

## Minutes of Management Group Meeting

Monday 8<sup>th</sup> March 2010

2pm, Hereford Room, Plough Lane, Hereford

### Present

Councilor Roger Phillips – Leader of Herefordshire Council (Chair)  
Chris Bull – Herefordshire Council and NHS Herefordshire  
Lynda Wilcox – Herefordshire Association of Local Councils  
Gabrielle Wright – West Mercia Police  
Chris Baird – Children’s Trust  
Sarah Aitken – Health and Well-being Partnership  
Susan Roberts – Government Office West Midlands  
Jean Cole – Fire and Rescue Service (for Lucy Phillips)  
Natalia Silver – Economic Development Partnership  
Peter Brown – Stronger Communities  
Richard Quallington – Voluntary Sector

### 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 (for Agenda item 9)

### Apologies

Mark July – Environment Partnership  
Lucy Phillips – Fire and Rescue Service  
Ian Edwards – Advantage West Midlands

## 1. Introduction and Welcome

### Apologies noted

The Chair welcomed everyone to the meeting and asked people to introduce themselves. Apologies were noted. The Chair suggested that he send a letter to Paul Baker, now retired, to thank him, on behalf of the group for all his support of the Partnership. Gabrielle Wright checked whether she was attending on behalf of Safer Herefordshire or West Mercia Police. Julie Gethin explained that we need to get Management Group representation for Safer Herefordshire agreed with that group first, so for now it would be representing the Police, who have a place in their own right.

**Action:** The new representation for Safer Herefordshire on the Management group to be confirmed through Safer Herefordshire. There are two Vice Chairs, one of which could attend.

## 2. Minutes of last meeting – 18<sup>th</sup> January 2010 & Action sheet

The minutes were agreed for accuracy, including amendments through Chris Baird. Action sheet: We are still awaiting input on Carbon reduction plans from some groups. The Environment Partnership has offered support to develop plans and they are holding a Climate Change Conference, to which groups can bring information. Gabrielle thought Safer Herefordshire had prepared something, Julie will check with the group. The Children’s Trust has nominated a representative linked to the Eco schools. Chris Bucknell explained that on

the action sheet it should read NI 186 not NI 166. Sarah contacted Trish and they are developing ideas linked to Health.

Chris Baird and Lynda have discussed the Business Link project.

Chris Baird has produced the paper on actions around positive activities for young people. This will be circulated to the group.

Natalia said that her Service area had taken on two apprentices and this was going well. Chris Baird explained that there are some apprentices in the Children's Directorate, apprenticeships contribute to NEETs. Chris Bull asked if partners outside Herefordshire Council were taking on apprentices. Peter said that Herefordshire Housing have taken on two. Richard didn't know if this has happened in the voluntary sector, he will take this back. Jean said they have trainees in Worcestershire in the Fire Service, she will take this back. Gabrielle explained that this could be difficult in the Police, but they are championing volunteers. The Chair suggested that we need to co-ordinate what is being done.

Comprehensive Area Assessment and Performance Management are on the agenda. The ownership of the two road maintenance performance indicators has been agreed with the Economic Partnership. The Local Area Agreement review and Supporting People are on the agenda. Discussions are going well around care farming, the Chair will bring this up with Ian Edwards at their meeting tomorrow.

**Action:** Julie to check with Safer Herefordshire regarding their carbon reduction plan.

**Action:** Chris Baird to provide paper on positive activities for young people to Support team for circulating to the group.

**Action:** Members to check apprenticeships and similar initiatives in their organisations and feed back to the Partnership Support team, who will pull this information together.

### 3. Matters Arising not on the agenda

There were no matters arising.

### 4. Compact update

Natalia talked to the paper already circulated to the group. The Compact is a way of working and a national scheme. It is not essential to have one, but it is best practice, with codes detailing ways of working. The funding and procurement code is being updated. The group is looking for representatives from each of the Policy and Delivery groups to attend meetings and report regularly.

