for entry into the programme in the next wave is 29th January 2010.

3.3   A copy of the revised version of the RtD assessment can be obtained by sending a request to bsf@warwickshire.gov.uk.

4. Strategy for Change

4.1   The focus of the strategy for change is clearly educational transformation of the sort set out in the Government's white paper, "Your Child, Your School, Our Future – Building a 21st Century Schools System". Key elements of that transformation are:

- new methods of teaching and learning with a focus on developing skills and competencies and on 'learning to learn' faced with the pace of technological and social change;
- access to a broad and varied curriculum with a range of academic and vocational programmes;
- enhanced use of ICT to support teaching and learning and the engagement of students and their parents / carers;
- additional support for children and young people with special educational needs and learning difficulties and disabilities;
- new models of leadership and governance of schools with schools increasingly working together in informal collaboration, or in more formal legally established 'federations' of schools with a single executive head and governing body responsible for a group of schools.

This strategy is already being developed within the CYPF Directorate with schools but will be enhanced by the impetus of BSF and by the investment in buildings that BSF brings.

4.2   However in addition to educational transformation BSF investment provides significant opportunities for public services in Warwickshire recognising that schools, both primary and secondary, and children's centres, are important public buildings in communities across the county.

These opportunities include:

- further development of extended services in schools providing learning opportunities and other services to children and young people, their families and wider communities.

- the co-location of public services on school sites including services provided by the county, district / borough councils, health and the police. Children's centres already offer a range of services from different authorities and agencies. The police have based Police Community Support Officers in a number of secondary schools which, it appears, has made a significant impact on those schools and communities they serve.

- the location of multi-agency locality teams on school sites supporting children and young people and the community more widely.

- community access to high quality facilities for learning including ICT but also for sports, arts and culture. PfS are keen that the strategy for BSF should be integrated with strategies for sport and leisure and for arts and culture. It would be possible, for example, to have a coordinated plan for sports facilities in schools to provide facilities for a range of different sports to complement existing provision in the area. Working groups of sports/leisure officers and of arts officers from across the county are already meeting to develop a joint strategy.

- the development of 'skills centres' to fill identified skills gaps in the workplace. BSF will require large numbers of skilled construction workers. In securing a contractor, the County Council will want to maximise the opportunities for the recruitment of local people and the development of skills within Warwickshire.

- raising the aspirations and ambitions of local communities by providing a high quality building which will impress and inspire. Consideration could be given to targeting areas for renewal and regeneration around new buildings to create a sense of community worth and the quality of place.

5. Next Steps

5.1 The Council will submit an RtD assessment by the latest deadline of 29 January 2010 which will be assessed by a panel in February / March time with a view to making decisions on the authorities to enter the programme in 2010 - 2011. The timing of these decisions is clearly affected by the date of the General Election. It seems likely that whichever party comes to power in the summer of 2010, this 'wave' of BSF will go forward. Future arrangements for the programme after that are uncertain although Labour and the Conservatives are committed to the programme.

5.2 The advice of officers to the Cabinet of the County Council, supported by advice from Local Partnerships (the LGA's organisation to support authorities) is that Warwickshire should plan to the basis that we will enter the programme in 2010 – 2011. It is proposed therefore to establish a Project Board as soon as possible which would include senior officers, lead Members from the County Council and also representatives of the Public Service Board, together with wider stakeholder groups to advise the Board.

6. Recommendation

That the Public Service Board:

6.1 Notes the contents of the report and the potential benefits which would result from entry into the BSF programme for communities.

6.2 Endorses the submission of the Readiness to Deliver assessment and Warwickshire's bid to enter the BSF programme in 2010 – 2011.

6.3 Considers the representatives of the Public Service Board on the BSF Project Board.

MARK GORE
Head of Service-Transforming Education

JANUARY 2010

Agenda No 5

Report to the Warwickshire Public Service Board

26th January 2010

Economic Downturn

Report from the Chair of the Public Service Board Advisory Forum

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Recommendations:

The Board is recommended to:

a) Note the information gathered by the January meeting of the Advisory Forum.

b) Note 2009 activity as attached as Appendix 1 and provided by the Economic Development and Enterprise Block.

c) Provide guidance and direction to the Economic Development and Enterprise Block on:

   i- What the key activities should be for 2010

   ii-The extent to which interventions should also impact the Narrowing the Gaps priorities

   iii-What regular systematic information on the economic downturn is required to ensure that the PSB is informed and responsive during 2010 at its meetings

   iv-The longer term priority areas that should be incorporated within SCS/LAA delivery planning and the acceleration of work currently being undertaken in relation to the Sub-Region within the context of suggested areas under paragraph 3.1

d) Note that the next Advisory Forum meeting (26th February 2010) will seek to explore Sub-Regional developments to ensure that work within Warwickshire is co-ordinated and aligned, harnesses existing mechanisms and maximises the opportunities afforded by developments around Total Place.

e) That Heads of Communications Group be tasked with working with the Economic Development and Enterprise Block to ensure that an effective communications strategy is produced that is multi-agency, aligned to sub-regional developments and builds confidence in the Warwickshire economy.

1. Background

1.1   Members of the Board will be aware that the Public Service Board Advisory Forum (PSBAF) examined the issue of the economic downturn in November 2008, which resulted in an action plan for the Public Service Board to authorise and implement.

1.2   The Public Service Board has since considered the response to the downturn at a number of meetings in 2009. At the last meeting of the Board in November 2009 a presentation was received from Nick Hodgson, the Chief Executive of Derbyshire County Council on the partnership response in that County to the downturn. After discussion the Board asked that the PSBAF reconvene in early January to assess the experience of the downturn in Warwickshire and an assessment of the impact of the interventions in the light of the economic climate and an understanding of comparative experiences elsewhere (e.g Derbyshire). The Forum was also tasked with looking at the future and what actions and improvements would be required both in the short and medium term.

1.3   The PSBAF convened on 5th January 2010 and this report seeks to update the Board on the key issues and recommendations that arose during that meeting.

