

# WILTSHIRE STRATEGIC BOARD

Meeting to be held on Monday 3 December 2007  
 Venue: Chestnut Room, Conference & Development Centre  
 Wiltshire County Council

**Meeting to start at 4.30 pm** and will last for approximately 2 hours

## A G E N D A

1.	<b>Introduction, Welcome and Apologies</b>	5 mins															
2.	<b>Notes of meeting held on 17 September 2007 (previously circulated)</b>  To agree the Notes as an accurate record, and to deal with matters arising	5 mins															
3.	<b>Framework for new LAA</b> A report is attached	1 hr															
	Refreshment Break	15 mins															
4.	<b>Tavistock Institute and the Family of Partnerships Workshop</b> Following the WiSBEx workshop held on 20 November, this session will be facilitated by the Tavistock Institute. The attached email was subsequently sent to all WiSBEx members which includes a diagram reflecting the emerging framework.	1¼ hrs															
5.	<b>To note dates and venues for WiSB meetings, and conference, in 2008</b>  <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Meeting date</th> <th style="text-align: left;">Venue</th> <th style="text-align: left;">Time</th> </tr> </thead> <tbody> <tr> <td>Monday 17 March</td> <td>Chestnut Room Wiltshire County Council</td> <td>5pm</td> </tr> <tr> <td>Monday 9 June</td> <td>Chestnut Room Wiltshire County Council</td> <td>5pm</td> </tr> <tr> <td>Monday 20 October</td> <td>Chestnut Room Wiltshire County Council</td> <td>5pm</td> </tr> <tr> <td>Monday 15 December</td> <td>Chestnut Room Wiltshire County Council</td> <td>5pm</td> </tr> </tbody> </table> Conference: Wednesday 15 October Venue and time tbc	Meeting date	Venue	Time	Monday 17 March	Chestnut Room Wiltshire County Council	5pm	Monday 9 June	Chestnut Room Wiltshire County Council	5pm	Monday 20 October	Chestnut Room Wiltshire County Council	5pm	Monday 15 December	Chestnut Room Wiltshire County Council	5pm	
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3 December 2007

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**Framework for the new Local Area Agreement - a suggested approach**

1. This note summarises the outputs from the WiSB Conference and the LAA Workshop which identify broad areas of ambition for Wiltshire. It also suggests an approach to the development of the LAA which has been shaped by WiSBEx. WiSB is asked to consider this approach and recommend any changes to inform the processes being established.

**Background: The new performance regime and local Area Agreement**

2. The government is introducing a new performance regime from 2008/09 for local government and the work it does with its partners. This includes changes to nationally defined performance indicators and Local Area Agreements. The effect is to make LAAs central to the work of local government.
3. The government's new National Indicator Set (NIS) (attached) for local government working alone or in partnership will replace all other national indicators for local government, including Best Value Performance Indicators (BVPIs). The NIS contains 198 indicators representing what is most important to central government, as developed from national Public Service Agreements (PSAs) and Departmental Strategic Objectives (DSOs).
4. The government will use the NIS to help deliver its national priorities, and will use the Local Area Agreement as a way to reach agreement with local government and local partners on up to 35 national indicators – setting targets for us to deliver locally. The LAA replaces all other mechanisms of target setting with local government. Targets show levels of performance that we agree to achieve, and should be SMART (Specific, Measurable, Achievable, Realistic and Time-bound). The new LAA will have:
  - 16 education and early years indicators with statutory targets. The NI references for these are bold in NIS attached.
  - Targets for up to 35 other NIS indicators, which will be negotiated with GOSW. These should be important to Wiltshire, in the opinion of both the government and WiSB.
  - The LAA may also hold locally agreed targets but government will not monitor these, although the bureaucracy surrounding LAAs and the Comprehensive Area Assessment (CAA) will apply. The duty on named statutory partners to deliver local targets is the same as for the 'up to 35' targets.
  - Not all targets agreed between local partners need be in the LAA, and it is important that those chosen are appropriate. It is likely that some element of performance reward grant will attach to the '35 targets'. 'Named' statutory partners will be shown for each of the 35 targets, and it is likely that these partners will be held accountable for performance by government departments. Everything in the LAA is subject to the CAA inspection.
5. The new LAA will replace the current LAA, which will now end on 31st March 2008. It is important that Wiltshire can demonstrate its achievement against these targets in this year. From 2008/09 we expect to publish results (not targets) annually for all indicators in the NIS. These will be used by government departments and inspectorates to help assess our performance together and 'what it is like to live' in Wiltshire.

**Ambitions for Wiltshire**

6. It is important that we have long term (10 to 15 year) ambitions for Wiltshire on which to focus the priorities for action over the next 3 to 5 years. WiSB, with other organisations in the county, has developed these through its Sustainable Community Strategy and its work in October at the WiSB Conference and the LAA Workshop. We have analysed the votes and comments from the WiSB Conference and the comments on ambitions from the Workshop under the most obvious national Public Service Agreement (PSA) or national departmental

objective, and clustered these into 7 areas of ambition. At this stage no attempt has been made to define precisely the ‘ambitions’ as this may be done later in the process. This analysis has been considered by WiSBEx and is attached to this note:

1. Stronger, resilient communities
2. Affordable housing
3. Health & social care for all
4. Economy, skills and employment
5. Safer communities
6. Environment
7. Working together

### Suggested approach

7. The following table suggests a timetable and approach for the development of the LAA.
  - WiSB and WiSBEx (or successor partnerships) will be very important in guiding that development.
  - Individual partners and key partnerships with responsibilities under the NIS and LAA, and others who take on responsibility for significant action are also vital to this process.
  - The approach outlined below involves the wider partnership in setting the big ambitions and then charges those who will take responsibility for the action to work up the proposals to report back to WiSB and negotiate the LAA.

Date	Suggested approach	
16th October	WiSB Conference	Both events build on the Community Strategy
18 <sup>th</sup> October	LAA Workshop	
November	Analyse ambitions from the two events and prepare a report for WiSB <ul style="list-style-type: none"> <li>• WiSBEx to consider approach on 20<sup>th</sup> November</li> <li>• Analysis and suggested approach sent to WiSB</li> </ul>	
3 <sup>rd</sup> December	WiSB considers ‘big ambitions’ and the approach to the development of the LAA, and challenges partner organisations and key partnerships to identify the focus for action for the next 3-5 years – i.e. priorities for action that would make significant impact in taking the ambitions forward (see below).	
December	WiSBEx has identified a number of organisations to suggest the focus for action for the next 3-5 years – i.e. priorities for action that would make significant impact in taking the ambitions forward. Specifically, to identify: <ol style="list-style-type: none"> <li>a. their level of fit with the big ambitions, and within that</li> <li>b. the priorities for action to focus on in the next 3 - 5 years</li> <li>c. the organisations that would commit to commissioning or carrying out this action (i.e. that commit to be held responsible under the LAA)</li> <li>d. which indicators for the NIS would be most appropriate (if any)</li> </ol> The Performance & Risk team within the County Council would provide a proforma to be completed, and will summarise the information for WiSBEx to consider. The selection of priorities at b) above should take account of a range of factors, including: our community strategy, public opinion, the plans and priorities of existing partnerships, areas of underperformance among public services, Government priorities reflected in the new National Indicator Set (NIS), and learning from our first LAA	

January - April	The organisations identified under c) to develop action proposals, including resourcing, responsibilities, broad timescale and location (e.g. hotspots). We could organise a few workshops in February/March to help take this forward. This would need partners to bring a good understanding of the underlying causes of the problems and the actions that are likely to have the most impact. Also, we would identify lead people to negotiate targets with GOSW, using the agreed action and the definitions for NIS (due January). It seems appropriate that these people should be from the statutory organisations that would be held responsible under the LAA. Report back to WiSB (in March) and partner organisations to gain agreement to action and proposed targets. Agree LAA with local partners and GOSW, subject to a few outstanding issues to be resolved before June.
May	Sort out any outstanding issues with GOSW and local partners.
June	Sign LAA with government.

