

Management Group Meeting

Monday 18th January 2010

3pm, Hereford Room, Plough Lane, Hereford

Minutes

Present

Councilor Roger Phillips – Leader of Herefordshire Council (Chair)
Geoff Hughes – Herefordshire Council (for Chris Bull)
Mark July – Environment Partnership
Chris Baird – Children’s Trust
Sarah Aitken – Health and Well-being Partnership
Peter Brown – Stronger Communities
Richard Lawrence – Fire and Rescue Service (for Lucy Phillips)
Mary-Ann Bruce – Audit Commission
Natalia Silver – Economic Development Partnership
Richard Quallington – Voluntary Sector
Ian Edwards – Advantage West Midlands
Paul Baker – Safer Herefordshire

In attendance

Julie Gethin - Herefordshire Partnership Support Team
Chris Bucknell – Herefordshire Partnership Support Team
Philippa Lydford – Herefordshire Partnership Support Team
Steve Martin – Herefordshire Council Policy and Performance
Ian Gardner – Integrated Commissioning (Herefordshire Council and PCT)
Lydia Bailey - Integrated Commissioning (Herefordshire Council and PCT)
Greg Evans – Resources (Herefordshire Council)
Julie Brown - Resources (Herefordshire Council)

Apologies

Chris Bull – Herefordshire Council/NHS Herefordshire
Lynda Wilcox – Herefordshire Association of Local Councils
Lucy Phillips – Fire and Rescue Service
Kevin Purcell – West Mercia Police
Gabrielle Wright – West Mercia Police
Susan Roberts – Government Office West Midlands
Stuart Downing - Government Office West Midlands

1. Introduction and Welcome

The Chair welcomed everyone to the meeting and asked people to introduce themselves. Apologies were noted.

2. Minutes of last meeting (27th November) & Action sheet

The minutes were agreed for accuracy. Action sheet - item 7 Mark July noted that these actions by groups had not been undertaken and asked that they get in touch, so that we can gather base information.

Action: Policy and Delivery groups to share carbon reduction plans and inform the Support team who their nominated link is by 19th February.

Action: Support team to follow up remaining actions from last meeting, not completed.

3. Matters Arising not on the agenda

There were no matters arising.

3.1. Comprehensive Area Assessment

Mary-Ann Bruce circulated a paper outlining next steps. The main approach for this year will be to use core assessments/inspections, data analysis and desktop exercise. There are a number of areas they will want to focus on this year - mental health, older people and rurality, Adult Social care/Intermediate care, carbon emissions, Edgar Street Grid, ambulance response times, third sector and waste and landfill. The desire for green flags is recognised, they need outcome information to support impact.

Ian Edwards – explained that care farming places are targeted at excluded groups working on farms, to impact positively on their life chances. Paul Baker – there is significant evidence that by bringing those in greatest need back to the basics of life, has an intrinsic value and they can move forward.

Mary-Ann Bruce – current planned activity – use of resources assessments will include the use of natural resources. Where possible, the same inspectors will be used this year as last. CAF/CASS covers Herefordshire and another six areas in the West Midlands, in relation to vulnerable children. Inadequate assessment outcome, published too late to include in CAA report.

Chris Baird – there are no mentions of safeguarding inspections. Mary-Ann Bruce – they will happen but there will be no advance notice.

The following indicators in particular will be monitored; Accident mortality, Chlamydia screening, Delayed discharges, Teenage pregnancy and Dental health. There is a consultation currently looking at Children's Trusts.

In response to a query from Natalia Silver about inclusion of the economic downturn, Mary Ann Bruce stated this will be automatically included for all areas.

The areas of focus may also be worth exploring in relation to potential green flags – the purpose is to explore gaps rather than anticipating they are weak spots.

An improvement plan will be drafted and brought back to the Management Group for discussion and agreement.

Action: Policy and Delivery groups to share with the Support team ideas for potential green flags that can be developed.

Action: Julie Gethin to meet with Steve Martin to discuss and agree how we work towards CAA this year and communicate this back to the group.

4. Performance Management

4.1 Chris Bucknell – Papers have been sent in advance, an updated LAA review and refresh paper was tabled. With regard to performance, the main changes are under Healthier Communities and Older people, from red to amber, with one blue. The Children's Trust has moved one to amber.

The report includes a model around the reward grant, which is based on an average point score across all LAA designated indicators (not local indicators). The calculation is based on the baseline being given a 'score' of 0 and full achievement of the target 1. Distance travelled between these two figures is given a proportionate score. The points are then averaged across all of the indicators. An average score of 0.6 and above is needed to achieve reward

grant. On the current achievement (taking all indicators graded as blue to have achieved a 'score' of 1 and all red and amber 0), the average would be 0.61, equating to receiving 3% of the total reward grant available. The current amount of reward grant was not known but it was thought to be in the region of £1 million.