2.   Update on Warwickshire Response to the Economic Downturn

2.1   The Forum received a presentation from Paul Galland, Strategic Director of Environment and Economy (WCC) on the effects of the recession, areas that have been hardest hit, the effectiveness of the response and the key challenges facing Warwickshire and the Partnership for the future. Full details including the presentation are available on the Warwickshire Together website: www.warwickshire.gov.uk/laa

2.2   Subsequent discussions amongst the Partnership suggested:

- That there was a need for clarity and coherence. There seemed to be too many initiatives and a strategic multi-agency approach was required. However in striving for such clarity regard needed to be given to balance consistency with local responsiveness
- Linked to this was a need for an effective partnership communications strategy. It was felt by many that although many of the initiatives cited by Derbyshire were also being actioned in Warwickshire the failure to communicate these as part of a overall

'Warwickshire Offer' meant that there was a perception that Warwickshire was not as proactive as it could be

- There was a greater understanding required on the effectiveness of interventions
- That there a need for a less bureaucratic way of working that was pragmatic, responsive and task orientated.
- The importance of working Sub-Regionally

2.3   Two other key points that were both noted and made. The first was a concern that the areas that seemed to be hardest hit also correlated with those areas that were historically deprived (e.g. North Warwickshire) and these also seemed to have the poorest prospects of recovery. It should also be noted that this impact correlated with communities of interest. For example, recent research published by the Equality and Human Rights Commission (EHRC) and the Government Equalities Office (GEO), shows that people from ethnic minorities have seen a marked increase in their rate of unemployment since the start of the recession in 2008 with youth unemployment being a particular problem. The Forum asked what impact this would have on the overriding partnership objective of Narrowing the Gaps.

2.4   The second point that was made was the need for more innovative use of public assets and land to maximise the growth agenda and ensure that Warwickshire as a place was being shaped to an agreed vision and priorities. This links in with the rationalisation of buildings review that was authorised by the PSB in June 2009.

3.   Looking to the Future-2010 and Beyond

3.1   The following points were made in relation to the future:

- There was a need to work Sub-Regionally on key issues such as housing, transport and economic development but particularly the latter
- There was a need to focus on a few key areas as there was a tendency for initiatives to be 'spread thinly' and that this should be in the area of emerging business sector growth opportunities and skills. Areas proposed for the longer term were low carbon industries, 16-24 skills, promoting enterprise and use of public assets.
- Communication needed to be improved and joined up
- Strategic Vision and leadership was required from partnership structures and particularly the Public Service Board
- Better evaluation mechanisms were required to assess the impact of interventions and resonance with local communities

- There was a need to utilise existing mechanisms more effectively at a Warwickshire and Sub-Regional level.

3.2   The Forum then tasked the Chair and Vice-Chair to draft appropriate findings and recommendations based on the information received and discussions held.

4.   Summary and Recommendations

4.1   This report has been circulated to those in attendance and the findings and recommendations reflect comments made both at and after the meeting.

4.2   Whilst there have been some good examples of interventions in Warwickshire there is a need for a strategic joined up approach with more effective means of communication. A good example of this was the consensus that activities were being conducted in Warwickshire that probably mirrored Derbyshire but were not communicated in the same manner. It is for this reason that the first task that was requested and is attached as Appendix 1 is a summary of 2009 activities which has been produced by the Economic Development and Enterprise Block.

4.3   In recognition that the economic landscape has changed and is changing the Forum placed greater emphasis on the need to move forward and meet the current and future challenges.   Within this context it is recommended that the PSB provide guidance and direction to the EDE Block on:

i- What the key activities should be for 2010
ii-The extent to which interventions should also impact the Narrowing the Gaps priorities
iii-What regular systematic information on the economic downturn is required to ensure that the PSB is informed and responsive during 2010 at its meetings
iv-The longer term priority areas that should be incorporated within SCS/LAA delivery planning and the acceleration of work currently being undertaken in relation to the Sub-Region within the context of suggested areas under paragraph 3.1

and:

Note that the next Advisory Forum meeting (26th February 2010) will seek to explore Sub-Regional developments to ensure that work within Warwickshire is co-ordinated and aligned, harnesses existing mechanisms

and maximises the opportunities afforded by developments around Total Place.

That Heads of Communications Group be tasked with working with the Economic Development and Enterprise Block to ensure that an effective communications strategy is produced that is multi-agency, aligned to sub-regional developments and builds confidence in the Warwickshire economy.

STEVE STEWART
Chair of the Public Service Board Advisory Forum

JANUARY 2010

Responding to the Economic Downturn in Warwickshire

Report to PSB : 26th Jan 2010

Selection of partner responses from the economic development arena

Strategic / Multi-issue

- Coventry & Warwickshire Economic Recovery Partnership (CWERP)
  - built on Peugeot Partnership.
  - lobbied for augmented rapid response programme via Business Link.
  - established case for Unity contract to be extended to all businesses and for CWERP to have a direct referral route into the contract.
  - produced 'Helping you through Redundancy' publication.

- Internet advice and signposting
  - pooling of multi-agency response and support mechanisms.
  - dedicated recession web sites set up.

- Economic Intelligence and securing support for policy initiatives
  - via regular reports/discussion at PSB; PSB Forum and EDE Board.
  - production of monthly Economic Briefings highlighting impact and response.
  - establishment of Coventry & Warwickshire 'Say it Loud' Forum.
  - commissioning of Pride in Coventry & Warwickshire CET supplements.
  - review of potential impact of recession across LAA priorities and indicators.

- Planning for the Future
  - Sub Regional Economic Development Strategy drafted.
  - Work begun on Local Economic Assessment, including Work & Skills Plans.
  - Development of a draft strategy for facilitating growth in 'green economy'.
  - Emergent sub regional tourism strategy and delivery structures.
  - 'Blueprint' work and driving forward plans for sub regional housing growth and infrastructure programme.

Redundancy & Employment support

- Multi-agency pre-redundancy support programme

- redundancy database.
- co-ordinated support, 'Helping you through Redundancy' pack and agreed protocols.
- augmented support for job seekers eg JCP new programmes : Adviser Discretionary Fund, employer recruitment and training subsidies, Golden Hello etc.

- Local Employment Partnerships and Public Sector Skills Challenges

- Future Jobs Fund

- Enhancing local provision via ABG for workless
  - Jobs Bus, HOST initiative; adding to CWERT bank; barrier breaking pumpriming fund.

- Significant new programmes to support economic inclusion, including
  - Sustainable Urban Development Community Enterprise & Employment (ERDF).
  - Connections to Opportunities (AWM).
  - Branching out Bus (North Warwickshire via Child Poverty programme).

- Recruitment Network
  - extended to more Warwickshire partners as single access arrangement for employers via new 'Coventry & Warwickshire Offers More' programme.