8. The organisations identified by WiSBEx to take forward this work during December are:

<b>Broad area of ambition</b>	<b>Request to organisations for views on priorities during December</b>
Stronger, resilient communities	The Social Inclusion Partnership Stronger LAA block The Community Area Partnerships
Affordable housing	[Andrew Pate to liaise with all District Council Housing Officers to agree approach]
Health & social care for all	Primary Care Trust County Council Health & Wellbeing Partnership
Economy, skills and employment	Economic Partnership
Safer communities	Safer Wiltshire Executive
Environment	Wiltshire and Swindon Renewable Energy Forum Wiltshire Biodiversity Partnership Wiltshire Waste Partnership
Working together	WiSBEx

9. We have sent letters to request that these organisations take on this initial role, and hope to be able to give feedback at the WiSB meeting. In January, WiSBEx will be able to use the information to establish focussed working groups and lead organisations. It is quite possible that the areas covered by the LAA will not match precisely the pattern of partnerships recommended by SOLACE (on the basis of partnerships then current).

### **Recommendation**

10. WiSB is asked to consider the proposed approach and make any suggestions for change.

Keith Robinson

Secretary, Wiltshire Strategic Board

(Report author: Sharon Britton, Assistant Director, Performance)

Big Ambitions for Wiltshire: WiSB Conference 16th October and LAA Workshop 18th October 2007  
**Community Strategy issues and priorities analysed by National PSA & Objective**

The analysis may be clustered as follows:

**1. STRONGER, RESILIENT COMMUNITIES**

<b>67 votes</b>	<b>Nat PSA 21: Build more cohesive, empowered and active communities</b>
20 votes	increased rural access to services issues
13 votes	levels of personal debt
12 votes	local services still not sufficiently customer-focused
11 votes	improving activities for teenagers (*)
8 votes	lack of public trust in local government, and other government agencies
3 votes	voting levels too low

Supporting comments: WiSB Conference

- Lack of public trust in local government, and other government agencies, including a perceived paucity of communication
- Honesty of influence
- Rural access to services, including urban/rural towns; edge of towns problematic. Not just public transport, but also mobile services, better use of halls, pubs, clubs, churches, etc.
- Services to meet the needs of migrant workers
- Linking it to agendas that affect the whole community
- Young people - involvement and recognition

LAA Workshop

- Social capital + inclusion – minorities can seem very marginal in Wiltshire, celebrate diversity
- Stronger Inclusive Communities – Intergenerational activity, tolerance, ownership of problems/local issues
- Reducing Inequalities – but ensuring we have the right mechanisms to establish what the local need is, needs good partnership relationships
- Focus on Equality
- Social Capital – economic fulfilment, excellent services, pride in local communities
- Social cohesion – ask questions about that we can actually do, empowering communities
- Social Integration – Military/Civilian
- Strong + Safe Communities – Environment, social, economic
- Lifeskills Academy – flexible; not a building; in community; life skills; any issue; target audiences

<b>17 votes</b>	<b>Nat Obj DfTDSO: To enhance access to jobs, services and social networks including for the most disadvantaged</b>
13 votes	lack of resources to invest in sustainable transport solutions
2 votes	bus operating costs increasing sharply, with impacts on fares and services (*)
1 vote	financial pressures to reduce rail services
1 vote	hard to find community transport volunteers

Supporting comments:

- WiSB Conference - Poor transport links
- LAA Workshop - Dynamic public/community transport system, so can leave car at home

**2. AFFORDABLE HOUSING**

<b>57 votes</b>	<b>Nat PSA 20: Increase long term housing supply and affordability</b>
50 votes	lack of affordable housing (*)
6 votes	regional spatial strategy will direct most development to Trowbridge, Chippenham and Salisbury, but likely that infrastructure funding will go to larger settlements outside the County
1 vote	increasing demand for supported housing

Supporting comments:

- WiSB Conference - Housing was broadened to homes for life; rent and to buy i.e. of every kind; quality, including environmental efficient & well-designed; housing needs of fractured families
- LAA Workshop
- Housing – affordability (type of housing, location (including not on flood plains!), link to jobs (integrating to existing communities), is deliverable!)

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

**Community Strategy issues and priorities analysed by National PSA & Objective**

- Housing options – to narrow the gap between house prices and ability to afford them (South of the County is a particular issue)
- Affordable, sustainable housing, especially for young people, as part of a wider concern to help young people into adulthood. Creating a place for them.
- Enough carbon-neutral affordable housing to meet the needs of the people of Wiltshire.

**3. HEALTH & SOCIAL CARE FOR ALL**

<b>30 votes</b>	<b>Nat PSA 19: Ensure better care for all</b>
29 votes 1 vote	predicted service capacity issues for health and social care, particularly due to aging population escalating costs of care

Supporting comments: LAA Workshop - Joining up Health and Social Care

<b>20 votes</b>	<b>Nat PSA 18: Promote better health and well-being for all</b>
20 votes	current pressures on hospitals and PCTs, linked to NHS resource issues, restructuring and policy changes (*)

Supporting comments: WiSB Conference

- Current pressures on hospitals, etc - local delivery e.g. minor injuries
- People choosing to damage their own health, and needing resources
- Reasonable access to medical services for all
- Improving activities for teenagers to combat obesity
- Lack of investment in substances treatment

LAA Workshop

- Healthy population and good provision of support and services

<b>13 votes</b>	<b>Nat PSA 17: Tackle poverty and promote greater independence and well-being in later life</b>
8 votes 5 votes	increasing demand for services for those with complex needs, especially for those aged over 80 years increasing numbers of people without adequate pension provision

**4. ECONOMY, SKILLS AND EMPLOYMENT**

<b>21 votes</b>	<b>Nat PSA 8: Maximise employment opportunity for all</b>
6 votes 5 votes 5 votes 2 votes 2 votes 1 vote	business base needs restructuring towards more high value added activities increasing divide within the workforce on skills and earnings shortage of suitable employment sites, and aging premises low skilled manufacturing at risk county's employment base offers too few graduate positions tourism not fulfilling its potential

Supporting comments: WiSB Conference

- Access to employment, and all services
- Losing skills through out-commuting

<b>19 votes</b>	<b>Nat PSA 2: Improve the skills of the population on the way to ensuring a world-class skills base by 2020</b>
18 votes 1 vote	skills mix not fully meeting employer needs – high numbers with poor basic skills or not having appropriate qualifications employer recruitment difficulties connected with school leavers and the low skilled
	<b>Nat PSA 10: Raise the educational achievement of all children and young people</b>
	<b>Nat PSA 11: Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers</b>
<i>Statutory indicators apply under national PSAs 10 and 11</i>	

Supporting comments:

- WiSB Conference - NEETs
- LAA Workshop - Educational achievement – Education, Training, Employment

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

<b>14 votes</b>	<b>Nat Obj DfTDSO: To sustain economic growth and improved productivity through reliable and efficient transport networks</b>
5 votes	high, and increasing out-commuting to work
4 votes	traffic congestion and intrusion, and road safety issues(*)
3 votes	more pressure on transport infrastructure due to growth and development
1 vote	road and pavement maintenance backlog (*)
1 vote	higher than average car ownership, and usage

## **5. SAFER COMMUNITIES**

<b>18 votes</b>	<b>Nat PSA 23: Make communities safer</b>
13 votes	reassure public about crime, drugs, and anti-social behaviour (*)
5 votes	increase public confidence in the criminal justice system

Supporting comments: WiSB Conference

- Tackle hidden and volume crime, eg. Domestic violence
- Address not just reassure about crime, etc. What about alcohol, not just drugs; obesity?

