

NEWCASTLE PARTNERSHIP DELIVERY BOARD MONDAY 18th August 11.00am-12.30pm

**Meeting to be held at Newcastle Partnership's Offices,
Anderson House, Market Street (East), Newcastle upon
Tyne**

AGENDA **TIME**

- | | | |
|-----|---|-------|
| 1. | Apologies for absence | 11.00 |
| 2. | Minutes of the meeting held on 2 June 2008 | 11.00 |
| 3. | Matters arising | 11.05 |
| 4. | Delivery Partnership Presentation
Newcastle Futures (Economy, Work, Skills
and Learning) – Gillian Hewitson | 11.10 |
| 4.a | Review of presentation format / pro-forma | 11.40 |
| 5. | Area Based Grant (Working Neighbourhoods
Fund) – Richard Beedle | 11.45 |
| 6. | Performance Management Group
- Barry Rowland/Nick Stevens | 11.55 |
| 7. | Embedding SCS/LAA – Phil Hunter | 12.10 |
| 8. | Schedule of meeting dates 2009 | 12.20 |
| 9. | Any other business | 12.25 |

CAA Lead officers – Partners to supply contact details
Customer Service Centres – report attached for information

- | | | |
|-----|--|-------|
| 10. | Date and time of next meetings | 12.30 |
| | Wednesday 10 th September 10.00am | |
| | Wednesday 22 nd October 10.00am | |
| | Wednesday 3 rd December 10.00am | |



Newcastle Partnership Delivery Board
Monday 2 June 2008
(2.00pm – 2.50pm)

SUMMARY SHEET

Present:

- | | |
|----------------------|--|
| Ian Stratford | - Chief Executive, Newcastle City Council (In the Chair) |
| Brenda Grey | - Job Centre Plus |
| Margaret O’Callaghan | - Community Voice |
| Roger Mould | - Voluntary Sector |
| Mick Lillicoe | - Northumbria Police |
| John Lee | - Chief Executive YHN |
| Barry Rowland | - Deputy Chief Executive (for Delivery Partnerships) |

In Attendance

- | | |
|-----------------|---|
| Kehri Ellis | - Newcastle Partnership Director |
| Phil Hunter | - Chief Executives Office (for item 4) |
| Bill Jackson | - Community Empowerment Network |
| Richard Elliott | - Newcastle City Council |
| Elaine Campbell | - Democratic Services, Newcastle City Council |

Report	Discussion/Decision	Responsible Officer
1. Apologies for Absence	John Dallinson, Sue Pearson, Chris Reed, Paul Weir, Neil Berry and Alan Wallace	
2. Minutes of Meeting held on 29 April 2008	AGREED	
3. Performance Management Quota for Year End Position	(i) Local Area Agreement 2007/10 (Revised) In introducing the report the Deputy Chief Executive highlighted a number of issues as follows:-	
	<ul style="list-style-type: none"> ▪ There remained gaps in the performance data and he would ask all agencies to respond in the next 7 days to enable the data to be completed and a report submitted to the Strategic Board. 	All

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	<ul style="list-style-type: none"> ▪ This approach to performance management was insufficient to deliver on the SCS/LAA and it must be much more robust. This may be helped by a narrower range of targets. ▪ Together with the Partnership Director a revised approach which was much more intuitive was being developed which would provide the Board with the opportunity to drive forward performance - this would be subject to further discussion at future meetings of the Delivery Board. ▪ Comments were invited around the 'red' performance indicators. ▪ The Deputy Chief Executive did comment upon the fact there were 62 indicators which currently could not be reported upon. ▪ John Lee advised that data had been supplied which did not appear to be reflected within the tables and that may be a timing issue. <p>AGREED – That</p> <ul style="list-style-type: none"> (i) To seek to ensure that missing data is supplied as soon as possible so that a final report on the 2007/2010 LAA can be produced. (ii) The proposal to propose improvements to Performance Management Structures and reporting to the next Delivery Meeting of the Delivery Board be noted. <p>(ii) LPSA 2</p> <p>In introducing the report the Deputy Chief Executive highlighted the following:-</p> <ul style="list-style-type: none"> ▪ This was a very positive outcome with over 70% of targets achieved. ▪ The Board had previously received a 	<p>Director</p> <p>All</p>