- Skills, including
  - multi-agency integrated Employment & Skills (Information, Advice & Guidance) offer for job seekers.
  - workforce development (eg Train to Gain).
  - enhanced youth apprenticeship provision.

Housing & Household Finances

- CAB and Welfare Rights services
  - augmented resources to cope with need for crisis debt/housing/ benefits advice.
  - Legal Advice Warwickshire programme started.

- Financial Inclusion Strategy
  - more effective partner working initially around credit unions and educating people in financial literacy.
  - now grown in coherent strategy and secured LPSA award.

- Residents newsletters
  - eg North Warwickshire Community Partnership neighbourhood newsletter.

- Housing Benefits eg
  - Housekeeper Partnerships.
  - Rent deposit and mortgage rescue schemes.

Business Support & Investment

- Re-alignment of Business Link activities, in response to recession, with those of local partners
  - CWERP first to act and lobby for tailored support for businesses at risk.

- Augmented local solutions
  - eg ABG for Chamber to create Enterprising Warwickshire programme introducing Warwickshire Business champions and intensive start-up support.

- Meeting property requirements
  - changed from providing mainly expansion/ re-location solutions to consolidation / downsizing.
  - Flexible lets in managed workspaces promoted; new mechanism for delayed debt recovery introduced; and new start-up or incubation pods created.

- Events and workshop programmes
  - 'weathering the storm' and 'surviving the credit crunch' events.
  - procurement and e-commerce workshops to improve local business capability to secure public sector contracts.
  - augmented environmental business support (via external grants) for resource efficiency clubs, renewable energy installations etc.
  - WCC tendering review.

- Promoting and supporting alternative financial support for businesses
  - Access to Finance programmes (championed by West Mids Task Force).
  - Coventry & Warwickshire Re-investment Trust (increased small loans pool).
  - 1:1 interventions with local banks (Chamber).

- Business rates
  - campaigns to maximise small business claim relief.

- Quick payment of local authority invoices to local SMEs (down to 10 days)

- Retaining town centre vitality; various solutions including
    - Business Improvement Districts.
    - Marketing and promotions campaigns.
    - 'Support Local Traders' and 'Buy Local' initiatives.

- Supporting the 3rd sector
    - Coventry & Warwickshire Infrastructure Consortium : resilience support grants.

- Discrete District & Borough Council initiatives – including:
    - use of business rate bills to promote availability of support to business.
    - shop front improval grants.
    - financial recovery lawyer for businesses with cash flow problems who are owned money.

from Janet Fortune, Economic Development, WCC : 18/1/210

Report to the Warwickshire Public Service Board

26th January 2010

Partnership Business Update

Report of the Assistant Chief Executive (WCC)

Recommendations:

The Board is recommended to:

a) Note developments in relation to Partnership Effectiveness and the Partnership Improvement Plan, Peer Review, Learning to Deliver Proposals and PSB Improvement (Section 2)

b) Note the recommendations of the LPSA 2 Sub-Group in relation to the allocation of reward grant in relation to LPSA 2 monies and provide guidance on unallocated reward monies (Section 3)

c) Note the 2009/10 Quarter 3 position and the projected 2009/10 outturn and make any comments as appropriate. (Section 4)

d) Note issues highlighted within the LAA Mid Point Performance document and provide guidance on focusing on areas requiring remedial action.(Section 5)

e) Note GOWM findings in relation to Review and update in respect of the Refresh process (Section 6)

f) Endorse the partnership governance action plan to ensure that new arrangements for partnership governance take effect from 1st April 2010. (Section 7)

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1   Introduction

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

a) Partnership Effectiveness (Section 2)
b) Stage 2 of the potential reward grant allocation of LPSA 2 monies (Section 3)
c) Q3 Outturn for the current financial year (Section 4)
d) LAA Mid Point Performance (Section 5)
e) Review and Refresh (Section 6)
f) Partnership Governance Arrangements (Section7)

2. Partnership Effectiveness

Partnership Improvement Plan

2.1 Board Members will be aware that at the June meeting of the Public Service Board Advisory Forum, a partnership evaluation exercise was conducted alongside the adoption of the SCS. The Improvement Plan has been refined and finalised in the light of comments received and recent CAA Assessments and will be used as the basis of improvement activity in 2010. It is attached as Appendix 1 for information and will be used as monitoring tool to update on progress throughout the year. The new CAA lead is to be Gary Hammersley. Mr Hammersley will be the CAA lead for Coventry, Solihull and Warwickshire, consistent with the desire of the Board to increase its involvement, impact and engagement with respect to working within and across the sub-region.

Peer Review

2.2 The preparations for the Peer Review are being coordinated on behalf of the PSB by the Partnership and Performance Unit within Warwickshire County Council. The Peer Review will compliment work already underway including the Addressing Partnership Effectiveness Improvement Plan (approved by the PSA – 23rd September) and improvement activity arising from CAA.

2.3 A detailed timetable for the review has been produced, together with clear lines of accountability across all organisations. Relevant colleagues have been identified for the interviews and workshops which will be undertaken during the review period (1st – 5th March).

2.4 As part of the work to prepare for the Review teams visit, a questionnaire has been undertaken with partners with support from the CAA Coordinating Group. The analysis of the questionnaire alongside a range of evidence will form a useful basis upon which the Peer Review Team can shape their onsite activity and a verbal update on preliminary analysis will be given at the meeting.

Learning to Deliver (RIEP) proposals

2.5 Members will recall that at the June meeting of the Board presentations were received from the West Midlands Regional Improvement and Efficiency Partnership with regards to external support funded through Learning to Deliver resources. It was agreed that a proposal would be developed through nominated Lead Officers (Monica Fogarty-WCC and Paul Lankester –SDC) with reference to the Partnership Improvement Plan. In terms of resources it was noted that this equates to £170,000 over two year with extra in-kind support through the use of RIEP 'Improvement Advisors'

2.6 A proposal under the Learning 2 Deliver programme from RIEP has been developed and submitted for the RIEP Board for approval linked to the £170,000 resources over 2 years. The proposal seeks support from the RIEP to progress key areas of improvement within the Partnership Improvement Plan, specifically around the following outcomes:

- To develop a culture of mutual trust, in which healthy debate and challenge thrives in order to enable the Board to make effective strategic decisions.