LAA Workshop

- Safe community – crime rate low

<b>13 votes</b>	<b>Nat PSA 27: Lead the global effort to avoid dangerous climate change</b>
9 votes	increasing CO <sub>2</sub> emissions from transport, domestic and business energy use
4 votes	little evidence of acceptance by the public of need to change the way they travel

Supporting comments: WiSB Conference - Climate change

<b>3 votes</b>	<b>Nat Obj DfTDSO: To strengthen the safety and security of transport</b>
3 votes	avoidable impact and cost of road traffic accidents

<b>1 vote</b>	<b>Nat Obj CLGDSO: Ensure safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies</b>
1 vote	avoidable impact and cost of deliberate and accidental fires

## **6. ENVIRONMENT**

<b>9 votes</b>	<b>Nat Obj DefraDSO: Sustainable patterns of consumption and production</b>
9 votes	household waste continuing to grow

<b>7 votes</b>	<b>Nat PSA 28: Secure a healthy natural environment for today and the future</b>
3 votes	breaking up of wildlife habitats into smaller, isolated areas
3 votes	increasing water demand
1 vote	reduction in livestock to graze and maintain characteristic landscapes

Supporting comments: LAA Workshop

- Environmental sustainability not niche issue; motivate all areas incl. economic
- The need for small specifics, e.g. trees, village agents etc.
- Use of land resources – e.g. sustainable energy
- Leave the world as a safer place to live, i.e. sustainable fuels, homes, safer foods. Being more responsible and accountable in our everyday life

## **7. WORKING TOGETHER**

<b>11 votes</b>	<b>Nat Obj CLGDSO: Support local government that empowers individuals and communities and delivers high quality services efficiently</b>
6 votes	Government funding for public sector in Wiltshire is low on some comparisons, plus the prospect of tighter financial settlements in the future
5 votes	partnership structures need strengthening

Supporting comments: LAA Workshop

- Enable partners to solve relevant problems; actually deliver & do together
- Horizon scanning – tackle future problems now

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The **NI** references for statutory indicators that feed directly into the LAA are shown in **bold**)

This document shows the headline descriptions of the indicators in the new National Indicator Set (NIS), shown by national Public Service Agreement and national departmental objective.

### PSA 2 Improve the skills of the population on the way to ensuring a world-class skills base by 2020

NI 161 Learners achieving a Level 1 qualification in literacy

NI 162 Learners achieving an Entry Level 3 qualification in numeracy

NI 163 Working age population qualified to at least Level 2 or higher

NI 164 Working age population qualified to at least Level 3 or higher

NI 165 Working age population qualified to at least Level 4 or higher

### PSA 8 Maximise employment opportunity for all

NI 151 Overall employment rate

NI 152 Working age people on out of work benefits

### PSA 9 Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020

NI 116 Proportion of children in poverty

### PSA 10 Raise the educational achievement of all children and young people

**NI 72** Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy

NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)

**NI 74** Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)

**NI 75** Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths (Threshold)

NI 78 Achievement of 5 or more A\*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)

NI 79 Achievement of a Level 2 qualification by the age of 19

NI 80 Achievement of a Level 3 qualification by the age of 19

### PSA 11 Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers

**NI 92** Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

**NI 93** Progression by 2 levels in English between Key Stage 1 and Key Stage 2

**NI 94** Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2

**NI 95** Progression by 2 levels in English between Key Stage 2 and Key Stage 3

**NI 96** Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3

**NI 97** Progression by 2 levels in English between Key Stage 3 and Key Stage 4

**NI 98** Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4

**NI 99** Children in care reaching level 4 in English at Key Stage 2

**NI 100** Children in care reaching level 4 in Maths at Key Stage 2

**NI 101** Children in care achieving 5 A\*-C GCSEs (or equivalent) at Key Stage 4 (incl. English & Maths)

NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4

NI 106 Young people from low income backgrounds progressing to higher education

### PSA 12 Improve the health and well-being of children and young people

NI 50 Emotional health of children

NI 52 Take up of school lunches

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The **NI** references for statutory indicators that feed directly into the LAA are shown in **bold**)

NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth

NI 54 Services for disabled children

### PSA 14 Increase the number of children and young people on the path to success

NI 110 Young people's participation in positive activities

NI 111 First time entrants to the Youth Justice System aged 10 – 17

NI 112 Under 18 conception rate

NI 115 Substance misuse by young people

NI 117 16 to 18 year olds who are not in education, training or employment

### PSA 15 Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.

NI 3 Civic participation in the local area

NI 140 Fair treatment by local services

### PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training

NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence

NI 144 Offenders under probation supervision in employment at the end of their order or licence

NI 145 Adults with learning disabilities in settled accommodation

NI 146 Adults with learning disabilities in employment

NI 147 Care leavers in suitable accommodation

NI 148 Care leavers in employment, education or training

NI 149 Adults in contact with secondary mental health services in settled accommodation

NI 150 Adults in contact with secondary mental health services in employment

### PSA 17 Tackle poverty and promote greater independence and well-being in later life

NI 137 Healthy life expectancy at age 65

NI 138 Satisfaction of people over 65 with both home and neighbourhood

NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently

NI 142 Number of vulnerable people who are supported to maintain independent living

### PSA 18 Promote better health and well-being for all

NI 120 All-age all cause mortality rate

NI 123 16+ current smoking rate prevalence

NI 125 Achieving independence for older people through rehabilitation/intermediate care

NI 136 People supported to live independently through social services (all ages)

### PSA 19 Ensure better care for all

NI 126 Early access for women to maternity services

NI 127 Self reported experience of social care users

### PSA 20 Increase long term housing supply and affordability

NI 154 Net additional homes provided

NI 155 Number of affordable homes delivered (gross)

NI 156 Number of households living in Temporary Accommodation

### PSA 21 Build more cohesive, empowered and active communities

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The **NI** references for statutory indicators that feed directly into the LAA are shown in **bold**)

NI 1 % people who believe people from different backgrounds get on well together in their local area

NI 2 % people who feel that they belong to their neighbourhood

NI 4 % people who feel they can influence decisions in their locality

### PSA 23 Make communities safer

NI 15 Serious violent crime rate

NI 16 Serious acquisitive crime rate

NI 17 Perceptions of anti-social behaviour

NI 18 Adult re-offending rates for those under probation supervision

NI 19 Rate of proven re-offending by young offenders

NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council & police

NI 26 Specialist support to victims of a serious sexual offence

NI 29 Gun crime rate

NI 31 Re-offending rate of registered sex offenders

NI 32 Repeat incidents of domestic violence

NI 34 Domestic violence – murder

### PSA 25 Reduce the harm caused by alcohol and drugs

NI 20 Assault with injury crime rate

NI 38 Drug-related (Class A) offending rate

NI 39 Alcohol-harm related hospital admission rates

NI 40 Drug users in effective treatment

NI 41 Perceptions of drunk or rowdy behaviour as a problem

NI 42 Perceptions of drug use or drug dealing as a problem

### PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism

NI 35 Building resilience to violent extremism

NI 36 Protection against terrorist attack

### PSA 27 Lead the global effort to avoid dangerous climate change

NI 185 CO<sub>2</sub> reduction from Local Authority operations

NI 186 Per capita CO<sub>2</sub> emissions in the LA area

NI 188 Adapting to climate change

### PSA 28 Secure a healthy natural environment for today and the future

NI 194 Level of air quality – reduction in NO<sub>x</sub> and primary PM<sub>10</sub> emissions through local authority's estate and operations

NI 197 Improved local biodiversity – active management of local sites

### BERR DSO Promote the creation and growth of business and a strong enterprise economy across all regions

NI 166 Average earnings of employees in the area

NI 171 VAT registration rate

NI 172 VAT registered businesses in the area showing growth

### BERR DSO Ensure all departments and agencies deliver better regulation for the private, public and third sectors

NI 182 Satisfaction of businesses with local authority regulation services

NI 183 Impact of local authority regulatory services on the fair trading environment

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The NI references for statutory indicators that feed directly into the LAA are shown in **bold**)

### CLG DSO Support local government that empowers individuals and communities and delivers high quality services efficiently

NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year

### CLG DSO Improve the supply, environmental performance and quality of housing that is more responsive to the needs of individuals, communities and the economy

NI 141 Number of vulnerable people achieving independent living

NI 158 % decent council homes

NI 160 Local Authority tenants' satisfaction with landlord services

### CLG DSO Build prosperous communities by improving the economic performance of cities, sub-regions and local areas, promoting regeneration and tackling deprivation

NI 5 Overall/general satisfaction with local area

NI 170 Previously developed land that has been vacant or derelict for more than 5 years