Geoff Hughes – we have too many reds and ambers, we have five quarters left to make an impact and poor performance in one area affects all.

Chair – The economic downturn will also have an impact.

Chris Baird and Ian Edwards made the point that we should assess what the likely financial benefit might be if we achieved more of the indicators. We need to consider the cost of additional resource to achieve targets, and the actual return from this investment. Figures mentioned did not necessarily provide much real benefit if only partially achieved.

Chris Bucknell – there is interdependency between targets

Chair – asked each group to go through and report likelihood of achieving against currently underperforming targets.

4.2.

Peter Brown - Stronger Communities – NI 155 (Affordable Housing) target over five years is 695, it is currently looking like 560. This target is not locked down and discussions are currently underway with Government Office to renegotiate the target for the final year.

NI 156 has significantly improved, reaching the target (82) in January, which should be maintained. Libraries, this is based on results of a telephone survey, it shows a significant drop, we need to do more work. The survey will be done again October 2010.

Action: Stronger Communities Group to do more work on improving library indicator results and report back to the next Management Group.

Paul Baker - Safer Herefordshire – NI 19 might go to 4. NI 21 will probably stay the same. NI 30 is doing well at 3 (we are talking about 14/15 people). Drug users have fallen off, causing concern, but a recent review of Drugs services should impact and this should pick up well. NI 47, there are ideas around capital to make changes in hot spots in the county, which could impact.

Sarah Aitken - Health and Well-being Partnership – covering Public health, social care sits with Wendy Fabbro. Improvement plans had been sent to the group in advance and copies were circulated at the meeting.

Heart disease, the assessment is around likelihood of a heart attack in the next ten years. Delivering actions in the plan will result in target being achieved. Smoking is the rest of the plan. A joined up plan is needed in order for people to change their behaviour. The partnership is planning to produce these in sections, with obesity currently being produced and the remaining areas needing to be done, with all being structured in the same way.

The Children's Trust is the first section, then adult life. The last element needs scaling up, all are deliverable quickly. Need to consider large numbers of employees in organisation as well as the general public, and what we can do in the workplace. The Environment section has been left for Safer Herefordshire to input. An urgent piece of work is needed in the next month on this.

Traditionally communications have been to all rather than targeted at specific groups, more targeting through different styles will be undertaken. Sarah Aitken is designing the first campaign which will launch February. At the moment there are 30,000 smokers in Herefordshire, the target is for 814 to quit.

Discussion around likelihood of achieving the target and how to capture numbers of people quitting. Sarah Aitken responded by saying people can be surveyed, they have to have quit

this year. A carbon monoxide monitor is used to see the actual difference from before and after quitting.

Geoff Hughes asked about there being clear milestones. Julie Gethin suggested a breakdown by quarter of planned activity to see how the targets would be achieved would be helpful.

Lydia Bailey offered to report on Social Care indicators. NI 130 - going to improve performance, but possibly not 21%, NI 135 – confident of reaching the target and NI 136 – confident of improvement. The only concern is NI 130. The leads are Alan French for NI 130 and Mike Emery for the other two.

Action: Relevant groups and Sarah Aitken to work together on developing the health delivery plans in a collaborative way.

Action: Sarah Aitken to provide graph linked to smoking and report back on milestones to achieve targets, including progress to date.

Chris Baird – Children’s Trust – Obesity – planning to meet target. Sarah Aitken advised that the national and local change for life campaign should help. CB and SA reiterated the position that the BE Healthy Group of the Children’s Trust is also the vehicle for addressing the needs of children and young people under the Health and Wellbeing partnership arrangements.

NI 117, NEETs, unlikely to achieve 5% target, currently forecasting at 5.9%, which would mean that we held the position from last year, which is a good result with the on-going downturn, compared to regional and national levels. This target is locked down. Julie Gethin suggested looking at possibility of using outcomes from the Connecting to Communities initiatives, it can be training as well as employment.

Natalia Silver – Economic Development Partnership – NI 152 the economic downturn has had an impact, it measures unemployment and there are increases in job seekers allowance claims. This is not locked down so the case asks to reduce it back to the baseline. The work we are planning is just taking off and the impact is likely this year onwards. Business registration should not need to re-negotiate now that it includes all businesses not just VAT registered and the actual baseline was better than expected.

Mark July – Environment Partnership – there is little chance of green for NI186, although it should change from blue to amber in the next 15 months. It means saving carbon equivalent to 60,000 tons which equates (for example) to the carbon emitted from domestic use of oil in the county and use of oil by the agricultural sector.

