

## Minutes of Management Group Meeting

Monday, 8 November 2010

3 pm, Hereford Room, Plough Lane, Hereford

### Present

Councillor Roger Phillips – Leader of Herefordshire Council (Chair)  
Supt. Charlie Hill - West Mercia Police  
Natalia Silver – Economic Development Partnership  
Chris Baird – Children’s Trust  
Chris Bull – Herefordshire Council and NHS Herefordshire  
Liz Smith – Safer Herefordshire  
Dean Taylor – Herefordshire Council and NHS Herefordshire  
Richard Quallington – Third Sector  
John Price – Herefordshire & Worcestershire Fire & Rescue Service  
Clare Wichbold – Health & Wellbeing Partnership  
Mark July – Environment Partnership  
Peter Brown – Stronger Communities

### In attendance

Julie Gethin - Herefordshire Partnership Support Team  
Tony Geeson – Head of Performance  
Philippa Lydford – Herefordshire Partnership Support Team

### Apologies

Lynda Wilcox – Herefordshire Association of Local Councils

#### 1. Introduction and Welcome and apologies

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

#### 2. Minutes of last meeting – 6 October, 2010

The minutes were agreed.

#### 3. Action sheet from last meeting and Matters Arising not on the agenda

The ABG Report was amended to include impact of funding cuts to Health & Wellbeing activity, alongside those of the other Policy and Delivery groups and was re-circulated. The report on the Capital Scheme has been moved to the January meeting  
Community impact assessment – Charlie Hill to send if found  
Comprehensive Area Assessment to be dealt with in Item 5

#### 4. Herefordshire Partnership Development – Julie Gethin

A presentation, previously given to the Herefordshire Partnership Board, with additions was given by Julie Gethin.

Mark July asked in connection with information in previous minutes regarding the development of localities, is there a common set.

Julie Gethin explained there were 9 localities, looking at where people access services, which is not fixed.

Action: It was agreed to send localities maps to the Group.

Julie Gethin said that priorities need to be slimmed down and then described the diagrams.

Mark July asked how many Parishes there are in Herefordshire. Julie Gethin said there are 235.

The Chair said localities are being rolled out over the next 18 months. We can't continue as before due less funds. The localities concept will need to be described with communities around services.

Julie Gethin explained she was discussing with HALC about how to describe them to Parish Councils and Communities and bring in GP's and Schools.

There is still a strong commitment work in partnership, but how do we do this in localities?

Mark July asked whether localities could change in discussion with communities

The Chair said they are based on existing Market Towns and surrounding communities and High School catchment areas. We need to try to avoid focus on boundaries, as people look to different areas, but in delivering services look at these areas.

Chris Bull said that whilst some round the table maybe not involved directly, representatives of their organisations have been involved in their development.

Julie Gethin said that the face of partnership working will change. There will still be benefit in working in partnership. We need to think about how we link with Local Enterprise Partnerships (LEP's), work across-borders and with localities it is about where people look to for their services.

Results of Oliver Goode's work will come to the December Board meeting with proposals, and how this links to the Community Strategy development. Oliver is seeing some people separately.

Feedback from the Board was given:

The Chair said that they discussed that grants have gone, we need to prioritise with less funding. What we have now will not be fit for purpose, my personal view is that there is no sense in going into individual silos. Some areas need to work together to limit the impact on public purse and the community. We need something around joint working but we will not have a lot of time to discuss in the future.

Julie Gethin said the Board talked about Place Based Budgets and what that means.

Natalia Silver said the diagrams sum it up well but there is another layer.

Dean Taylor said there is a danger that we jump from one process to another. There needs to be debate to understand what partnership that residents need. We need to challenge on total spend and no longer focus just on grants.

Peter Brown said this can be too process driven, what are we trying to achieve?

Mark July said that he works for Natural England, who alongside the Environment Agency have had a 30% cut in funding. We need as an organisation to provide greater customer focus. We don't know what this will look like. It might mean more project working. We will be re-orientated from next April, so we need to link this in.