### CLG DSO Provide a more efficient, effective and transparent planning system that supports and facilitates sustainable development, including the system that supports and facilitates sustainable development, including the Government's objectives in relation to housing growth, infrastructure delivery, economic development and climate change

NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types

NI 159 Supply of ready to develop housing sites

### CLG DSO Ensure safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies

NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks

### CO DSO Build an effective UK intelligence community in support of UK national interests, and the capabilities to deal with disruptive challenges to the UK

NI 37 Awareness of civil protection arrangements in the local area

### CO DSO Drive delivery of the Prime Minister's cross-cutting priorities to improve outcomes for the most excluded people in society and enable a thriving third sector

NI 6 Participation in regular volunteering

NI 7 Environment for a thriving third sector

### DCMS DSO Encourage more widespread enjoyment of culture and sport

NI 8 Adult participation in sport

NI 9 Use of public libraries

NI 10 Visits to museums or galleries

NI 11 Engagement in the arts

### DCSF DSO Secure the well-being and health of children and young people

NI 51 Effectiveness of child and adolescent mental health (CAMHs) services

NI 55 Obesity among primary school age children in Reception Year

NI 56 Obesity among primary school age children in Year 6

NI 57 Children and young people's participation in high-quality PE and sport

NI 58 Emotional and behavioural health of children in care

### DCSF DSO Close the gap in educational achievement for children from disadvantaged backgrounds

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The **NI** references for statutory indicators that feed directly into the LAA are shown in **bold**)

**NI 76** Achievement at level 4 or above in both English and Maths at KS2 (Floor)

NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor)

**NI 83** Achievement at level 5 or above in Science at Key Stage 3

NI 84 Achievement of 2 or more A\*-C grades in Science GCSEs or equivalent

NI 86 Secondary schools judged as having good or outstanding standards of behaviour

**NI 87** Secondary school persistent absence rate

NI 88 Number of Extended Schools

NI 89 Number of schools in special measures

### DCSF DSO Safeguard the young and vulnerable

NI 59 Initial assessments for children's social care carried out within 7 working days of referral

NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement

NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption

NI 62 Stability of placements of looked after children: number of moves

NI 63 Stability of placements of looked after children: length of placement

NI 64 Child protection plans lasting 2 years or more

NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time

NI 66 Looked after children cases which were reviewed within required timescales

NI 67 Child protection cases which were reviewed within required timescales

NI 68 Referrals to children's social care going on to initial assessment

NI 69 Children who have experienced bullying

NI 70 Hospital admissions caused by unintentional and deliberate injuries to children & young people

NI 71 Children who have run away from home/care overnight

### DCSF DSO Achieve world class standards in education

NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19

NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19

NI 103 Special Educational Needs – statements issued within 26 weeks

NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold

NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A\*-C GCSE inc. English and Maths

NI 107 Key Stage 2 attainment for Black and minority ethnic groups

NI 108 Key Stage 4 attainment for Black and minority ethnic groups

NI 109 Number of Sure Start Children Centres

### DCSF DSO Ensure young people are participating and achieving their potential to 18 and beyond

NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)

NI 90 Take up of 14-19 learning diplomas

NI 91 Participation of 17 year-olds in education or training

### DCSF DSO Keep children and young people on the path to success

NI 113 Prevalence of Chlamydia in under 20 year olds

NI 114 Rate of permanent exclusions from school

### Defra DSO: Climate change tackled internationally; and through domestic action to reduce greenhouse gas emissions

(\*) denotes a key public concern, from community plans and DCLG Household Survey 2006

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The **NI** references for statutory indicators that feed directly into the LAA are shown in **bold**)

NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

### Defra DSO: Economy and society resilient to environmental risk and adapted to the impacts of climate change

NI 189 Flood and coastal erosion risk management

NI 190 Achievement in meeting standards for the control system for animal health

### Defra DSO: Sustainable patterns of consumption and production

NI 191 Residual household waste per head

NI 192 Household waste recycled and composted

NI 193 Municipal waste land filled

### Defra DSO A healthy, resilient, productive and diverse natural environment

NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

NI 196 Improved street and environmental cleanliness – fly tipping

### DfT DSO To sustain economic growth and improved productivity through reliable and efficient transport networks

NI 167 Congestion – average journey time per mile during the morning peak

NI 168 Principal roads where maintenance should be considered

NI 169 Non-principal roads where maintenance should be considered

NI 177 Local bus passenger journeys originating in the authority area

NI 178 Bus services running on time

### DfT DSO To enhance access to jobs, services and social networks including for the most disadvantaged

NI 175 Access to services and facilities by public transport, walking and cycling

NI 176 Working age people with access to employment by public transport (& other specified modes)

NI 198 Children travelling to school – mode of travel usually used DfT DSO

### DfT DSO To strengthen the safety and security of transport

NI 47 People killed or seriously injured in road traffic accidents

NI 48 Children killed or seriously injured in road traffic accidents

### DH DSO Ensure better health and well-being for all

NI 119 Self-reported measure of people's overall health and wellbeing

NI 121 Mortality rate from all circulatory diseases at ages under 75

NI 122 Mortality from all cancers at ages under 75

### DH DSO Ensure better care for all

NI 124 People with a long-term condition supported to be independent and in control of their condition

NI 128 User reported measure of respect and dignity in their treatment

NI 129 End of life access to palliative care enabling people to choose to die at home

NI 130 Social Care clients receiving Self Directed Support (Direct Payments & Individual Budgets)

NI 131 Delayed transfers of care from hospitals

NI 132 Timeliness of social care assessment

NI 133 Timeliness of social care packages

NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information

## **National Indicator Set – by National Public Service Agreements (PSAs) and Objectives**

(The NI references for statutory indicators that feed directly into the LAA are shown in **bold**)

### DH DSO Better value for all

NI 134 The number of emergency bed days per head of weighted population

### DIUS DSO Improve the skills of the population throughout their working lives to create a workforce capable of sustaining economic competitiveness, and enable individuals to thrive in the global economy

NI 174 Skills gaps in the current workforce reported by employers

### HO DSO Help people feel secure in their homes and local communities

NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area

NI 23 Perceptions that people in the area treat one another with respect and dignity

NI 24 Satisfaction with the way the police and local council dealt with antisocial behaviour

NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour

NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police

### HO DSO Cut crime, especially violent, drug and alcohol related crime

NI 28 Serious knife crime rate

NI 30 Re-offending rate of prolific and priority offenders

NI 33 Arson incidents

### HO DSO Secure our borders and control migration for the benefit of our country

NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity

NI 13 Migrants English language skills and knowledge

### DWP DSO Maximise employment opportunity for all

NI 118 Take up of formal childcare by low-income working families

NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods

NI 173 People falling out of work and on to incapacity benefits

### DWP DSO Pay our customers the right benefits at the right time

NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year

NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

### MoJ DSO Support the efficient and effective delivery of justice

NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody

NI 44 Ethnic composition of offenders on Youth Justice System disposals

NI 45 Young offenders' engagement in suitable education, employment or training

NI 46 Young offenders' access to suitable accommodation

### Service Transformation Agreement

NI 14 Avoidable contact: The average number, of customer contacts per received customer request

### Not linked to PSA or DSO

NI 184 Food establishments in the area which are broadly compliant with food hygiene law

## **developing partnership capacity and performance in Wiltshire:**

### WiSB Workshop 3<sup>rd</sup> December 2007

This set of papers is intended to provide background information for the WiSB Workshop on 3<sup>rd</sup> December.

These papers include:

- An indication of the task of the workshop;
- A progress note on the Institute's work so far.

# **developing partnership capacity and performance in Wiltshire:**

## WiSB Workshop 3<sup>rd</sup> December 2007

### **Aims of the workshop**

This is the second in a series of workshops being held in Wiltshire with The Tavistock Institute. The first of these took place on 20<sup>th</sup> November with members of WiSBEx.

The aims of this workshop are to explore further the basis for agreement around emergent partnership structures in Wiltshire and to address the way people and agencies work together in Wiltshire.