Report	Discussion/Decision	Responsible Officer
	<p>report with a proposal as to how the reward grant might be allocated. However, it was essential that the Board were clear about the purpose to which any reward grant would be put. Clearly, whilst the resource was there to be drawn down there should be a clear commitment that it was aligned with the new LAA priorities and was seeking to 'close the gap'.</p> <ul style="list-style-type: none"> ▪ On a point of clarification, it was confirmed that the decision as to how the reward grant might be utilised lay with the individual agencies. However it must be used in accordance with LAA priorities and aligned with delivery partnerships' individual objectives. ▪ The Chair suggested that at the appropriate stage in the process, some thought should be given to publicising the achievements of the Partnership as the performance was considerably above other authorities , including core Cities. <p>AGREED - that</p> <ul style="list-style-type: none"> (i.) The provisional performance of the project be noted. (ii.) The proposed allocation of Reward Grant as previously agreed be noted. (iii.) All Partners expecting to receive Reward Grant contribute to a paper for September Delivery Board setting out how the monies will contribute to the delivery of priorities in the current LAA. 	
<p>4. Sustainable Community Strategy/Local Area Agreement.</p>	<p>Phil Hunter was in attendance to provide an update as follows:-</p>	
	<ul style="list-style-type: none"> ▪ The final version of the SCS/LAA was submitted to Government on the 30 May and he expressed his thanks to everyone who had contributed to the production of the document. 	

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	<ul style="list-style-type: none"> ▪ There should be no major changes to the LAA, however as experience had shown, there may be a few last minute changes. 	
	<ul style="list-style-type: none"> ▪ Jonathon Blackie would write to the DCLG with the recommendation that the LAA be signed off. 	
	<ul style="list-style-type: none"> ▪ As referred to at the last meeting and, very much as anticipated, NI 167 around congestion had been included as a LAA priority. NI40 had subsequently been re-designated as a local indicator. 	
	<ul style="list-style-type: none"> ▪ The last stages of the negotiations with GO had focused around a number of issues, including employment, poverty, education and training and there had been slight compromise, but nothing significant. There was also an acknowledgement by GO that there would be a need to review some of the figures at the first annual refresh, particularly where there were new indicators or little/no data. 	
	<ul style="list-style-type: none"> ▪ In terms of communication, there might be potential to co-incide with a visit by Hazel Blears – confirmation was awaited. 	
	<ul style="list-style-type: none"> ▪ It was intended to produce a 10/12 page summary which was more engaging and better explained some of the more opaque targets. 	
	<ul style="list-style-type: none"> ▪ The other key activity would be to arrange a session with the theme and target leads – very much a 'technical' session focusing on delivery arrangements, data, action etc. Again there was a view that momentum should not be lost and it was hoped that this could be arranged close to the official launch. 	
	<ul style="list-style-type: none"> ▪ The Chair advised that the informal feedback from DCLG had been very positive and the LAA had certainly given 	

Report	Discussion/Decision	Responsible Officer
	a sense of place.	
	<ul style="list-style-type: none"> ▪ In response to a query, it was confirmed that all target leads had been involved with the negotiations with GO and were aware of any amendments made. 	
	<ul style="list-style-type: none"> ▪ In terms of the annual refresh, the state of the economy would be crucial to redefining some of the targets. In particular, it was noted that some of the year 3 stretch targets were based on the assumption that the economy would be stable and/or growing. However, irrespective of the state of the economy the LAA must be seen to demonstrate that it was closing the gap. It was also noted that where Partners had been allocated targets by Central Government, they may be particularly ambitious and there would be the need to have a discussion with Partners as to how they might be achieved. <p>AGREED – That the update be received.</p>	All
5. Multi Area Agreement Update.	<p>The Chair updated the Partnership as to the current situation with Multi Area Agreements in the context of the wider geography of the City Region:-</p> <ul style="list-style-type: none"> ▪ The MAA had 2 main objectives seeking to ensure a more competitive City Region and achieving a more economically inclusive City Region. This would require MAA to be aligned with the City Region Development Plan. ▪ The boundaries of the MAA included the 5 Tyne & Wear districts, parts of Northumberland and Durham, which represented 'travel to work area'. ▪ The report outlined in some detail the MAA proposals, however the focus was in 2 main areas, employment, training, skills and transport networks. ▪ Progress had been slow as Local Authorities were focussing on their LAA's and there had been limited capacity – it was also essential that the MAA added 	

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	<p>value and that had proved difficult to define as yet.</p> <ul style="list-style-type: none"> ▪ A session with DCLG/GO had originally given a timescale of the end of May for the submission of an MAA. However, in this region that would be difficult as there were 2 new Unitary Authorities. This had been accepted and therefore an extension of one month had been given to the end of June and this would provide the opportunity for both Northumberland and Durham to take a view on whether they would wish to be involved. It was stressed that this was a voluntary arrangement. This also provided the opportunity for further work to be undertaken on the MAA to give it a sharper edge. ▪ It had also been made clear that even when the MAA was submitted further work was required, particularly around the skills/employment area. ▪ In terms of transport the position was clearer cut, however it still required further work and was not yet agreed across the Tyne & Wear Authorities. The point had been made that authorities ought to be tougher in terms of their ask of Central Government and it is likely that the MAA would seek to have greater certainty around the Western Bypass which was one of the two main transport issues in the Northeast. The other was the A19 junction improvements, in particular the impact this may have on the opening of the new Tyne Tunnel. ▪ This was, therefore, still very much work in progress and Partners would be updated as it developed further. ▪ There was to be a further discussion on the City Region Board on 17 June, when it was hoped to get to a position of sign off and submission to DCLG. ▪ In a response to a query as to how the 	