Lynda, as Chair of the Compact working group would like to embed the compact through regular attendance, as it needs commitment. Chris Bull asked that if representatives do not attend to let the group know. Richard endorsed the report, the Compact needs Herefordshire Partnership commitment to ensure effectiveness. Currently the working group has two third sector representatives; it may be beneficial to increase this further. Gabrielle said it would be helpful to know who and at what level would be most appropriate, there are currently a range of representatives on the group. It was clarified that they are looking for people who are senior and able to make changes in their area. Gabrielle explained that with the meetings being monthly, it can make it difficult to always attend. Lynda explained that the frequency is due to the amount of work currently required, it may be less frequent in the future. The Chair said that we recognise the level required and monthly commitment.

The group agreed the recommendations as detailed in the report.

**Action:** Policy and Delivery Groups to confirm with Natalia their nominated representative for the Compact Working Group.

## 5. Sustainable Community Strategy – Julie Gethin

There are some changes to update on around the structure of the document. The Board agreed at their last meeting that it would have a life of one year, using this year to develop a document of places. This will start during 2010, moving us to a different document in 2011 onwards. This information is for the group to note. Chris Baird mentioned that the Community Strategy should reflect Child Poverty and indicated the need to bring a report to the next meeting. The Chair said that Total Place will evolve and we need to reflect this. Chris Bull said that the Community Strategy should be about place rather than organisational structures. Richard felt that the themes are still needed, but should be developed in terms of place.

**Action:** Chris Baird to bring report to the May meeting around Child Poverty.

## 6. Local Area Agreement Performance – Chris Bucknell

### Verbal exception reports – Policy and Delivery group representatives

The report was circulated in advance, it was suggested that we talk by exception, looking at the highs and lows only. Appendix 2 was highlighted, which gives the end collection dates for targets. It is suggested that Policy and Delivery Groups take these into account when allocating resources this coming year, focusing on indicators where there is still time to make a positive impact on the targets.

**Peter Brown - Stronger Communities** – The way the data is collected for the libraries indicator is through an annual phone survey. Only ten Local Authority areas chose this indicator in their LAA. The question is how you influence results, when the use of libraries has increased. The Stronger Communities group have discussed using some funding to increase book stock and publicity. There is a question over whether this will impact, bearing in mind also that the surveys will have already started and are completely random. Chris Bull said that with a tighter financial climate and the use of libraries actually increasing we need to consider how we maintain this service and is chasing the target the right way to do this. Lynda suggested that a more diverse approach to the use of libraries may increase interest. Chris Bucknell clarified that the survey asks whether people feel they have used the service rather than counting actual footfall. We need to question how the information is gathered. Natalia mentioned the new library in Peterchurch (in the church) is staffed by volunteers and is a good news story.

The Chair suggested we should contact the other Local Authority areas with this indicator and ask how they are managing this. Chris Bull said there is currently investment in libraries, we should look at increases through volunteers and community libraries. Julie suggested we consider the impact on the reward grant of not achieving this target. Chair said that bearing in mind that the actual use of libraries is increasing, we should go out to other Local Authority areas and make a collective case around how this target is measured and collected. Chris Bucknell explained that the MLA paid to extend the survey. Subsequent to the meeting it has been confirmed that the survey was increased from 2,000 to 3,750 in 2008 and to 3,500 in 2010. Sarah offered to look at the methodology statistically.

Julie asked whether the group would wish to see more expenditure of Area Based Grant on this area if the results are unlikely to alter. Chris Baird questioned whether this decision rested with the Policy and Delivery group or here, how we operate needs to be decided and agreed. Chris Bull felt it is right that if they are allocated funding partly for this purpose, they should get on with it, but we are saying that this funding shouldn't be spent to chase the target, but used to improve and develop the service and invest to achieve.

Julie asked should we re-think the allocations to priorities, not to control, but to offer challenge. The Chair said we have evidence that this area is doing well in other measures, we therefore need to find allies and collectively represent, appreciating that decisions are devolved to the groups. Chris Bull said we can't do the work of the groups, in discussion here we need to work out how important lack of achievement is, the feedback is that we are

committed to innovation in libraries and getting more usage, but it is hard to see what difference this use of funding will make.

**Action:** Libraries indicator lead to go out to other Local Authority areas and explore how we could make a collective case around how this target is measured and collected.