There is widespread agreement that partnership structures in Wiltshire require further streamlining and clarification beyond the structures proposed in the SOLACE report. The way partners do business together, including agreeing structures and roles, is as important to the success of partnership working as getting the structures right.

### **Proposed Workshop Structure**

*Note: The workshop design will be put forward to the meeting for members' agreement on the day.*

Put simply, in the light of emerging findings our current thinking is that the design of the WISB workshop should provide opportunities for participants both to discuss in groups and plenary sessions the following issues:

- Working in partnership in Wiltshire and what this implies for individuals and groups
- The emerging structure and how it would work in practice for them, focussing particularly on: inter-linking mechanisms, feedback, moving to action, planning and authorisation.

We would also expect agreement of some rules of engagement or behaviours which will be applied to this workshop and can be elaborated or revised by subsequent workshops in this project.

## **Pre-work**

Since time at the workshop is at a premium, participants in the **previous workshop** held with WiSBEx members have been asked to undertake some preparation work for this workshop. It consists of the following:

Discussion of the emerging framework with two or three colleagues from your organisation or sector. The aim of the discussion should be to ascertain their views on the appropriateness (or not) of the emerging framework and how it needs to be developed in order to enable it work effectively in the Wiltshire context. At least one of the people you speak to should be a WiSB member. The aim of this task is to collect views, to support the change process and to prepare participants for the 3 December event.

**Feedback on the discussions by email please to Camilla Child by the end of Thursday 29<sup>th</sup> November.**

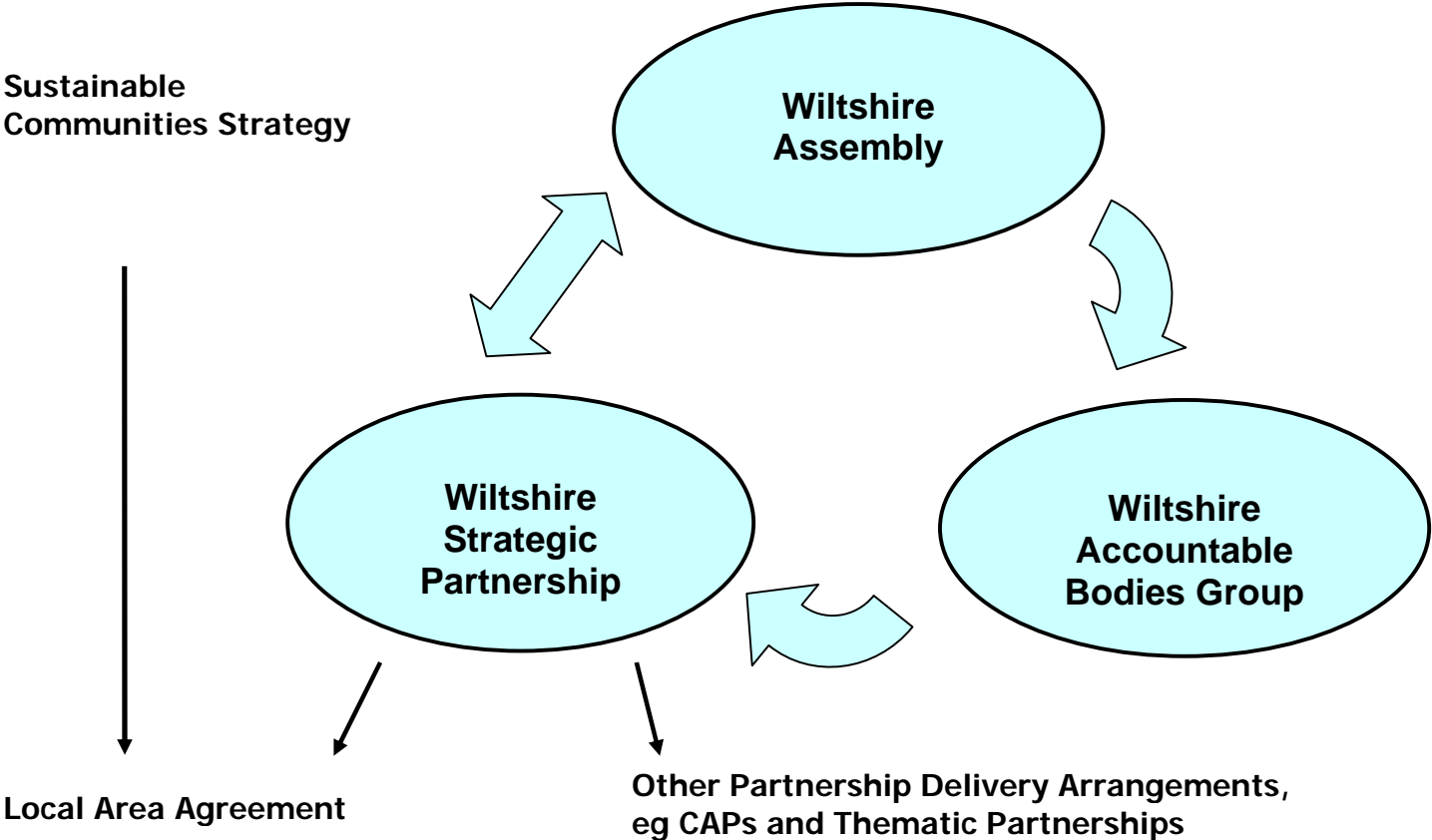
## **Key elements of the emerging picture**

The key elements of a proposal for partnership working in Wiltshire which have been a starting point for discussions are:

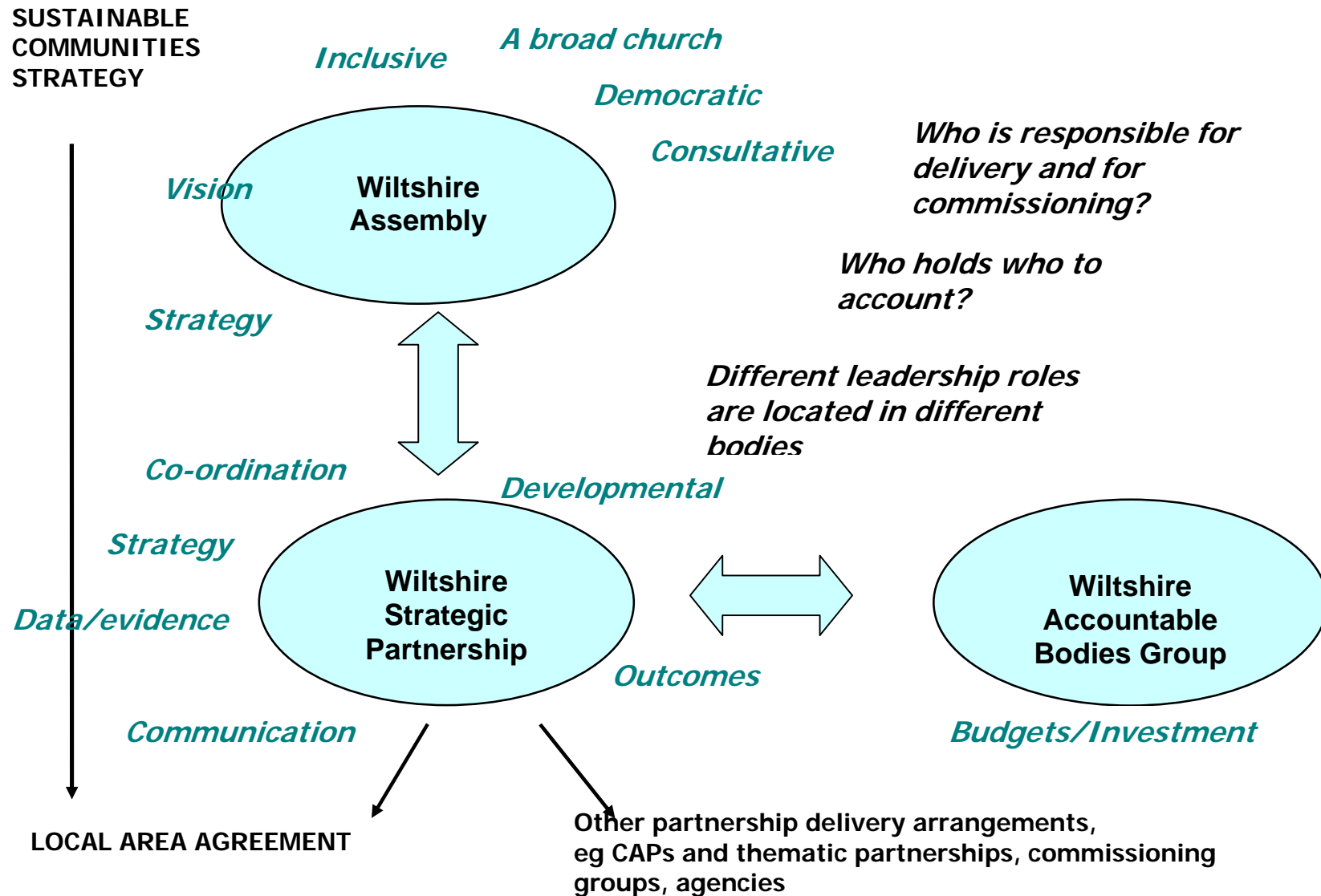
- A Wiltshire Assembly, the primary function of which would be to deliberate and agree the county wide sustainable community strategy at an annual meeting;
- A Wiltshire Strategic Partnership which would prepare for the annual Assembly meeting, develop a strategy which reflects the outcome of that meeting and be responsible for delivering it through the LAA and other partnership delivery mechanisms.
- A Wiltshire Accountable Bodies Group which would be responsible for signing off the resources and other commitments necessary to support the delivery of the strategy