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	<p>MAA was resourced, the Chair explained that there was a core fund (with contributions from the Local Authorities, DWP and One North East) which supported one member of staff and some support. It is noted that 2 Economic Development staff would be joining the core team in the near future. However, as referred to earlier, if the core team was to continue there was a need to demonstrate added value.</p> <ul style="list-style-type: none"> ▪ In particular the landscape had changed very much since the establishment of the City Regional Board and, in particular, the outcome from the recent Sub National Review. ▪ Any further comments should be submitted to Lorraine O’Dea (Chief Executives Office).. <p>AGREED – That</p> <ul style="list-style-type: none"> (i) the MAA proposals be noted, together with the potential linkages between the MAA and LAA. (ii) Any further comments to be submitted to Lorraine O’Dea (Chief Executives Office). 	All
<p>6. Delivery Board Work Plan.</p>	<p>The Partnership Director introduced the Report which outlined the basis of a Work Plan to ensure that the Delivery Board discharged its responsibilities for SCS/LAA delivery.</p> <p>It was considered important that this mechanism was in place in advance of the CAA.</p> <p>It may also be an opportune time to revisit the membership of Delivery Partnerships to ensure they were appropriate.</p> <p>It was stressed that Newcastle Futures, in view of its importance and lead in delivering on the worklessness agenda was considered a Partnership in its own right.</p> <p>It is essential that there was clarity around the roles and responsibilities of the Delivery Board and</p>	

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	<p>the various Delivery Partnerships to ensure all were operating effectively.</p> <p>Reference had already been made to the potential for a session with the Theme Leads at which they would all be invited to sign up and make a commitment in terms of their responsibility in delivering on the LAA.</p> <p>The Chair commented that this was an extremely important report which mapped out the agenda over the longer term and whilst comments were invited at the meeting, it was important that comments from Partners not in attendance were also sought to feed into the discussion</p> <p>Margaret O'Callaghan, Community Voice sought clarification of her own position as there was no reference to community involvement within Appendix 2.</p> <p>It was acknowledged that this was the original role envisaged very much in the vein of a Public Service Board. However, when it had been further considered by the Strategic Board it had been widened to include representation from the Community and Voluntary Sectors and the Private Sector. A review of VCS involvement across the partnership is underway and Terms of Reference will be reviewed in line with this.</p> <p>In response to a query regarding the need to promote understanding of how Public Sector Organisations operate, it was explained that this was very much intended to ensure that all Public Sector Agencies understood each others role and remit.</p> <p>The Deputy Chief Executive highlighted the need for a greater focus, ensuring that both the Delivery Board and Delivery Partnerships were equipped to deliver on the LAA.</p> <p>In a response to a query, it was confirmed that the timescale for the presentations had been subject to consultation with the individual Delivery Partnerships and was very much based on key milestones and key performance data.</p> <p>It was suggested that there was a need to be very clear of the expectations of Delivery Partnerships</p>	<p>Director</p> <p>Director</p>

Report	Discussion/Decision	Responsible Officer
	<p>when they attended in order to ensure that they provided the information/data sought by the Board. For example, it was suggested that in addition to highlighting areas of under-performance they should also highlight areas of good performance and the reasons for that . It was agreed that this was a sensible way forward and perhaps a common proforma could be produced for use by all Delivery Partnerships. On that basis it was agreed to circulate a draft proforma to the Delivery Board and also to Newcastle Futures and the Economy Theme who were due to present on the 16 July following which the Proforma could be further developed, if required.</p> <p>All Partners were invited to submit any further comments to the Newcastle Partnership Director in order to feed into the 16 July meeting</p> <p>AGREED - that</p> <ul style="list-style-type: none"> (i) the draft timings of the proposed reports and related activity as set out in Appendix 1 be noted. (ii) the proposed expectations and responsibilities for the Delivery Board and the Delivery Partnerships are set out in Appendix 2 (including specific targets) be noted and Officers be asked to explore the 'Memorandum of Agreement' approach to this relationship as agreed by the LSP Board. (iii) Officers be asked to explore the practicality of widening existing performance and coordination support arrangements to encompass additional Delivery Partners. (iv) additional Delivery Board Meetings from mid January 2009 on an approximate 6 weekly cycle through to March 2010 be arranged (v) Newcastle Futures be invited to attend the next meeting of the Delivery Board to present on its work 	<p>Director</p> <p>EC</p> <p>Director</p>
<p>7. Comprehensive Area</p>	<p>In view of the number of apologies from Partners it</p>	