It is imperative that we work collaboratively on this. It’s a big challenge. Data is reported 2 years later, all LSPs are grappling with this. It was interesting to hear Climate Change being picked up under CAA. It needs an action plan, resources and time, more than so far to date.

Mark July – NI 191, the annual target has been met and they are doing 2% better than the target for 2011. The economic recovery could impact, as more waste may be created, which could have an effect on carbon levels. Local biodiversity sites have achieved 80% of target so far and expect to achieve the target this year. Next year is likely to be much tougher.

The Chair enquired about the roads maintenance indicators, noting that pot holes are a clear priority at present. Mark July confirmed his understanding that these targets have moved to another group.

Action: Policy and Delivery groups, in relation to NI166, action plans needed from each group detailing commitments from all partners

Action: Support team to confirm which group has responsibility for reporting against the two road maintenance indicators (the detrunking grant will be commissioned through that group).

4.3. Chris Bucknell – the LAA review and refresh is in draft, the latest version (10) was circulated at the meeting. All asked to forward comments to Chris by the end of Wednesday at the latest. The indicators changed in the refresh are those not locked down, which includes NI 152, affordable homes, for which we would like to re-negotiate the target.

Julie Gethin informed the group that Government Office stated recently that they may suggest changes to some targets as a result of re-analysis of data. This will be brought to the Management group for consideration.

Chris Bucknell – remaining gaps will be picked up by the Herefordshire Council Performance Improvement Managers. Thanks given to all for the information provided at short notice.

Action: All Management group to feed in to the Support team any comments on the document by the end of Wednesday 20th January 2010.

5. Update on Supporting People commissioning

Ian Gardner – Wendy Fabbro set up a working group in July 2009 and through discussion a proposal has been developed that splits the Supporting People grant between the Health and Well-being, Stronger Communities and Safer Communities groups. The commissioning responsibilities would pass to them for these areas. The grants support 4,200 vulnerable people in the county and this work contributes to many LAA targets, especially NI 142. There has traditionally been an under spend in previous years, which needs to be best used to maintain the programme against a background of a reducing budget, so need assurance of funding to move forward.

The Chair acknowledged the election could mean changes, at the moment we have been promised a funding allocation for 2010/11 as part of the spending review, but this could change. At present we have no idea what the next spending review will bring. Likely there could be further reductions.

Peter Brown asked how the under spend had arisen. Ian Gardner explained by running a number of pilot projects in previous years this resulted in efficiency savings. In addition, Lydia Bailey added that as the budget decreased year on year, some areas have not been commissioned to capacity. In relation to restriction on the use of under spend, Greg Evans advised these relate only to spend occurring in 2010/11.

In response to the recommendation regarding guaranteeing 94% of future Supporting People ABG, Geoff Hughes reiterated the Partnership's position about unknown funding from April 2011 and the difficulty of considering this area in isolation from the rest of the work of the Partnership. However, the principle of commissioning for 3 years is a good one.

Chris Baird pointed out that there is a variety of work for young people that is currently being considered, some of it is being put in place. However there was very little mention of young people in the business case circulated. He asked how this could be strengthened and used to support young people and expressed his concern about the way the information is currently presented and what the Management Group is being asked to agree. It was unclear what the actual affects of the recommendations would be

Ian Gardner confirmed there was a debate around services through SHYPP etc. because of the link to housing, but for partnership working it was felt that strategic housing would be better.

Lydia Bailey stated that there are two issues, the current spend is well over the budget allocated as Supporting People revenue is overcommitted, the only way to release funds is commission at lower cost. We need to look at appropriate use in the future but can't at the moment.

Chris Baird reiterated that future commissioning for young people should be a key consideration, but it's not set out in the documentation. It was unclear whether by agreeing to

the recommendations services for young people/young adults will be covered or not and to what level.

Geoff Hughes stated that only one years funding can be guaranteed currently, but will look at three year funding once we know from central government the new arrangements. With regard to groups being more closely engaged in what is commissioned, the issue highlighted by the Children's Trust about the need greater transparency and engagement with the commissioning body is a key point.

The Chair confirmed the Partnership's desire to move to three year commissioning, but this isn't possible at this time, therefore the recommendation in the report needs to be amended. Also, engagement is needed with all relevant groups before agreement to the recommended split of funding can be secured. Richard Quallington indicated his support for this approach as supporting people impacts in many LAA indicators and suggested talking to remaining groups.

Richard Quallington confirmed that the voluntary sector would welcome three year commissioning in future, it gives reassurance.

A discussion ensued around commissioning care farms. Lydia Bailey confirmed they are already commissioned. Mary July offered assistance through DEFRA. Ian Edwards and Mark July agreed to discuss outside of the meeting.