**Safer Herefordshire** – Julie explained that the drug users result relates to two individuals, this will hopefully be back on track at the end of the financial year.

**Sarah Aitken - Health and Well-being Partnership** – Focusing on the Smoking indicator, trained Halo staff and Health trainers will be providing information, plus the new reward scheme, to the end of March, should impact. Next they will ask GP's to send letters to smokers on their lists (2,300 letters are going out this week). We want to achieve this year's target but we are ultimately aiming to next year's target, so we are staggering resources and initiatives. Sarah hopes to bring a graph to the next meeting. Currently there are delays in receiving information on the latest position in achieving the target. NI 130 – Adult Social Care believe they are on track to reach the target. Chris Bucknell understood that they had been saying that they were unlikely to meet the target.

**Action:** Julie to question likely achievement NI 130 and gain clarity at the next Health and Well-being Partnership meeting.

**Chris Baird – Children's Trust** – Obesity is a priority to the Children's Trust and activities to support this include Change for Life. Sarah explained that this is measured by academic year, starting in September. It needs on-going support to help people keep their weight down. The group felt that the publicity was easy to understand and had been well circulated locally, including on the radio. Chris Baird said that NEETs has changed from good. There is work planned to start in the new the Connecting to Communities initiatives, it can be training as well as employment.

**Natalia Silver – Economic Development Partnership** – NI 152 is red, Future Jobs Fund has meant fourteen young people placed and thirty-five jobs are currently available. It will be extended now from the end of March to end of December 2010. New Business registrations, the results currently available are for 2008, so two years behind. The LAA will measure 2009 for final results, which will be affected by the economic downturn.

**Environment Partnership** – Chris Bucknell said that NI186 likely achievement is measured by having a delivery plan, leads are saying that the plan alone will not get them to where they want to be and this year is when the collection of final data will occur. Chris Bull felt that if the action plan can't deliver the target, the group need to develop a plan that will. Julie explained that a Local Improvement Advisor has been appointed to develop a delivery plan, his name is Richard Davies.

**Action:** Environment Partnership to be asked to confirm that their action plan will deliver what is required in relation to the target.

#### **7. Local Area Agreement Refresh – Chris Bucknell**

The changes to NI 152, out of work benefits, has been accepted. The definition for this indicator has changed and the measure will be maintaining a lead of 2.9% over the all England average. The affordable homes target of 560 has been accepted. We are still waiting on the PPO target (NI 30) which will come from the Home Office. Susan said that once the Refresh document is signed off it will go to Ministers next week. Julie explained that formal sign off within the Council has taken place.

#### **8. .1 Area Based Grant performance and commissioning priorities – Philippa Lydford**

The group was taken through the report and agreed to the recommendation to roll over funding for the Children's Trust. The lead for a Collaborative Approach to Employment had

moved from the Children's Trust to the Economic Development Partnership. There was still a considerable amount of work to be done to improve collaborative working between the groups.

Julie said that while the current arrangement was that the Policy and Delivery Groups were empowered to prioritise their funding and to allocate it where they felt it would have the most effect, she felt there was a need to gather more detailed information in order that the Management Group could challenge the use of the funding.

This had been discussed with the facilitators at a recent meeting and they had been tasked with considering how they could provide a more detailed breakdown of information. This would be discussed at the next meeting of the group on the 27<sup>th</sup> March and then brought back to the Management Group meeting to agree how this information could be analysed and used in order to ensure funding was invested in the key strategic priorities.

Chris Baird said that groups need to work through how they work across groups together and contribute. We need to look at resources beyond Area Based grants and develop challenge, without looking at the detail. The challenge should be within the groups. Julie said that we need to challenge on collaboration. Richard asked whether all the groups engaged in the facilitators meetings. Julie said they are generally well attended. The recommendations were agreed.

## **.2 Supporting People update – Philippa Lydford**

At a previous Management Group a request had been made for the Supporting People (SP) representative to talk to all relevant Policy and Delivery groups regarding the future of SP commissioning. Although the Policy and Delivery groups had an interest in being involved many did not have the capacity to be involved in the commissioning process. The group discussed the work of the Children's Trust in relation to SP and the need to ensure Young People's needs were taken into account in any future commissioning.