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Assessment by David Jennings – CAA Lead Inspector.	<p>was agreed that this item be deferred to 16 July meeting.</p> <p>Partners would be canvassed to ensure attendance at that meeting.</p>	EC
8. Date and Time of Next Meeting.	Wednesday, 16 July 2008 – 10 am to 12 noon	All

NEWCASTLE PARTNERSHIP DELIVERY BOARD

DELIVERY PARTNERSHIP PROGRESS REPORT

DELIVERY PARTNERSHIP NAME: Economy, Work, Skills and Learning Delivery Partnership

Work Theme update

DATE OF REPORT: 11 August 2008

CONTACT: Gillian Hewitson – Newcastle Futures Ltd

LAA INDICATORS AND TARGETS:

Priority - Reducing the overall benefit claimant rate

Measured by NI152 Working age people on out of work benefits

Baseline	2008/09	2009/10	2010/11
16%	15%	15.4%	14.9%

NI 153 Working age people on out of work benefits in the worst performing neighbourhoods (local indicator)

Baseline	2008/09	2009/10	2010/11
33.5%	31.88%	31.07%	29.85%

Priority – reducing portion of children living in poverty

Measured by N116 proxy measure families on out of work benefits

Baseline	2008/09	2009/10	2010/11
29.4%	28.4%	27.4%	25.9%

KEY OBJECTIVES OF THE THEME

Improving Employability

- Increasing the overall employment rate
- Reducing the overall benefit claimant rate
- Reducing the number of people on incapacity benefits
- Increasing the employment rate of lone parents

- Increasing the employment rate of people from ethnic minorities
- Increasing the employment rate of people aged 50+

KEY INITIATIVES/SERVICES DELIVERED

Jobcentre Plus are offering core services to a wide range of customers with provision being predominantly under Pathway to Work, New Deal and more recently ESF Employability Support. Jobcentre Plus are working closely with employers who agree to sign a Local Employment Plan – This agreement encourages the employment of those priority customer groups such as Lone Parents and incapacity benefit customers.

Newcastle Futures strategic co-ordination of employment services across the city, which ensures that discretionary paid provision (ie Working Neighbourhood partners), builds on mainstream and adds value to the overall performance drivers.

Newcastle Futures Case Managers (15 at present) working across the city in partner premises including Children's Centres, libraries, Enterprise Centres, Delivery Partners (eg Building Futures East), Cyrennians, Crisis, Probation hostels.

18 delivery partners (NRF transitional) offering a wide range of provision from youth support (while still at school) to qualifications up to level 2 placed all across the city. Diversity of provision enables various barriers to employment to be overcome eg language/cultural or lack self confidence.

Employer Group formed to encourage vacancy sharing from employer facing partners (including Jobcentre Plus) and ensure that provision understands the needs of employers. Next big event is city's jobsfair a shared event (11 Sept) with Jobcentre Plus. This event has been supported by local as well as mainstream partners. The first hour will be offered to those more disadvantaged customers that Newcastle Futures partnership have on caseload or provision.

Futures Talk – a communication network established to improve communication at all levels of the partnership. Circulating information under 6 themes - vacancies, events, labour market intelligence, funding, policy and training provision. This network reaches a wide range of partners such as local policy makers, health workers (eg mental health workers) and community workers. Evaluations are available on request.

PROGRESS AGAINST PERFORMANCE TARGETS

See attached performance data sheet from 06/07. First quarter of performance is being collated from 7 partners, please note that this does not show full performance data at present, due to processes still to be signed off between WNF Team and Newcastle Futures Ltd.

It is expected that an employability database (Hanlon) which has been introduced by Newcastle Futures Ltd last year will be adopted by those partners offering direct employment services, future reporting will show all partners contribution. This information will be used to inform future decision making, monitoring and planning. The data also contributes to City Region Employment Consortium.

The Hanlon system can provide very detailed information such as personal data (age/qualifications), barriers to employment and vacancy matching capacity. This database has the ability to bring local level partners very close to the current demands of employers as well as give better quality of data for decision making at strategic level.

The Work Theme Group partners have developed an Employment Action Plan for the city, which has been agreed and is currently informing the WNF administration process. The Action Plan has already given a more focussed view on specific priority customer groups such as lone parents, incapacity benefit recipients, BME, Workless Families and NEET (not in education, employment or training – youth agenda). This is crucial if we are to improve the economy of Newcastle.