The following diagrammatic representations reflect discussions held in Wiltshire with The Tavistock Institute to date. Version 1 was presented in the WiSBEx workshop and version 2 is the outcome of discussions in that workshop.

**An emerging picture of partnership working in Wiltshire  
Version 1, as discussed in WiSBEx workshop, 20.11.07**



**An emerging picture of partnership working in Wiltshire – the “Local Strategic Partnership”?**  
**Version 2, for discussion**

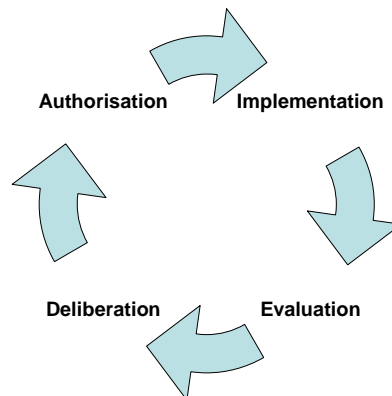


## **Partnership working: A cycle of deliberation, authorisation, implementation and evaluation**

In our previous work on local government partnerships, we have developed the concept of a cycle of tasks which are required for partnership working, which are useful in clarifying the different stages and membership of each partnership structure.

This cycle is presented below and may be useful in considering the current proposal for streamlined partnership structures.

*A cycle of partnership tasks*



The tasks can be further elaborated in the following ways:

### *Deliberation*

- includes sharing information and priorities and clarifying options
- requires a broad set of stakeholders
- should happen regularly as part of a cycle but not necessarily frequently
- needs an inclusive style with well-understood ground rules or rules of engagement, regularly reinforced
- needs role clarity (e.g. provider, user/community, commissioner) to ensure the full range of perspectives is provided
- needs to reflect geographical and thematic boundaries and linkages

- needs to be well-supported with a core executive group to carry forward its findings into other settings

#### *Authorisation*

- requires the sign-off of Leaders, Chairs and/or Chief Executives
- within parameters already agreed with other relevant bodies, or going to other relevant bodies and seeking their agreement
- needs to respect different levels of political authorisation and the constraints implied by that

#### *Implementation/Commissioning*

- requires lead officers for specific areas of policy and expertise to come together
- involves planning joint activities
- monitoring joint activities
- requires close collaboration which takes into account different organisational structures, cultures and roles

#### *Implementation/Providing*

- working to a clear brief which may be a contract or Service Agreement, within or beyond the LAA
- can usefully bring together those with separate provider roles to identify ongoing and emergent issues of concern
- monitoring data and feedback to evaluation processes

#### *Evaluating outcomes/Deliberation*

- uses all evaluative data, including scrutiny, contract monitoring, user and community feedback
- involves all partners and their partners,
- is part of a further cycle of deliberation

In version one of the proposed structure for Wiltshire, the Assembly would take on the evaluation and deliberative roles, the Accountability Group would take on the role of authorisation, including authorisation from democratic-elected constituencies, and the 'Wiltshire Strategic Partnership' would have the roles of oversight for delivery, both through the LAA and through other partnership arrangements, as well as preparing material and proposals for the Assembly. These are further elaborated in the second version.

3rd version 24-11-07

## **developing partnership capacity and performance in Wiltshire – the story so far.....**

This note is intended to update participants in the WiSB workshop on the activities and findings to date of the Tavistock Institute team. It is the third version of this progress note; the first version was discussed by the Project Team on 8 November, the second by a meeting of WiSBEx on 20<sup>th</sup> November.

No conclusions or recommendations are put forward in this note although a number of lines of enquiry are suggested which can provide the basis for further discussion.

### **Main objectives for the work**

The Tavistock Institute has been commissioned to carry out the second phase of the review of partnership working in Wiltshire. In part one of our work, it was agreed that together, we should:

- explore how the proposals emerging from the phase one work with SOLACE should evolve;
- kick-start the process of cultural change in Wiltshire and
- facilitate discussion and action for further development of and embedding of partnership working in Wiltshire.
- begin to frame proposals for overview and scrutiny and for performance management.

### **Activities to date**

Two Project Team meetings have been held, involving local actors and the Tavistock Institute (TI) team.

A total of 21 stakeholders have been identified representing the range of interests within the family of partnerships in Wiltshire. To date, the team from The Tavistock Institute have interviewed 19 of these, face to face where it has been possible, or on the telephone.

The Tavistock Institute team members have also observed three large partnership meetings which included the representatives from the main strategic bodies and the partnerships more broadly. These were the Annual Conference of the Wiltshire Strategic Board (WiSB), a workshop convened to begin thinking about the LAA involving WiSBEx members and LAA block leads and others, and a meeting of WiSB, prior to TI's workshop with them.

The preliminary findings briefly outlined below are based on these activities.

## **Preliminary findings**

### **Context of findings**

It is important to note from the start that there is some movement in this system and desire to move forward in at least some of the actors and agencies. For example, there is some evidence that Wiltshire partners are actively reviewing their positions and holding cross-organisational conversations about possible ways forward. This note reflects some of that thinking as well as discussion held during the TI workshop with WiSBEx. Progress on and discussions about the move to One Council and associated developments, such as the development of Community Area Boards, are also relevant to this work. Central government's role is also very important in relation to the requirement for a Local Strategic Partnership (LSP) responsible for a Community Sustainable Strategy and new arrangements for performance assessment in the forthcoming Comprehensive Area Assessment, which will involve assessment of how well local public service providers are serving local people, reflecting the emphasis on local priorities in the Sustainable Community Strategies and new Local Area Agreements.

### **Findings**

#### ***The case for further work on structures***

There is a widely held view that considerable further work is needed in Phase II to develop partnership working in Wiltshire, both in terms of streamlining and agreeing structures as well as in developing trust between the partners. Views of the Phase I conclusions varied, with most wanting some further revisions and development of the recommendations in the SOLACE report.

The main point of agreement was that there needs to be considerable streamlining within the 'family of partnerships' and clarification of the roles of different partnership structures. In particular it was considered critical to establish the purposes of each of the structures and the way they related to each other so that partnership in Wiltshire could be seen to actually deliver improvements. For example, it has proved difficult to get an accurate list of all the partnerships in Wiltshire. Further, there is a lack of clarity about membership and roles of different partnership bodies, for example, the membership of WiSB. Membership of a partnership body implies representation of and authorisation from a particular constituency, with regular communication in both directions.