Chris Bucknell explained that the original conversations suggested that the Policy and Delivery groups feed into the existing structure. Chris Bull questioned that we are ready to disband the commissioning body. Sarah said that it would be preferable for the Policy and Delivery Groups to focus on the Area Based Grant currently rather than also including Supporting People. Richard said that there was some concern in the third sector about the split of contracts between groups not being coherent.

Chris Bull proposed and it was agreed by the group, that he review this outside the meeting and come back to the group, leaving everything as it is for now.

**Action:** Chris Bull to review how the Herefordshire Partnership is involved in the commissioning of Supporting People grants and feed back to the group.

## **9. Comprehensive Area Assessment – Steve Martin / Julie Gethin**

Steve explained that at the heart of the CAA process is the self evaluation. The report proposes that we re-new the self evaluation and look at possible green flags. The first round table meeting has been held. The State of Herefordshire Report SWAT analysis was powerful last year, being objective, so we will use this again this year. The report outlines the timetable, with September being the cut off.

Peter remarked that there was no reference to the inspection of Strategic Housing. Julie explained that none of the timetabled inspections were listed here but they would feed in. Steve reminded the group that the list of areas to focus on were based on needing more information, rather than being areas of concern. Richard asked what was needed in relation to the third sector. Steve felt that it was in relation to the other areas of focus, but he will check with Mary-Anne. It was noted that Steve was leaving at the end of March and he was thanked for his work on CAA and performance management more widely.

**Action:** Steve to ask Mary-Anne what information they would like more on in connection with the Third sector. Julie to feed back other comments from this meeting to Mary Ann and report back to the next meeting.

#### **10. Partnership Development Plan**

Julie reported that the Development Plan will build on the work with the Regional Improvement and Efficiency Partnership (RIEP) last year. The focus areas are listed under section 5. Julie proposed that this group oversee and contribute to how this work is taken forward and support Julie through the process. The group agreed the recommendations.

#### **11. Support Team Priorities**

Julie explained the need for funding to move the work of the team forward and suggested that some under spend, left in the Area Based Grant accounts, be used to support this. The team functions and structure are outlined, along with the financial support provided by partners (the contribution by NHS Herefordshire should say £15,000 not £20,000). A future report to the group will explain changes to the shape of the Partnership Support team.

Chris Bull said that the report shows the stark picture of who funds what. It is not untypical for Local Authorities to fund such teams and their work, with many areas also using Area Based Grant funding. The Chair explained that future support from statutory agencies could be vulnerable, with budgets tightening. Gabrielle explained that the reduction in Police funding was as a result of LPSA reward funding being prioritised to Council and PCT budgets. Julie suggested that dialogue on funding happens at the Management group in future.

The Chair said that he had discussed this with other Chairs of Local Strategic Partnerships at a recent meeting, this needs to be looked at by Central government. Natalia checked mention of third sector liaison under Support team roles. Julie explained that this reflects the support provided in this area only. Richard felt the proposals were logical, the use of Area Based Grant happens elsewhere. Chris Bull said that we need to have a conversation outside of this meeting. Chris Baird said that we have Area Based Grant this year, but do not know what will be available in future years. A similar discussion occurred at the Children's Trust, where Area Based Grant was only agreed for one year.

The recommendations as detailed in the report were agreed.

#### **12. Any other business**

Natalia mentioned the Herefordshire Community Broadband conference being held 18<sup>th</sup> March. Richard mentioned that in the past the Herefordshire Partnership has supported the Voluntary Sector Assembly, but that this was no longer in the budget. The Strategic Board remains unsupported and he'd like to bring a paper to the group about how this might be taken forward and how the sector could engage with the Partnership. Chris Bull recognized the strong link between how the third sector is funded and the Board, so we need to look at these two together.

**Action:** Richard to bring a report to the next Management Group about the third sector interim strategic board.

#### **13. Date of next meeting** 14<sup>th</sup> May 2010, 10am in the Hereford Room, Plough Lane, Hereford