- To develop and embed a common understanding across the partnership on the commissioning-delivery relationships and how these can better influence service provision and ensuring accountabilities.
- To enable, understand current barriers to productive partnership working and strategies to overcome these barriers.
- To develop a shared approach to communications, consultation and customer engagement that reduces duplication, makes effective use of resources and ensure that consistent messages are transmitted to the Public.
- To develop an evolving repository for our single evidence base for the public sector services within and across the PSB and its stakeholders, which will be added to over time reflecting real world and real time changes.
- To ensure that public sector service providers and commissioners have a much greater degree of access to the evidence base to improve and increase the transparency around the data, analysis and information that we are using on which to base key decisions around meeting the needs of communities.
- Further embed and extend the Partnership Performance Management framework ("the Warwickshire Hub") across the PSB partner organisation.

PSB Improvement

2.5   In December 2009, Board members were alerted of the fact that the 27th April meeting of the Board, which was scheduled for the morning would now become an all day event with the focus being improving the culture and ways of working of the PSB.

2.6   The rationale for the event is rooted in several sources (Improvement Plan, Governance Review, Peer Review) but at its heart is based on the premise that the effectiveness of partnership working in Warwickshire is heavily predicated in a fully functional, effective Public Service Board. Details of the event are currently being developed but any early guidance from the Board would be welcomed.

3.   LPSA2 Sub-Group

3.1   At the last meeting of the Board, approval was given to LPSA 2 Sub-Group recommendations on Stage 1 applications that should progress to Stage 2. In addition to approval, the Board also stipulated:

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.

3.2   Pursuant to the above parameters, the LPSA 2 Sub-Group convened on 7th December and have recommended the following applications for approval:

Project	Revenue	Capital
Family Intervention Project	1,430,000	42,000
Financial Inclusion Partnership	789,775	2225
Domestic Abuse Floating Support	484,800	-----
Affordable Housing	230,000	5,000,000
Total Allocated	2,934,575	5,044,225
Total Reward Grant	3,300,000	5,100,000
Unallocated Reward Grant	365,425	55,775

3.3   In addition to endorsing the recommendations of the Sub-Group, the Board are asked to note the unallocated remainder and offer guidance on how this should be used for the pursuit of partnership objectives.

4.   Quarter 3 Outturn

4.1   The purpose of this section is to inform the PSB of the Quarter 3 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 December 2009. This section also covers the resources allocated to the LAA Blocks and themed pots that were approved by the Board at its meeting on 27 January 2009 and has been compiled on the basis of the returns from each of the Themed Blocks in receipt of pooled grant, in consultation with partners.

4.2   In total £18.493 million, excluding LSP funding, will be allocated to the LAA themed pots in 2009/10. At this stage, the projected outturn for LAA resources is an underspend of £0.006 million. This compares to a projected underspend of £0.025 million at the quarter 2 review. It was not reported that any forecasted variation would have adverse consequences for the delivery of planned outcomes.

4.3   At the end of Quarter 3 the total actual spend to date is £12.330 which compares to the profiled budget of actual £13.870m. This is 11% lower than the profiled budget, if expenditure was incurred evenly throughout the year. The reason for this is due to timing issues and expenditure is not incurred evenly throughout the year, unless otherwise stated. Providing funding to meet any overspend is the responsibility of the relevant partner at the end of the financial year.

4.4   Table 1 shows a summary of the Quarter 3 position and the projected year-end outturn for each of the Themed Blocks in receipt of funding.

Table 1		Position as at 31/12/09				Forecast Outturn			
LAA Block	LAA Themed Pot	Profiled Grant £'000	Spend to date £'000	Variation £'000	Variation %	Grant Total £'000	Forecast outturn spend £'000	Variation £'000	Variation %
Children & Young People	School Improvement and Support	2,876	2,419	(457)	-16%	3,834	3,834	0	0%
	School Transport	255	340	85	33%	340	340	0	0%
	Empowering Children Young People & Families	5,024	4,425	(599)	-12%	6,699	6,699	0	0%

	Total	8,155	7,184	(971)	-12%	10,873	10,873	0	0%
Healthier Communities & Older People	Supporting Independent Living	474	481	7	1.5%	632	645	13	2.1%
	Social and Community Care	3,376	2,893	(483)	-14.3%	4,501	4,505	4	0.1%
	Total	3,850	3,374	(476)	-12.4%	5,133	5,150	17	0.3%
Economic Development & Enterprise	Responding to the Economic Downturn	146	73	(73)	-50.1%	195	195	0	0.0%
	Total	146	73	(73)	-50.1%	195	195	0	0.0%
Safer Communities	Safe and Sustainable Travel	1,188	1,188	0	0%	1,584	1,584	0	0.0%
	Safer Communities	531	511	(20)	-4%	708	685	(23)	-3.2%
	Total	1,719	1,699	(20)	-1%	2,292	2,269	(23)	-1.0%
	All Grants	13,870	12,330	(1,540)	-0.11	18,493	18,487	(6)	0.00

4.5 The Healthier Communities & Older People Block has a forecast of a £17,000 overspend, which compares to a £23,000 overspend forecast at Quarter 2. The forecast outturn for the Economic Development & Enterprise Block is that all of the grant will be spent by the end of the financial year. Within the Supporting Independent Living Themed Pot there is an outturn variation of £13,000 overspend due to the increased cost of the Advocacy Contract. However, this amount is less than the £28,000 overspend that was expected at Quarter 2.

4.6 The remaining £4,000 forecast overspend, within the Social and Community Care Themed Pot, is due to minor increases in forecast for staffing and contract costs. This compares to a £5,000 underspend that was reported at quarter 2.

4.7 This is equivalent to 0.3% of total budget within the Healthier Communities & Older People Block.

4.8 The Safer Block, are forecasting a £23,000 underspend. This is the same as was forecast at quarter 2 and also accounts for the actual underspend to date. The majority of this underspend is due to a vacant post and the time it takes to recruit following the confirmation of the funding. This is not expected to have any adverse consequence to the achievement of outcomes.

5. Mid Point LAA Performance

5.1 As a 'one off' task all blocks were asked to provide forecasts for the end of project period. In addition to satisfying GOWM review and refresh requirements this task was also instigated as a result of experiences of LPSA 2 where in year forecasting masked performance variations year upon year and where slippages were only reported upon approach to completion deadlines. Blocks were also asked to give robust reasons for forecasting any failure in meeting targets together with highlighting any issues to be considered in the Review and Refresh period with GOWM, Nov – March 2009.