Charlie Hill said that he had spoken to their Director of finance and West Mercia Police in Herefordshire funded £171,000 to Safer Herefordshire last year, but they can't commit all of this funding in the future. Less is more, we need to narrow our priorities and try and deliver, target at localities of need.

Chris Bull said it's about priorities. We have tried to build a partnership on national drivers and programmes, with resources through the partnership system. The challenge now is how to use everything we all spend in partnership by place and think about public spend on public services.

Liz Smith said that partners funding is reducing and statutory services funding is reducing, so it's a double challenge. There are a number of projects and outcomes delivered on behalf of the community, which would not necessarily be what they would ask for. I am not saying that we shouldn't consult but some things we do on behalf of the community.

Richard Quallington said it could be a paradox with less funding, but potentially more partnerships, how will they be resourced? The Third Sector are key to deliver in this environment. I can see the fit with local groups in the diagram (top 2) but not the bottom 2. It is going to be challenging resourcing work by locality.

John Price said he had heard interesting perspectives. The key is grey areas. We are trying to spend resources better, deliver better services, to do more with less. We might still try to do it all, we need to be more efficient now. We can start afresh, say here do this and this, but not this, draw line and say we'll do less. There is danger in keeping trying to do everything and spread ourselves too thin.

The Chair said we need to be realistic.

Chris Bull said we have done some things locally because this was requested nationally. We need to take a step back to local priorities and what choices to make and work with the resources we now have.

Charlie agreed reminding that some partners work across other areas, not just Herefordshire county.

Chris Bull said yes, and there are some things shared across boundaries.

Chris Baird mentioned ambition. We are in danger of losing this with less resources if stop doing is our message, that is tricky compared to the ambition to achieve locally and with this funding we have to do it. There is a resources and achievement correlation, we need to think how to manage this.

With the Children's Trust there are some significant national drivers, but some are put in place because areas need focus and build in duty to co-operate. The needs are still the same.

John Price said there is a difference between joint working with Police as partner agency and partnership working. It's common sense, if we have got less resources, there needs to be acceptance of what we do less with.

Dean Taylor said there is a point about how spend mainstream budget. We don't need a partnership structure to do it, just the right philosophy with staff, not bureaucracy, but workforce reform and leadership. Partnerships were invented by Central Government.

Julie Gethin mentioned that the Engagement Event identified untapped resources, outcomes linked. We can take the Partnership forward as way of working, ie. 2 days a year voluntary sector leave, use this differently.

The Chair said that Oliver with continue the discussions and debate with partners and bring conclusions to the December meeting of the Board.

Julie Gethin said there will be a focus at Partnership Autumn event 17 November looking at the difference it could make to communities.

Charlie Hill asked if Parish Councils considered amalgamating.

The Chair said no, but they could work together to i.e. to finance a village warden.

The Chair handed over to Chris Bull to chair the meeting.

## **5. Local Performance Framework – Julie Gethin**

Tony Geeson was introduced to the group.

Julie Gethin referred to the paper circulated in advance of the meeting. We need to gauge what difference the Partnership has made. There are suggestions how to do this and a potential way forward. We can have our own local arrangements. There will be no reward grant or monitoring of the LAA now. We only need to continue those that we recognise as important locally.

Julie Gethin said in Herefordshire Public Services Tony heads up the Performance Improvement Network, an internal focus on improving management of performance and played a big part in the Comprehensive Area Assessment. They have helped think about what to do now. We propose as phase 1 ask regarding any with LAA, publish how they have performed and those we value locally keep and add others locally managed.

Policy & Delivery groups can capture, using a standard template Partnership highlights. Looking forward we need to consider how Policy & Delivery groups meet with and link to the Herefordshire Public Services Performance Improvement Network. How will we gather information in the future? These self evaluations will go to the Board, with suggested local indicators.