In response to a query about how the individual groups would be held accountable for deliver against the relevant NIs, Julie Gethin informed members that the detail of this would be included in individual grant agreements.

Action: With regard to recommendations, Herefordshire Partnership is unable to guarantee 3 year funding at this time, so this needs amending.

Action: Lydia Bailey/Ian Gardner to engage with relevant Policy and Delivery groups and report back to the Management Group by the 8th March, so that the split of Supporting People can be agreed and future commissioning processes put in place that involve the different groups.

Action: Mark July to talk to Ian Edwards about DEFRA assistance Re Care Farms, (NFU are already involved).

6. Commissioning priorities

Julie Gethin talked through the report, highlighting that this brings together work that took place before Christmas with the aim of making best use of the flexible pot. The appendices are primarily an audit trail and feed into the report. Information was gathered through the Policy and Delivery groups in December. In early January this information was pulled together into a table, which was shared with group facilitators in early January.

The group looked at LAA performance and the Comprehensive Area assessment areas of concern, making connections and from this developed five key strategic priorities. These are areas of work to address collectively, with suggestions of one group taking the lead for each. In addition there are three cross cutting areas, volunteering, climate change and the third sector which need to be incorporated.

A recommended allocation per priority has been made as a starting point for the Management Group to consider. There is just under £800,000 revenue funding and £1.3million capital available in total. Weightings have been applied, as proposed allocations, holding back a small amount of capital.

The report also recommends that new grants, as before are passported at 100%, two are very small and the largest is £65,000, specifically for an Economic Assessment *not clear what this means*.

The timetable if we agree today will be to work with the groups in a collaborative approach during January, meet in February and bring the detail back to the Management group in March for endorsement.

Geoff Hughes welcomed the approach and noted, given the debate on performance, the proposed priorities and weightings picked up those targets at risk.

Chris Baird asked if information from previous templates completed before Christmas with specific information had been used as he wasn't sure what the Management Group was being asked to agree to. He was not clear whether the priorities identified by the Children's Trust, or any other Policy and Delivery Group were being recognized through this work to the level that would ensure specific actions, and whether this was the right way to target capital as he had no knowledge on what was being proposed to use the capital in relation to the different themes. He was also unclear what value there would be in the Children's Trust taking a lead on the employment strand, and suggested that the Economic Development Partnership is better placed to lead, with the Children's Trust and others contributing. He confirmed that obesity is a pressure and asked if this is being incorporated in the health priority, which the Be Healthy group could work through. Chris Baird explained how the Children's Trust currently operate flexibly to allow shifting of resources to meet changes in demand and priorities for children and young people.

Julie Gethin informed the group the intention is that the detail would be worked up outside this meeting. It is not about adding burden, but means working better together, taking perhaps a task and finish approach to agree how best to commission the funding. As reports on current year spend are not clear, the reason for reporting back to the March management group is to ensure we are making best use of these limited resources and to offer challenge if there are any significant under spends showing.

The Chair acknowledged the need to agree the principles, as in future years we will need to do more of this. The approach can be tested at this stage.

Natalia Silver explained the discussion between the different Policy and Delivery group leads about leading on specific priorities. She stated the Economic Partnership would be more than happy to take the lead on the employment priority. With regard to the use of capital funding, she confirmed this related to grants to businesses and ideas from the Environment Partnership.

Julie Gethin explained that Safer had priorities around road safety and a building in relation to use of capital. Generally, there needs to be greater accountability around how the groups use resources. There is flexibility within the groups and also across the whole partnership.

Sarah Aitken asked for clarity about the definition of capital expenditure. Greg Evans agreed to advise Sarah outside the meeting.

Mark July welcomed the recommendation to keep some capital back, climate change could be included in this.

Richard Quallington asked if the proposals presented are built on priorities at previous sessions, and welcomed the approach through groups. Philippa Lydford confirmed that the approach has taken into consideration all feedback and agreements of the meetings in 2009 on commissioning, especially around a more collaborative approach across the partnership avoiding duplication and the commissioning against just a few key areas rather the previous open bidding round system.

Chair – agree the seven recommendations, recognizing the need to keep extra reporting to a minimum.

7. Any other business

Paul Baker notified the group that he is retiring, and this will be his last meeting. In addition, changes around the command team will affect Safer Herefordshire. Mark Turner has been

seconded to Hindlip Hall, so a new representative will be needed. Paul's successor, Liz Smith may get involved. All are welcome to a leaving drink on the 25th February.

Chris Bucknell thanked Paul on behalf of the Partnership for all his support, including the Comprehensive Area Assessment.

8. Date of next meeting

8th March 2010, 2pm in the Hereford Room, Plough Lane, Hereford