5.2 Full details of performance information are available on the LAA website. As can be seen from the summary table below, forecasts have been received for 72% of LAA

indicators. Of these forecasts nearly 80% of indicators are set to hit target, 11% to miss target with the remaining 9% to exceed target.

5.3 The indicators forecast to miss target are in the Children & Young People Block (3)- Obesity, Teenage Conceptions, NEETS, Economic Development & Enterprise Block (2)- benefits and Safer Communities Block (1)-anti social behaviour. Whilst some of these issues are due to data measurement/perception there are also national issues and trends that may account of targets being missed.

5.4 In terms of addressing underperformance, the indicators highlighted above will be the focus of improvement activity within the Improvement Plan and focussed work will be undertaken with Block Leaders to ensure that issues are addressed appropriately.

5.5 In terms of the reward grant calculation, as at the current forecast allocation this would equate to £ 2,600,000 i.e. 76% of the total grant value of £3,400,000. This calculation is based on the worse case scenario at it assumes that the failing indicators have achieved 0% of their target.

LAA End of Period Summary Report

End of Period Analysis						
LAA Block	Total number of indicators	Total reported for Period end	Missed target	Met Target	Exceeded target (within 10%)	Exceeded target (more than 10%)
CYP	22	10 46%	3 30%	7 70%	0 %	0 %
HCOP	16	16 100%	0 %	16 100%	0 %	0 %
CCE	9	2 22%	0 %	1 50%	1 50%	0 %
EDE	13	13 100%	2 15.4%	9 69.2%	2 15.4%	0 %
Safer	9	8 89%	1 12.5%	5 62.5%	2 25%	0 %
Stronger	5	4 80%	0 %	4 100%	0 %	0 %
Total	74	53 72%	6 11.3%	42 79.2%	5 9.4%	0 %

6. Review and Refresh

6.1 Under statutory requirements, the Local Area Agreement is subject to an annual review and refresh. The current process commenced in late November with the review element and the findings of that process will be reported by GOWM verbally at the meeting.

6.2 In terms of the refresh process, discussions are currently being conducted with the Blocks to ensure agreement of targets for the final year of the LAA.

7. Future Partnership Governance Arrangements-Implementation

Introduction

7.1 At the last meeting the Board approved the report of the Governance Review Sub-Group which set out new partnership governance arrangements in Warwickshire.

7.2 At that meeting there was also a request that an action plan be produced outlining the implementation of recommendations and also that regard be given to comments that were received both at the Forum meeting and afterwards.

7.3 This report sets out the action plan for implementation and also addresses some of the key issues that have been raised in relation to the proposals.

Implementation

7.4 The new governance structures are attached as Appendix 2. Key points to note in relation to comments received are:

- **4 Block structure to remain:** Comments received from some of the blocks suggested a proliferation of groups rather than a reduction as a result of some performance indicators not sitting neatly within new structures. In the light of the initial brief to rationalise and reduce structures, the view of the Sub-Group is that four block structures should remain but that in such instances discretion should remain within the Block to establish task and finish delivery mechanisms where it is expedient to do so. Responsibility for delivery would remain with Block Leader. Countywide Blocks will have the right to report directly to the Public Service Board (PSB) where required.
- **Reinforced accountability for delivery:** Joint Scrutiny is currently conducted by the Countywide Overview and Scrutiny Co-ordinating Board which has representatives from County Council, Boroughs and Districts, Police and Health. It is recommended that Joint Scrutiny establish appropriate mechanisms for ensuring that Block Leaders and LSP Chairs are invited to account for delivery of targets on a twice yearly basis. The Joint Scrutiny Board will report any issues to PSB.
- **Operational Group:** Having regard to comments received it is the view of the Sub-Group that the CAA Co-ordinating Group is not the appropriate vehicle for policy formulation and implementation. Instead it is suggested that terms of reference be drawn up for an extended body of WACE that also includes representatives of Police and Health with a particular emphasis on the annual recommendation of the programme. It is envisaged that the CAA Co-ordinating group will remain to oversee operational issues.
- **Sub-Regionalisation:** Some feedback requested that issues such as Housing and Economic Development could be apportioned to Sub-Regional bodies. The Group recognises that there are implications for sub-regional working. It is intended to review the sub-regional dimension at six and twelve month intervals.

7.5 With these comments in mind, the action plan, attached as Appendix 3 of this report sets out a clear timetable which, through delivery, will ensure that new arrangements are in place by 27th April 2010 meeting of the Board. In undertaking such a task it is recognised that a key element of the Partnership Improvement Plan (discussed elsewhere on this agenda) will also be delivered.

8. Summary

8.1 The Board is recommended to:

- Note developments in relation to Partnership Effectiveness and the Partnership Improvement Plan, Peer Review, Learning to Deliver Proposals and PSB Improvement (Section 2)
- Note the recommendations of the LPSA 2 Sub-Group in relation to the allocation of reward grant in relation to LPSA 2 monies and provide guidance on unallocated reward monies (Section 3)
- Note the 2009/10 Quarter 3 position and the projected 2009/10 outturn and make any comments as appropriate. (Section 4)
- Note issues highlighted with in the LAA Mid Point Performance document (Section 5)
- Note GOWM findings in relation to Review and update in respect of the Refresh process (Section 6)
- Endorse the partnership governance action plan to ensure that new arrangements for partnership governance take effect from 1st April 2010. (Section 7)

BILL BASRA
Partnerships Delivery Manager
NOVEMBER 2009

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

October 2009

1. Introduction

Warwickshire Together is a partnership of councils, police, health, other public, private, voluntary and community sector organisations who are working together to deliver better services for the people of Warwickshire. All of these partners are represented at the Public Service Board Advisory Forum and it was at such a meeting, 29th June 2009, that all partners considered and approved a Sustainable Community Strategy (SCS) for Warwickshire in 2026. The SCS will set out the vision of what Warwickshire will look like in 2026 and what, through partnership working, needs to be done to achieve that Vision.

In agreeing the vision and outcomes for partnership working it was also felt opportune to examine the capacity of the partnership to deliver the SCS. This examination of partnership effectiveness sought to examine strengths and weaknesses and then identify actions which would improve the strength and capacity of the partnership to deliver. This document seeks to encapsulate both that examination and recent experiences and respond through an improvement plan for the forthcoming year.   In keeping with Comprehensive Area Assessment (CAA), this document has been structured along the best practice partnership models as defined by the Audit Commission (i.e aspirational standards for partnerships). This in turn will provide the basis of CAA and will be reviewable annually to ascertain progress and currency.