For phase 2 we will use a panel of experts, to suggest the best way to collect the difference we are making to communities. We are currently working on an evidence base, which we suggest is used and look at the Place Survey (on hold) to fill any gaps in information. In March we will reflect on what indicators are important locally, capture the rest as achievements and in June put a local performance framework in place. The suggested template and last performance report were attached to the report.

Tony Geeson said that we all need to be clear about the abolition of the national indicator set. Local authorities are no longer required to report them nationally but DCLG are yet to say what the 'single sheet' of information requirements are and some significant regulatory bodies e.g. OFSTED are still using the Performance Indicators. Herefordshire Council will still measure them, until we know the new position nationally and as long as they add value locally. There is, however, a wonderful opportunity, to develop locally significant measures of improvements in Herefordshire.

Charlie Hill said we need lean priorities and focus and as Chris said, ambition. We don't want to set up an industry and only have new indicators if needed. We need to demonstrate, and report and hold to account, some self-evaluation, an orderly move across and some peer assessment and possible voluntary sector do this.

Chris Bull checked if Julie Gethin was looking for agreement on the process.

Mark July mentioned that one performance indicator has been imperative to get something on the table.

Chris Baird said it's a bit foggy with national announcements but there is still legislation. We need to be clear, moving at the right pace and shape with white papers.

Dean Taylor said that he was happy with the process. With the form there is a danger of a list of what has been done rather than answering what difference has been made.

Chris Bull said that the pace is important. We haven't seen what the minimum data set is yet, so we should not throw out the existing ones yet.

Charlie Hill said that West Mercia Police have a dashboard of Performance Indicators. This enables managers to be accountable for a range of indicators whilst concentrating on only some key issues at a particular time.

Chris Baird said there are some things we still want to measure which we can identify.

Julie Gethin said that some will remain as service priorities but Herefordshire Partnership could have a shorter list.

Chris Bull said we need what will tell us that we are achieving our priorities.

Mark July said there are some things out there that we do not currently have in the system.

Chris Bull said that when we have clear priorities, then we can be clear how to measure them.

**6. Child Poverty – Chris Baird**

Chris Baird said that there is still the Child Poverty Act, the Government have not repealed, to eradicate Child Poverty by 2020. We need a strategy plan and duties to co-operate including the Police. The Partnership decided that the lead be the Children’s Trust, but there are links to all areas. A draft needs assessment is being developed. We need to look at how to engage with communities and families. We do not want it to be stand alone in to the second phase and come back here in the new year. We are working around significant changes to the benefits system that we will need some help with. Natalia Silver and Julie Gethin are on the Group. The Government have committed to producing a Child Poverty Strategy by early next year.

**7. Compact update – Lynda Wilcox**

Lynda had given apologies for the meeting so was unable to update this standing item on the agenda.

**8. Transition Board – Julie Gethin**

Julie Gethin said that the Supporting People Transition Board had met. A key action was how the financial commitment for next year can be met. Proposals and impacts are being looked at through Integrated Commissioning and current users of services and providers, and how it might look. They are challenging conversations. The Provider forum is this week. David Powell chairs the group.

Liz Smith is on the group and said that a number of services could go on notice before a decision is made on how to take it forward, and she needs to talk to Charlie Hill regarding offending and the risks of de-stabilisation. Notice will have to be given in January, the decisions won’t stop this happening so there will be impacts. Outcomes we might agree on, but there will be disruption as we will have to put staff on notice.

Julie Gethin said that a communication plan was in development, with a clear message.

Charlie Hill said that with protection work, if you don’t do it, you will have impact. How do you explain at locality the difference and how do you manage it?

Richard Quallington said he was conscious that much of the Third Sector deliver current services, are they represented?

Julie Gethin said that the Alliance are on the Transition Board and all third sector providers are on the Provider Forum.

Chris Bull suggested that as we talk about localities we need a sub-set on vulnerable people.

**9. Any other business – items to be notified in advance**

None

**Date of next meeting –**

Wednesday 19<sup>th</sup> January, 2 pm. Hereford Room, Plough Lane, Hereford