#### ***Voluntary sector membership of partnership structures***

An apparently widely held view, shared by many representatives of public sector authorities, is that it makes no sense to exclude the voluntary sector from the partnership structure likely to take up a decision-making role, the 'Public Sector Board'. The fact that some people and documents refer to a Public Sector Board

– which defines its membership – while others refer to a Public Service Board - which defines its focus – reflects this unresolved issue about its composition and role. This was seen as contrary to the spirit of partnership and centrally-led developments such as the Compact, and contradicted the White Paper’s ‘duty to consult’, as well as local developments such as Community Area Partnerships. Voluntary sector partners were needed to help develop local priorities so that services could make a difference. Further excluding the voluntary sector would damage relationships which have begun to develop. Among some voluntary sector informants, a view was expressed that the environmental voluntary organisations needed separate representation from those concerned with social issues. This relates partly to delivery of the LAA environmental themes may also reflect a further evolution of partnership structures and representation/authorisation issues in this sector than is apparent in the ‘social’ voluntary sector partnership arrangements in Wiltshire.

A minority of our informants nevertheless maintained the view that the voluntary sector is over-represented. The views of a broader set of informants were consistent with their view that voluntary sector agencies often represented only themselves. Further development of processes of representation of the voluntary sector on partnership bodies was needed and, to some extent, was reported as already in hand.

In the light of this concern about the role and representation of the voluntary sector on partnerships, this project will also be informed by the current review of the role of the sector which is being carried out by the County Council and PCT. This should reflect the role of the voluntary sector in the forthcoming new arrangements for local government/partnership assessment in the Comprehensive Area Assessment framework which is due to succeed the Comprehensive Performance assessment.

### ***Culture of partnership working***

There is a widely and strongly held view that addressing the culture of partnership working in the county is at least as important as addressing structural issues. After analysing our interview and observational data, this is also our view. Although not always clearly articulated, many informants expressed views consistent with a picture of partnership in Wiltshire as being characterised by:

- reluctance or inability to partner around a county wide agenda
- continuing silo’d thinking and behaviour and defence of individual agencies’ interests
- lack of trust between participants, which has led to a culture where individuals feel the need to be present, in case decisions are made which affect them adversely

A preoccupation with representation in Wiltshire seems to indicate both an unwillingness to allow others to act behalf of particular interests as well as a lack of the actual machinery which would allow representation to be authorised.

WiSBEx members were asked to prepare for our workshop with them by indicating confidentially and in advance three rules of behaviour (or cultural norms) which they would like to see adopted in partnership working in general and in this meeting in particular. A total of 10 responses, 9 from WiSBEx members, was received and analysed and fed back to the WiSBEx workshop. These emphasized mainly three issues:

- Wiltshire partners would like to see displays of power in order to force through specific agendas dropped; this referred mainly to powerful partners forcing their views but could on occasion also refer to potential partners refusing to do business
- Wiltshire partners all need to develop ownership of partnership working if it is to succeed; making things actually happen, making themselves and their organisations accountable and holding others to account
- Efficiency and clarity of partnership structures and linking mechanisms to result in delivery – getting rid of inertia and duplication, having the right person participate at the right level

The links between these three factors was outlined in the workshop: lack of efficiency weakens delivery and saps ownership; lack of ownership leads to some players trying to force things through power plays; displays of power by some players and agencies results in partners losing a sense of ownership – it is much more difficult to hold the more powerful to account and it's easier to withdraw.

We note that it is easier for partners not to agree on ways forward in Wiltshire than to recognise different competencies and roles to move forward.

### ***The impact of the move towards a single Council***

There is some evidence of continuing tensions between the County Council and District Councils, following the bid for unitary status. The role of democratically-elected representatives in the proposed partnership structures was a particular concern with a broad set of informants but was often linked to this issue. However, in general most informants report a widespread acknowledgement that a unitary authority is the likeliest future, despite some regrets, some genuinely felt disagreement, as well as a general discomfort about the loss of jobs.

Discomfort about the consequences of the move towards a single Council also feed into the cultural factors which slow progress and limit consensus-building.

Connected with this, the Community Area Partnerships are a welcome concept to many informants, though seen as requiring further resourcing and development to fulfil their intended role and link them successfully with County strategic structures. The development of this concept, and the idea of Community Area Boards, is seen as a complex issue which lies outside the current remit of this work, although it inevitably has some impact on the work.

Two questions which have emerged in relation to this are:

- what characteristics do the county-wide partnership structures need to have in order to add value to the work of the community area structures?
- How can the community area structures add value to and feed into county-level activity?

***The main impact on partnership working through the move to one Council will be the replacement of what are currently (and only recently) District level Local Strategic Partnerships (LSPs) with a single County-wide LSPs. The capability of the Community Area Partnerships to represent fully the local level is one issue which is contested in Wiltshire. A shared understanding of the new LSP between the County Council and its partners following the move to one Council seems to be an outstanding issue.***

### ***Partnership development***

A number of informants referred to developments which demonstrate some willingness to address some outstanding issues. Some partnership structures were reported as working reasonably well. The LAA Block Lead for Adult Social Care is shared between the local authority and the voluntary sector. Discussions within the LAA Partnership structure have begun to challenge the silo'd boundaries around particular issues.

There was one emerging model for partnership structures' roles, delivery mechanisms and drivers proposed which was tested in the WiSBEx workshop. The results of that workshop are outlined in the accompanying diagram and are being currently tested in relation to two specific issues: waste minimisation and adult social care by WiSBx members ahead of the WiSB workshop. These results will be further tested in the workshop with WiSB and subsequently within specific partnerships.

However, this model seemed to leave open a range of issues which need further clarity and agreement between partners.

***The Local Strategic Partnership (LSP) is a required body which has responsibility for developing a Community Sustainability Strategy. The development of this Strategy and the negotiation and implementation are the main purposes of the partnership arrangements which are currently being reviewed.***

Could the current WiSBEx potentially be the Local Strategic Partnership and act as a subgroup of the Assembly (WiSB), with the role of preparing for the Assembly's deliberations?

If so, do either or both need to be representative of:

- broad themes (including Children & Young People, Adult Social Care, Health) which may relate to LAA blocks or to Partnerships

- different sectors (Health, Police, Fire, LSC) and
- different levels: County-wide and local (including Community Area Partnerships).

Or could the emerging family of partnerships be the LSP, with the different components fulfil different roles of the overall partnership?

Should being 'representative' mean being accountable for communicating to the Assembly on behalf of a constituency and communicating back to a broad constituency the deliberations of the LSP and the Assembly?

Is the idea of a Public Services Board broadly the same as an Accountable Bodies Group which meets together for budget sign-off or authorisation? Should this just body include only members directly accountable for public funding: ie Chair of Police Authority, Chair of PCT, Leaders of Councils, possibly Natural England etc? Who would be responsible for squaring those to whom they are accountable (ie both locally, such as Scrutiny/Backbenchers and nationally)?

Or does the Public Services Board concept have a more general role than simply authorisation? Could it be the LSP?

Is there a role for the LSP to relate directly to the implementation of the Strategy through the LAA and other bodies post-authorisation?

### **Implications for design of the Workshops**

In the light of these emerging findings our current thinking is that the design of the WISB workshop should provide opportunities for participants both to discuss in groups and plenary sessions the following issues:

- working in partnership in Wiltshire and what this implies for individuals and groups
- the emerging structure and how it would work in practice for them, focussing particularly on: inter-linking mechanisms, feedback, moving to action, planning and authorisation.