To further support the monitoring of the LAA performance, the Work Theme Group has proposed the creation of two sub-groups. A Statistical Monitoring Group which will analyse trends and highlight areas of weakness in order for partners to take early intervention. While the other sub-group the Activity Monitoring Group will look critically at the activity supporting the targets (includes JCP/LSC partner provision). The utilisation of local level partners in these groups ensures delivery is more inclusive and informed, rather than remaining at a purely policy/strategic level.

ISSUES/COMMENTS FOR ATTENTION OF DELIVERY BOARD?

It is acknowledged that the current slowdown of the economy will require partners to have a more focussed approach to working together than previous years. The last two years have seen good progress being made but we need to maintain focus on employability. Therefore it's crucial that the administration of Working Neighbourhood funds is completed within the timetable agreed. Discussions are ongoing and it is expected that some current activity will be readjusted to ensure a better fit with LAA targets and the Employment Action Plan, while new activity will

come on stream in the new year. This activity needs to remain top priority for the next quarter.

The establishment of Newcastle Futures Ltd has not been without its complexities, as a brand new organisation it has required partners to work differently at all levels. At the beginning of its second operational year many lessons have been learnt and relationships formed both of which are being built on positively.

An evaluation of the company and its aims has been undertaken by Rocket Science Consultants and the results are very positive. It positions Newcastle as taking the lead in this different and ambitious approach. It is imperative that the company and the Strategic Partners maintain this lead in an ever changing employability agenda.

SHARING BEST PRACTICE

The approach has received excellent feedback from partners both formally (in the evaluation) as well as less formally at a local level through its feedback structures. It seems that partners at every level appreciate having an independent company as lead partner in the planning and delivery of a employment service in Newcastle.

The collaborative approach has received recognition recently from James Purnell Secretary of State for Work and Pensions, he spoke about Newcastle Partnership and Newcastle Futures at the national Welfare to Work Conference in Birmingham, and has put the approach in the recent Green Paper 'No one written off' Reforming Welfare to Reward Responsibility as a good practice example, the Government would like to see replicated nationally.

Newcastle Futures have spoken at national conference on the approach including the case management design which works across the city. The case managers replaced employability advisers and use a cognitive behaviour interviewing technique which has won an innovation award from City Region colleagues.

Newcastle Futures and partners have received local press coverage every month in the journal and Evening Chronicle to promote employment activities to employers, partners and customers.

The achievement of the Local Public Service Agreement has meant that rewards are payable back into the city and has led to a better informed approach to the Child Poverty Target partners are embarking on this year.

Newcastle Futures bring partners together at leader level to discuss activity but it also holds quarterly 'Practitioner Events' for operational ground level staff in order to

enhance learning and share good practice to improve service delivery for the customers.

City-wide partners understanding of the employability agenda seems to be growing with new partners coming on board weekly. We are also working with some partners who until recently never connected their fields of delivery with employability eg Housing Departments/Your Homes Newcastle as well as looking at strengthening areas with Children Centres.

CROSS CUTTING WITH OTHER THEMES

We are working closely with our enterprise colleagues on their bid to One NorthEast for additional ERDF money to encourage new business for the city. Strengthening self employment support for unemployed people as well as developing a "Community Shoring" model to support small and medium employers in delivery of their company corporate services, which can be offered by contact centre delivery placed in a community hub in the East End of Newcastle.

Work is underway to further join the health and employability services at a local level, Newcastle Futures Ltd is employing a clinical psychologist on staff who will develop the cognitive behaviour interviewing technique and explore improving service delivery to customers needing access to mental health and employability services.

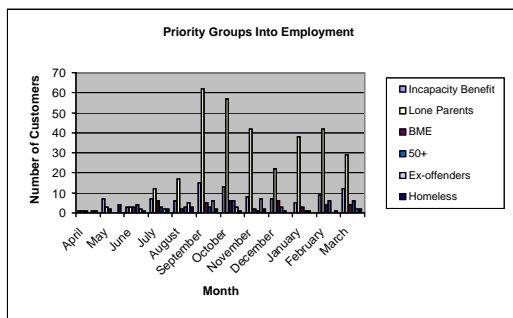
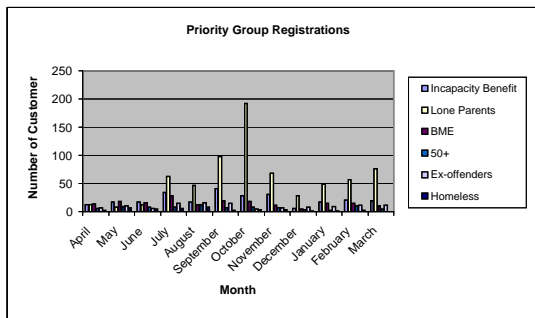
Target Group Monthly Breakdown (without duplicates) 2007