Context

This document should be seen within the following context:

- Comprehensive Area Assessment
- IDeA Peer review (March 2010)
- Improvement activity funded through the Regional Improvement and Efficiency Partnership
- Local Area Agreement and annual review and refresh processes through Government Office West Midlands

Next Steps

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

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

2. What currently works well and what should we stop doing?*

What Works Well?	What do we need to stop doing?
• Spirit of partnership is generally very constructive, positive relationships in place, shared commitments to the objectives of the partnership, desire to continue to improve partnership working • Satisfactory progress on developing and bedding down of LAA delivery arrangements • Delivery planning & quality assurance process are examples of good practice as cited by GOWM • Approach to Narrowing the Gaps approved and buy-in on the concept of differential targetting • Overall management controls are generally good and there is comprehensive evidence that both governance and financial arrangements are well documented and embedded into council and partnering arrangements. • There is a strong infrastructure • Robust performance management framework with increased partner access to systems • Use of Evidence Base-particularly localities • Some good examples of local delivery and targetting	• Spreading our resources too thinly • Operating in silos • Sending conflicting messages to each other and the Public • Attending numerous meetings that do not make a difference or add value • Be pessimistic and lacking in ambition • Pretending that we hold each other to account • Avoiding the big questions and the big solutions on the grounds of short term expediency • Talk less and do more! • Working in isolation as a County and recognise the importance of the Sub-Region

* As identified by the Public Service Board Advisory Forum (29th June 2009)

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

Content
A-Delivering Improved Outcomes
Key Characteristics - The partnership is successfully delivering improved outcomes against its priority areas; Life is improving for local citizens; The area has good levels of community cohesion and empowerment; The partnership has robust performance management arrangements in place; The partnership monitors the progress of delivery against its priorities; Performance against the partnership priorities is easily accessible by local residents; The partnership has mechanisms in place to promptly respond to areas of underperformance.

Ref	Area for Improvement	Action	Timescales
A1.	Delivering Agreed Priorities	▪ Embedding SCS and LAA within mainstream partner activity through incorporation within individual business plans ▪ Alignment of budget, planning and performance management cycles ▪ An agreed approach and commitment to Narrowing the Gaps, differential targeting & resource allocation ▪ Ensuring effective engagement of partners specifically Health in the delivery of agreed partnership objectives	November 2009

A2.	Performance Management	▪ Introduce a common Performance Management Framework for strategic partnership working in Warwickshire which is:
		   o Outcomes and impact focused
		   o Uses differential local targets
		   o Moves away from remedial action to finding innovative solutions
		   o Ensures constructive challenge and ensures accountability
		   o Communicates achievements and the difference that partnership working is making
			November 2009

B-Political and Managerial Leadership

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

Ref	Area for Improvement	Action	Timescales
B1	Elected Member Support and Development	▪ Develop a joint training programme for Elected Members across the Area to ensure their effective engagement in partnerships and to promote consistency of knowledge ▪ Establish effective mechanisms of communication to ensure that members are able to share experiences and best practice	March 2010
B2	Culture and Trust of partnership working	▪ Develop a common Partnership Strategy that provides the framework for the culture, conduct and trust necessary for effective partnership working ▪ Develop a core programme of staff/member training across organisations which provides a consistent message about partnership working and the roles that the respective organisations play	March 2010

C-Community Engagement and Communication

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

Ref	Area for Improvement	Action	Timescales
C1.	Public Engagement	▪ Implement, monitor and review the LAA Communications Framework ▪ Develop a shared approach to communications, consultation and customer engagement that reduces duplication, makes effective use of resources and ensures that consistent messages are transmitted to the Public	Ongoing
C2.	Information sharing across the partnership	▪ Updating of Website to ensure information relevant to the partnership and delivery of improved outcomes is brought together in one place, is accessible and easy to use ▪ Ensure information sharing protocols are signed up to by all partners to implement where it will ensure joined up delivery	November 2010
C3.	Understanding the profile of our communities and future needs and trends	▪ Ensure that mechanisms are in place to ensure that the partnership is responsive to local needs through engagement and evidence based planning	March 2010

D-Governance and Risk Management

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

Ref	Area for Improvement	Action	Timescales
D1.	Streamlined governance arrangements that are transparent, fit for purpose and effective	A Governance Review Sub-Group has been tasked with investigating the following areas of improvement: ▪ Functioning of countywide structures (PSB, PSB Advisory Forum, Blocks) ▪ Links between the PSB, LSPs, county, district and locality arrangements ▪ Joint Scrutiny and Accountability ▪ Streamlining the way in which all groups operate	November 2009
D2.	Greater Awareness and Ownership of Risk	▪ Updating of Risk Register and ownership by PSB ▪ Embedding risk within LAA delivery plans	November 2009

E-Financial and Resource Capacity

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

Ref	Area for Improvement	Action	Timescales
E1.	Use of Resources	An LAA Medium term Financial Strategy is being developed which will: ▪ Move away from reliance on 'new money' to create a partnership environment where innovative solutions to support the delivery of our priorities are supported with the flexibility to move resources accordingly ▪ Adopt Shared Service solutions are actively pursued across and between partners ▪ Seek to ensure that, where necessary, budgets are pooled where outcomes will be improved and added value will result. ▪ Ensure that effective linkages are made to Sub-Regional initiatives	March 2010
E2.	Value for Money	▪ Develop joint procurement arrangements ▪ Review the current use of accommodation used across the partnership to maximise efficiency and effectiveness	March 2010

Timelines and Key Milestones

F- Responding to External assessments			
Ref	**Area for Improvement**	**Action**	**Timescales**
F1	CAA Organisational Assessment - Use of Resources 2009	Analysis of common and recurring themes identified across Use of Resources to be undertaken for common improvement activity where appropriate	4th November – onwards (CAA Coordinating Group)
F2	CAA Organisational Assessment – Managing Performance 2009	Analysis of common and recurring themes identified across CAA Managing Performance (or equivalent) to be undertaken for common improvement activity where appropriate	4th November – onwards (CAA Coordinating Group)
F3	CAA Area Assessment 2009	The CAA Area Assessment judgment was received by the partnership in October and will published on the Oneplace website on the 10th December.