### **Wiltshire Strategic Board (WiSB)**

Dates and venues for meetings and annual conference in 2008

Date and Time	Venue
Monday 17 March 2008 Refreshments at 4.30pm Meeting at 5pm	Chestnut Room Wiltshire County Council
Monday 9 June 2008 Refreshments at 4.30pm Meeting at 5pm	Chestnut Room Wiltshire County Council
Monday 20 October 2008 Refreshments at 4:30pm Meeting at 5pm	Chestnut Room Wiltshire County Council
Monday 15 December 2008 Refreshments at 4:30pm Meeting at 5pm	Chestnut Room Wiltshire County Council

### **Wiltshire Strategic Board Annual Conference**

Wednesday 15 October 2008

Venue: tbc

Time: tbc (9am – 3.30pm)

## Wiltshire Strategic Board

### Notes of a meeting held at County Hall, Trowbridge on Monday 3 December 2007

**Attendance:**

<b>WiSB</b>	<b>WiSBEx</b>
Mrs Jane Scott (Chairman)	Keith Robinson, WCC
Mr Tony Barron, Wiltshire PCT	Peter Baxter, Wilts Fire & Rescue
Cllr Steve Fear, SDC (for Paul Clegg)	Mark Boden, KDC
Mrs Jane Grant, Community First	Diana Fulbrook, Wilts Probation
Cllr Lionel Grundy, KDC/KLSP	Fiona Hulbert, WCT/Sarum College
Mr Christopher Hoare, WPA	Jeff James, Wiltshire PCT
Mr Brian Lincoln, VAK	Caroline Lewis, WSEP
Mr Bryan McGinity, LSC	Gary Mantle, WWT
Cllr AG Phillips OBE, WWDC	Sue Pangbourne, NWDC
Cllr Caroline Ramsey, NWDC	Philippa Read, Community First
Mr Tim Skelton, SWSa	Margaret West, Vol Sector Consortium
Mr Steve Stone, WSEP	Robin Townsend, SDC (for David Crook)
The Ven John Wraw, WCT	
Mr Perry Chadwick Henley, Vice-Chairman, WWT	
<b>Tavistock Institute</b>	<b>Observers</b>
Phil Swann	Sharon Britton, WCC
Camilla Child	Maggie Rae, Wilts PCT/WCC
	Paul Mountford, WWDC/WIP
	Pauline Palmer, WCC
	Sue Redmond, WCC
	Richard Rogers, WWDC
	Cllr Mary Douglas, WCC
	Manjeet Gill, SDC
	Steve Richards/Tony Bray, SWRDA

David Maynard attended to take a note of the meeting.

Apologies were taken as read

<b>1.</b>	<b>Welcome and Introductions</b>	<b><u>ACTION</u></b>
	The Chairman welcomed Mr Perry Chadwick Henley from the Wiltshire Wildlife Trust, and Manjeet Gill, the newly appointed Interim Chief Executive of Salisbury District Council, to their first WiSB meeting. The Chairman also welcomed Phil Swann and Camilla Child from the Tavistock Institute, who would be leading the workshop on partnership structures and working following the meeting.	
<b>2.</b>	<b>Notes of the meeting held on 17 September 2007</b>	
	The notes were agreed to be an accurate record. There were no matters arising.	

<p><b>3.</b></p>	<p><b>Framework for the new Local Area Agreement (LAA)</b></p> <p>Keith Robinson explained that the attached report drew upon the voting at the WiSB annual conference on 16 October on the relative priority of the unsustainable trends identified in the agreed Wiltshire Community Strategy, and also took into account a multi-agency LAA workshop held on 18 October. This all led to seven key ‘ambitions’ for the emerging LAA. WiSBEx <u>agreed</u> this approach and assigned each of the ‘ambitions’ to key partnerships, as listed in the report, to lead on developing more detailed proposals for action, in the light of the Government’s new National Indicator Set (NIS).</p> <p>WiSB acknowledged that, with the demise of the previous block groups, initial work on these ‘ambitions’ had been assigned to existing partnerships. The work on governance with the Tavistock Institute will help to identify future governance arrangements for the LAA.</p> <p>In discussion Mark Boden, speaking on behalf of the Street Scene Project Board, reminded members that street scene had been a specific priority in the previous community strategy. Much good work had been done and two important and successful strands of the LPSA2 (alcohol-related re-offending and street cleaning) had been run as part of the street scene project. The LPSA2 strands were not core funded, and relied on LPSA2 funding. As a consequence, there is a danger that this work could stop with the move to the new LAA. This would be particularly unfortunate in respect of the alcohol re-offending work. Mark Boden asked that WiSB allocate the LPSA2 performance grant for the street scene strands to the continuing funding of the street scene work.</p> <p>Mark Boden also raised the point that the Street Scene Project Board did not feature in the organisations identified in paragraph 8 of the report. The street scene project cuts across three of the “broad areas of ambition”. There was, therefore, a danger of it being overlooked. He asked that one of the “areas of ambition” be specifically asked to take responsibility for the broad agenda of street scene.</p> <p>Steve Fear mentioned the lack of coherent mention of access issues, including the cost of public transport, and asked for transport groups to be consulted. He also requested that a wider range of environmental groups were consulted over and above those mentioned in the report. Under Economy and Skills, he wanted assurance that the Learning + Skills Council (LSC) would be included to cover vocational skills.</p> <p>Tim Skelton mentioned the issue of social inclusion, and the need for any approach to be fine-grained enough to pick this up.</p> <p>John Wraw emphasised that deprivation is not just about geographical pockets, but also about individuals/networks that are marginalised, and often get lost in general statistics.</p>	<p><b><u>ACTION</u></b></p>
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**ACTION**

Diana Fulbrook pointed out that there were issues associated with offenders in all of the seven themes chosen. She queried how this circumstance would be handled, so that offending did not just sit under one theme.

Several speakers then emphasised that it should be a key task of WiSB to ensure that the LAA hung together as a 'coherent narrative or story' about life in Wiltshire and the particular purpose chosen for the LAA. Various phrases were used such as "the big ambitions"; "the big themes"; "vision"; "the headlines"; "the broader (cross-cutting) themes", etc. It was emphasised that WiSB needed to agree and collectively own this, and issue it as guidance to the partnerships tasked with working up the detail and outcomes, and with relating these broad ambitions to specific indicators in the new NIS.

It was noted that the term "cross-cutting" needed to apply both to the strategy for the LAA and to the pattern of delivery chosen.

It was emphasised that WiSB members would need to promote these "big ambitions" at the partnerships on which they sit, and challenge those partnerships to devise ways of delivering these ambitions. To assist in selecting these ways, partnerships should be given guidance, based on the paragraph at the bottom of page 2 to the report, but also emphasising that we should concentrate on where we can make a significant difference and on selecting achievable outcomes. It was also emphasised that the actions chosen should help communities to take responsibility for these issues, and assist in developing community capacity, as conventional patterns of service delivery are no longer sustainable in the medium term.

WiSB agreed:

- a) That a brief, explaining more fully the task WiSB wishes partnerships to undertake on their behalf over the next couple of months, will be drafted and circulated to WiSB/WiSBEx members for comment by the end of Friday 7 December 2007
- b) To send out this brief, once adjusted to take account of WiSB/WiSBEx members' comments, to the identified partnerships, asking them to identify priorities for action to take forward WiSB's ambitions and to meet in January to develop one proposal for WiSB's meeting in February. This brief should request that the chosen partnerships identify an individual as a contact for each of the main ambitions, and that this person's contact details should be publicised widely to enable engagement with the LAA development process.
- c) To ask the Stronger Block group to take specific responsibility ensuring that the issues connected with the Street Scene project are included in the debate

**Sharon  
Britton**

	<p>about the content of the LAA</p> <p>d) To arrange an extra meeting of WiSB in early February 2008, to consider the responses to the brief from partnerships, and to use this extra meeting to strengthen the overarching narrative, and ambition of the LAA</p>	<p><b><u>ACTION</u></b></p> <p><b>Keith Robinson</b></p>
<p><b>4.</b></p>	<p><b>Dates and venues for WiSB meetings in 2008</b></p> <p><b>Meetings</b></p> <p>Monday 11 February, County Hall, Trowbridge starting at 5pm – additional meeting re LAA (see (d) above)</p> <p>Monday 17 March, County Hall, Trowbridge starting at 5pm</p> <p>Monday 9 June, County Hall, Trowbridge starting at 5pm</p> <p>Monday 20 October, County Hall, Trowbridge starting at 5pm</p> <p>Monday 15 December, County Hall, Trowbridge starting at 5pm</p> <p><b>Conference</b></p> <p>Annual Conference – Wednesday 15 October at a venue to be confirmed (9am – 3pm)</p>	