Registrations

	Incapacity Benefit	Lone Parents	BME	50+	Ex-offenders	Homeless	Priority Groups	%	Non Priority	%
April	13	12	14	6	7	2	54	65.9	28	34.1
May	17	8	18	9	10	7	69	60.0	46	40.0
June	17	13	16	8	6	5	65	52.8	58	47.2
July	34	62	28	8	15	6	153	71.8	60	28.2
August	17	47	12	12	16	8	112	62.2	68	37.8
September	41	98	19	7	15	2	182	80.5	44	19.5
October	28	192	18	8	5	3	254	88.2	34	11.8
November	31	68	11	7	7	3	127	82.47	27	17.5
December	6	28	4	3	8	1	50	83.33	10	16.7
January	17	49	15	2	9	1	93	65.03	50	35.0
February	20	57	15	10	11	2	115	67.65	55	32.4
March	19	76	10	4	11	0	120	70.59	50	29.4
Totals	260	710	180	84	120	40	1394	72.45	530	27.5

Job Placements

	Incapacity Benefit	Lone Parents	BME	50+	Ex-offenders	Homeless	Priority Groups	%	Non Priority	%
April	1	1	1	0	1	1	5	83.3	1	16.7
May	7	3	2	0	0	4	16	53.3	14	46.7
June	3	3	3	4	2	1	16	61.5	10	38.5
July	7	12	6	3	2	2	32	43.2	42	56.8
August	6	17	2	3	5	3	36	54.5	30	45.5
September	15	62	5	3	6	2	93	83.8	18	16.2
October	13	57	6	6	3	1	86	79.6	22	20.4
November	8	42	2	1	7	2	62	81.6	14	18.4
December	7	22	6	3	1	0	39	76.5	12	23.5
January	5	38	3	1	1	0	48	76.2	15	23.8
February	9	42	4	6	0	1	62	79.5	16	20.5
March	12	29	4	6	2	2	55	73.3	20	26.7
Totals	93	328	44	36	30	19	550	72.0	214	28.0



Total Registrations

82
115
123
213
180
226
288
154
60
143
170
170
1924

Total Job Entries

6
30
26
74
66
111
108
76
51
63
78
75
0
764



Report to:	NEWCASTLE PARTNERSHIP DELIVERY BOARD
Date:	18th August 2008
Subject:	Area Based Grant (A.B.G.) 2008 / 11 – Progress Report
Report by:	Richard Beedle, Strategic Programmes Manager
Report Type:	For information

1 Background to Area Based Grant

- 1.1.** Area Based Grant has been established by government as a streamlined mechanism for allocating financial resources to Local Authorities and offers the freedom and flexibility on how the resources are utilised.
- 1.2** The Area Based Grant is allocated as a single annual grant and it combines over 35 separate funding streams. The allocation for 2008/9 is £22.19m and the indicative allocations for 2009/10 and 2010/11 are £41.66m and £40.5m respectively.
- 1.3** There are however a wide range of existing services delivered using the government funding streams that have been merged to form the ABG allocation. In developing the ABG programme a careful balance needs to be established to sustain valuable existing services and maximising the potential flexibility to respond to new and emerging local priorities.

2 Area Based Grant Development

- 2.1** The ABG in 2008/9 is a transitional year used to support existing services and move towards creating resource flexibility to support strategic priorities.
- 2.2** The flexible resources would be utilised to support the delivery of the LAA objectives and used specifically to:
 - Support NRF funded activities that don't fit Working Neighbourhoods Fund criteria e.g. Health, Community Safety and Children's Services

activities.

- Fund gaps in strategic priorities e.g. Community & Voluntary Sector Support within the LSP, implementation of the Alcohol Strategy, and a small community grants programme.
- Support Area and Neighbourhood Initiative to tackle deprivation e.g. Cowgate programme.
- Response to new and emerging priorities e.g. slippage in LAA delivery targets.

2.3

In addition the ABG funding also incorporates the Working Neighbourhoods Fund which is targeted towards tackling economic deprivation within the most disadvantaged communities. The Working Neighbourhoods Fund programme will comprise four strands activity.

- (i) Employability Programme – designed to tackle worklessness and help to achieve the employability targets within the Local Area Agreement. This will support and expand the network of activity linked to the Newcastle Employability Framework co-ordinated by Newcastle Futures.
 - (ii) Enterprise Programme – designed to stimulate enterprise, business creation and business expansion. The programme is being developed in parallel with a bid to secure ERDF resources (European Regional Development Fund) to develop a package of interventions to add value to the range of business support services currently available.
 - (iii) Prevention Programme – will support a range of activities to tackle the causes of economic deprivation.
- Management and Coordination – services to better coordinate the wide range of interventions required to effectively tackle worklessness and stimulate enterprise.