Appendix 1 highlights those areas that were identified as areas for improvement, but where existing improvement activity is not already underway. Please note that these areas for improvement will be addressed through delivery planning and prioritisation. | |

Appendix 1: Summary of CAA Issues and Areas for Improvement

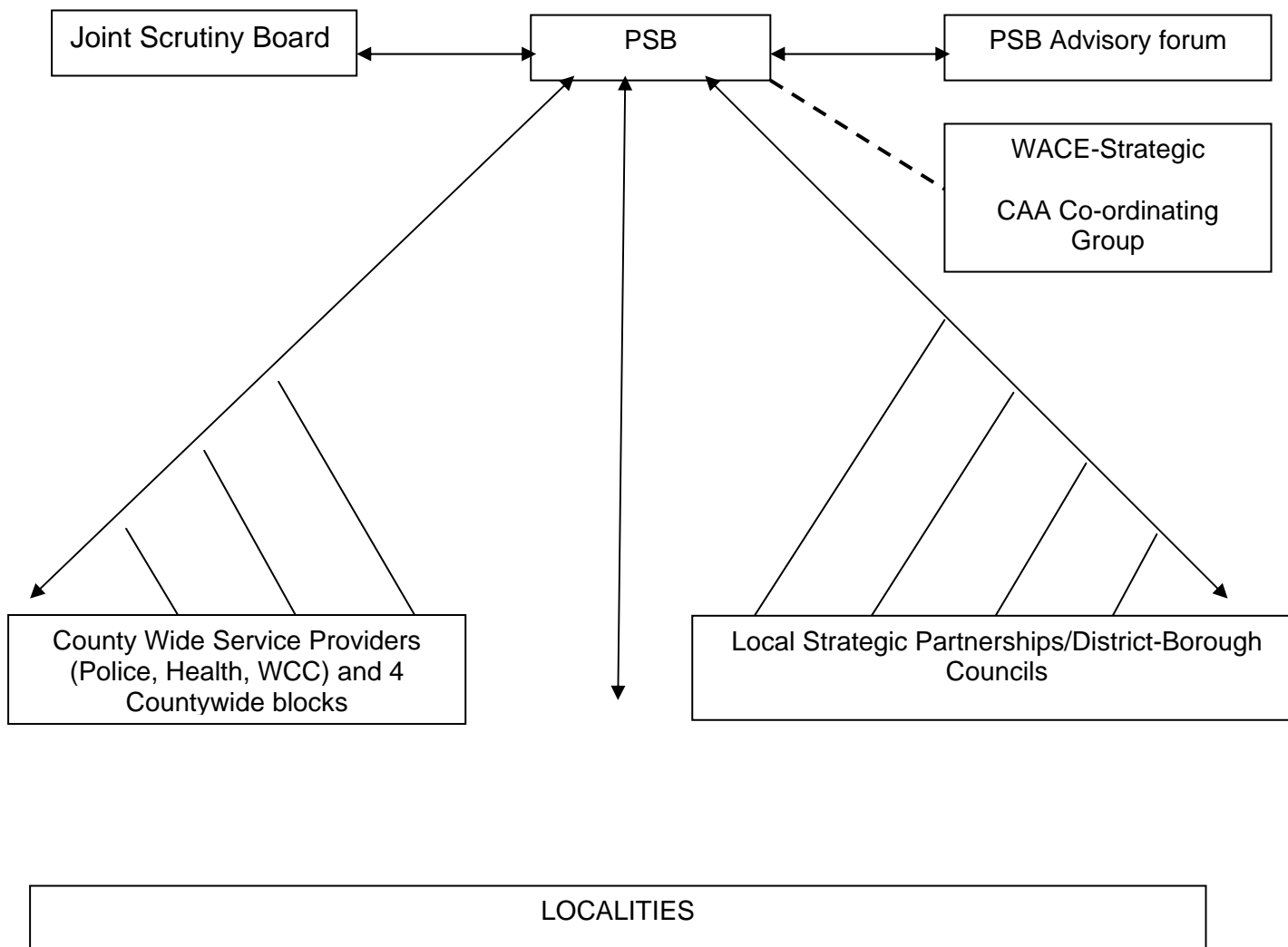| SCS Theme	SCS outcome and key themes identified through CAA	Areas for Improvement (where existing responses are not already underway)
Places	**Our environment is clean, green and sustainable**	
	- Reducing CO2 emissions - Waste - Flooding Response	- Health bodies such as hospitals are not tackling CO2 emissions to the extent required - Most organisations do not have accurate information about their CO2 emissions or how this is reducing. - Most organisations in the partnership are struggling to measure and reduce their CO2 emissions from transport. - More work is needed on understanding why emissions from the industrial sector vary across the County is needed.
	Our housing is appropriate and affordable	
	- Affordable Housing - Older Peoples' Housing Needs - Accommodation needs of Gypsy and Traveller Communities - Demand for new Homes - Empty Homes - Social Housing - Homelessness	- The energy efficiency of council homes in Warwickshire does not compare well to other authorities nationally. This means some residents live in properties which are hard to heat and keep warm. This is an area which needs more focus across the County.
	Our places are connected through transport, technology and services - Transport improvements - Public transport improvements - Cycle routes are improving - Making it easier to get advice - Library usage - Benefits take up	- Persuading more people to use other forms of transport is needed to reduce congestion and CO2 emissions. - The main area for improvement in Warwickshire's bus services is punctuality. - Community Transport remains an issue in Warwick District. The scheme of providing taxi tokens for older people living in rural areas does not help people with disabilities living in urban areas.

SCS Theme	SCS outcome and key themes identified through CAA	Areas for Improvement (where existing responses are not already underway)
People	**We belong to safe and strong communities where people get on together** - Crime levels are reducing across the County - Fewer people die or are seriously injured on the roads - Domestic abuse is not tolerated - Fire service and preventing fires	- The Fire and Rescue Improvement Plan has the potential to deliver much greater value for money by driving efficiency savings alongside really improving services – especially prevention work. To achieve this, the Authority will need to talk with its communities so that local people understand the value of its plans and be prepared to take and stick to tough decisions.
	We live healthy, active and independent lives - Healthy population living long lives - Ambulance services - Health inequalities - Obesity levels - Child obesity - Sexual health screening - Deaths from accidents - Teenage pregnancy - End of life care - Young people can get access to mental health and other health services.	- Focused effort will be needed to get men especially, to seek medical advice from the new health centre that has just opened in Camp Hill. - There needs to be more coordinated work to target action where the evidence is proven to reduce deaths. Areas that need to be focused on in the next few months are cancer, heart disease and strokes, diabetes and helping keep older people fit in the winter period. - There is a need for better co-ordination by all partners on tobacco control, alcohol management and help to reduce obesity. - In order to help the right people, GPs need to record Body Mass Index when they see their patients but in Warwickshire this is not being done often enough. - Child obesity is an issue. - Sexual health screening for Chlamydia is very low, but there are

		some good ideas being implemented which should see an increase in screening.
		- Falls prevention work is not developed in the north of the County.
		- People are not always able to die at home (if they choose to) in the north of the County due to lack of community services to look after them. Although it recognises that plans are in place to improve this it will be important for there to be co-operation between hospitals, mental health services, councils and the PCT to achieve this for all.
	We all have the opportunity to enjoy and achieve - Educational Attainment - Young people not in education, employment or training - Planning for the future of Warwickshire's schools - Children in foster care - Healthy eating in schools	- While very few primary and secondary schools are judged to be inadequate, only half are judged as good or excellent. This needs to be higher to match standards in similar areas and is an area for further improvement.

SCS Theme	SCS outcome and key themes identified through CAA	Areas for Improvement (where existing responses are not already underway)
Prosperity	**Our economy is innovative, competitive and entrepreneurial** **Our workforce is diverse, trained and highly skilled** **Our economic well being is continuously improving** - Ensuring all organisations improve the success and well-being of the people of Warwickshire - Improvement activity response - Sub-regional working - Diversifying Warwickshire's economy - Response to recession - Support to people with their money	- To make a real difference the whole of the public sector needs to ensure it plays its part in making a difference to people's lives. Better outcomes could be achieved in Warwickshire on reducing health inequalities, reducing smoking and obesity levels. Work on tobacco control could be much better co-ordinated. Improving training for people, reducing CO2 emissions, ensuring strong investment in the County to create jobs and using every organisations purchasing power to get good value for money - these are all things that every partner should be thinking about and doing together. A number of recommendations have been made to the Warwickshire

	- Support for business - Regeneration	Partnership (the main decision making group) to improve the way they ensure that the NHS in particularly is included in the decision making process. This will mean that NHS skills are used in developing and implementing plans in for job creation, training young people, supporting older people and procuring supplies. - Warwickshire's regeneration programme continues to focus on Nuneaton and Bedworth, but despite many millions invested in the area the gap between standards of living in the area and the more prosperous areas is growing.

Governance Model

Joint Scrutiny Board	PSB	PSB Advisory forum

WACE-Strategic

CAA Co-ordinating Group

County Wide Service Providers (Police, Health, WCC) and 4 Countywide blocks

Local Strategic Partnerships/District-Borough Councils

LOCALITIES

PSB GOVERNANCE REVIEW SUB-GROUP: IMPLEMENTATION PLAN

Improvement Area/Recommendation	Action	Timescales	Owner	Progress/Issues
Public Service Board				
Clear objectives and terms of reference	Terms of reference to be agreed by PSB	25.11.09	PSB	Completed
Membership	Discussion, representation and communication with VCS, WALC and Business	27.04.10	Simon Robson	
	Co-Option of LSP Chairs where appropriate	26.01.10	Simon Robson	
	Removal of LSC representation	26.01.10	Simon Robson	
	Ensuring effective health engagement of partners specifically health in the delivery of agreed partnership objectives	27.04.10	Simon Robson	AT PSB, PSBAF but discussions to also include Local LSPs and Localities
Administration	Implementation of new reporting systems, planning and delivery cycle and formalised forward plan	27.04.10	Bill Basra	
Culture, Trust and Ways of Working	Improving effectiveness of PSB through Peer review and Away Day	27.04.10	Monica Fogarty	
Public Service Board Advisory Forum				
Clear Objectives and Terms of Reference	Terms of reference to be agreed by PSB	25.11.09	Bill Basra	Completed
Chair and Vice-Chair	Appointment confirmation from April 2010-March 2012	26.02.10	Bill Basra	
Membership	Discussion representation and communication with VCS, WALC and Business	01.04.10	Bill Basra	
	Approach Coventry Diocese and Warwick University about future representation	01.04.10	Bill Basra	
	Ensuring breadth and depth of representation	01.04.10	Bill Basra	
Countywide Blocks				
Commissioning	Mapping exercise through consultation to ascertain commissioning-delivery of indicators	Bill Basra	31.01.10	

Establishment of Countywide Block Structure	Discussion with each block with merger discussions where appropriate	County Partnerships Team	31.03.10	
	Ensuring that remaining structures are effective, for purpose and either commissioning or delivering SCS/LAA	County Partnerships Team	31.03.10	
	Ensuring that cross cutting issues are managed within new governance arrangements	County Partnerships Team	31.03.10	
	Establishment of sound governance, performance and financial links with LSPS and Localities	County Partnerships Team	31.03.10	
Future Monitoring Review	Establishment of Partnerships database to monitor and review partnership working in Warwickshire	County Partnerships Team	01.04.10	
Warwickshire Operational Group				
Establishment of Operational Group	TOR, Membership and Objectives Agreed	County Partnerships Team	01.04.10	
	Agreed meeting dates	County Partnerships Team	01.04.10	
Other Issues				
Establish consensus on what is meant by commissioning, delivery, accountability and effectiveness	Agreed workshops supported through RIEP	Simon Robson	01.04.10	
Ensuring that Sub-Regional working is integrated within the work of Warwickshire Together	Review to be undertaken pending Total Place developments	Monica Fogarty	01.10.10	
Communication	--Implement, monitor and review the LAA Communications Framework --Develop a shared approach to communications, consultation and customer engagement that reduces duplication, makes effective use of resources and ensures that consistent messages are transmitted to the Public	Heads of Communication & County Partnership Team	27.04.10	

	--Updating of Website to ensure information relevant to the partnership and delivery of improved outcomes is brought together in one place, is accessible and easy to use --Ensure information sharing protocols are signed up to by all partners to implement where it will ensure joined up delivery			
Ensuring that member engagement is inclusive and effective and that this is translated into Scrutiny that ensures accountability and added value	--Develop a joint training programme for Elected Members across the Area to ensure their effective engagement in partnerships and to promote consistency of knowledge --Establish effective mechanisms of communication to ensure that members are able to share experiences and best practice	County Partnership Team & Member Training Leads	27.04.10	
Establishment of review mechanisms to assess effectiveness of new arrangements	--Proposals paper to be outlined to PSB	County Partnership Team	27.04.10	