3

The 2008/9 Transition Year

3.1

The Working Neighbourhoods Fund element of ABG is being used to support the continuation of a number of thematic projects that were previously funded by the Neighbourhood Renewal Fund. These projects

have funding confirmed up until the end of December 2008.

3.2 These projects have been reviewed to assess their fit with the long term Working Neighbourhood Fund objectives. A range of projects with an annual resource requirement of just over £5m will be further developed to align with the WNF objectives so as to deliver the required outcomes in 2009/10 and 2010/11.

3.3 Of the remaining NRF projects a budget of £2.75m has been identified to support this work which is focused mainly around Children's Services, Community Safety and Health and Wellbeing. Within this a ring fenced budget of £380k has been identified for LSP infrastructure.

3.4 Service Directorates (Adult Service, Children's Services and Chief Executives Office) will work with partners and relevant parts of the Newcastle Partnership structure to establish priorities for the use of these resources.

4 The 2009/11 ABG Programmes

4.1 The flexible ABG resources including the Working Neighbourhoods Fund element will be developed to meet strategic objectives and allocated as follows:

	9/10	10/11
Working Neighbourhoods Core Programme (NRF continuation projects)	5,250	5,250
Working Neighbourhoods Development	2,200	2,500
NRF transitional activity (inc LSP infrastructure)	2,750	2,750
Area and Neighbourhood Initiatives	400	600
Alcohol Strategy	400	400
Community Grants Programme	150	150

4.2 The remaining ABG resources will be used flexibly to support existing service provision aligned to contribute to the achievement of the LAA objectives.

4.3 The indicative Supporting People allocation will be allocated in full albeit

that the allocation reduces significantly year on year. The remaining ABG funding will be allocated on a pro rata basis between the service directorates that have received these funding streams directly from central government in the past.

4.4 To assist the local authority in further developing the flexible ABG programme the Area Based Grants Working Group has now been established as a sub Group of the Delivery Board. The Working Group had its inaugural meeting on the 3rd July 2008 and is scheduled to meet again on the 27th August 2008 and bi-monthly thereafter.

4.5 The Working Group comprises representatives from;

- (i) Previous Neighbourhood Renewal Sub Group
- (ii) Employability, Work and Skills partnership
- (iii) City Council Representatives

5 Summary

5.1 This approach to managing Area Based Grant achieves a number of objectives. It strikes a careful balance between the need to sustain existing service provision while maximising the level of flexible resources to direct towards new and emerging priorities to assist in achieving the LAA targets.

5.2 The flexible resources being utilise to

- (i) Creates the scope to develop a distinct WNF programme to tackle economic deprivation including the potential for a significant expansion of activities with over £2m of uncommitted resources per annum and the potential to increase further via the ERDF Priority 2 submission.
- (ii) Key activities previously supported by NRF can be sustained including all of the worklessness programme and a high proportion of the remaining programme (Community Safety, Health, Children's Services etc).
- (iii) New capacity and resource flexibility is identified to support the

strategic priorities e.g. Area and Neighbourhood Initiatives and alcohol strategy.

- (iv) Scope to maximise external funding over and above the available ABG resources are being pursued e.g. ERDF submission which could secure a further £1.5m.
- (v) The negative impact of unproductive expenditure is minimised e.g. redundancy costs.
 - Short and medium term funding certainty is created which then allows for a much greater focus on delivery.

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Report to:	NEWCASTLE PARTNERSHIP DELIVERY BOARD
Date:	18 August 2008
Subject:	Partnership Performance Management Group (PPMG)
Report by:	Deputy Chief Executive, Newcastle City Council
Report Type:	For Information

1 BACKGROUND

- 1.1.** Delivery of the Local Area Agreement will be overseen by the Newcastle Partnership Delivery Board. Ensuring a consistent stream of high quality management information is an important element of this role. The responsibility for this will fall to the Partnership Performance Management Group.

2 SUMMARY

- 2.1** The broad purpose of the Partnership Performance Management Group (PPMG) will be to support the Delivery Board with effective performance management arrangements, particularly in relation to the Sustainable Communities Strategy (SCS) and Local Area Agreement (LAA). The purpose, membership and work plan of PPMG are set out in the appendix to this paper.
- 2.2** In order to deliver against the challenging targets in the LAA, performance management in the partnership must be inclusive and proactive. This will ensure that the flow of management information related to delivery is collected, analysed and disseminated within agreed timescales and quality criteria.
- 2.3** The PPMG will achieve this by co-ordinating performance information - related to the LAA - from and to partner organisations and the Delivery Board. This will include partners' delivery plans, LAA performance data, delivery partnerships' recovery plans and external information relevant to the LAA targets.

- 2.4** The work plan (see appendix) has been developed to ensure progress on all of the purposes of PPMG. This is an ambitious plan, and will form the majority of the workload for the Partnership Performance Management Coordinator, a post that is now being recruited to. In addition, it is anticipated that performance officers from partner organisations will have contact with, and contribute to, the PPMG.

3 RECOMMENDATIONS

- 3.1** Partnership Delivery Board is recommended to note this paper and to comment on the purpose, membership and work plan of PPMG.

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Telephone: 0191 211 5098

Appendix

Newcastle Partnership Performance Management Group

The Partnership performance management group will report to the Delivery Board. Its purpose (see below) is based on a broad definition of performance management. The overall aim is to ensure that partnership performance management becomes proactive and leads to positive change and improvement: a significant step forward from the existing arrangements.

Purpose

1. To ensure co-ordination of performance management in partner organisations to deliver SCS/LAA commitments
2. To ensure that planning frameworks across partner organisations are sufficiently aligned to the SCS/LAA
3. To ensure performance management (PM) issues are dealt with appropriately by partners and the partnership, and that a common approach on key strategic issues is agreed and adopted
4. To ensure a regular and consistent supply of robust performance monitoring data
5. To present a comprehensive review of PM issues to Delivery Board in each quarterly report
6. To highlight to the Partnership Delivery Board areas of poor performance requiring resource realignment or other interventions
7. To follow up issues relating to performance in the SCS/LAA raised by Delivery Board and elsewhere
8. To develop understanding of the relationship between inputs and SCS/LAA outcomes
9. To ensure that suitable performance information is available for the scrutiny function
10. To ensure that robust performance analysis and performance governance information is available for the annual CAA
11. To develop and share PM expertise and best practice in performance management across the partnership
12. To monitor and react to trends in and requirements of central government regarding the PM of partnership affairs
13. To recommend targeting of reward grants as a driver of performance improvement

Membership

The membership of the PM Group will be:

- Deputy Chief Executive, Newcastle City Council
- Director of Newcastle Partnership
- Head of Performance, Newcastle City Council
- Head of Corporate Business Management, Newcastle City Council
- Corporate Policy Manager with responsibility for managing the SCS/LAA

- Principal Scrutiny Manager, Newcastle City Council (when discussion is relevant)

The group will be advised by PM specialists from key public sector partners with delivery responsibilities to include for example, CVS, PCT, Police, DWP, LSC, Fire and Rescue, Universities and YHN.

Cycle of meetings

Meetings of the PM Group will take place around a monthly cycle. This will permit consideration of a quarterly report to Delivery Board. The cycle will therefore be aligned with the partnerships cycle of meetings such that the quarterly report can be passed from the group to Delivery board.

Work Programme

The work programme is designed to make progress on all of the purposes listed above

1. Examine planning arrangements across partner agencies with respect to consistency with the SCS/LAA
 - i. Discuss possible gaps in action plans with relevant partners
 - ii. Assess the consistency of PM arrangements across partner organisations
 - iii. Advise Delivery Board on any risks identified
2. Ensure that partnership configuration is able to deliver all SCS aims and LAA targets
 - i. Examine the 'fit' between aims, targets and delivery partnership remits
 - ii. Recommend any required developments to Delivery Board
3. Explore ways to use IT effectively
 - i. Potential for sharing computer systems
 - ii. Potential for electronic data retrieval and dissemination
 - iii. Potential for real time data and models to allow partners to see the effects of interventions
4. Produce a quarterly review of performance against all LAA targets for consideration by Delivery Board. This will require the group to:
 - i. Collect performance data against all LAA targets
 - ii. Identify areas of poor performance and ensure that target leads have supplied robust action plans to improve performance in these areas
 - iii. Ensure a supply of timely data for performance reports
 - iv. Brief Deputy Chief Executive, Newcastle City Council and Director of Newcastle Partnership prior to their presentation of report to Delivery Board, Delivery Partnerships and partner organisations.
5. Review progress on areas of poor and good performance on a monthly cycle. This will require the group to:
 - i. Monitor progress on each target identified by Delivery Board as requiring review
 - ii. Call in target lead officers to discuss performance issues

- iii. Consider further measures to escalate action in areas of persistent poor performance
 - iv. Consider in each case the need for resource realignments and other interventions
6. Produce annual analyses of performance data for input to:
 - i. Comprehensive Area Assessment
 - ii. LAA refresh
 - iii. Partnership annual report
7. Identify and share areas of good PM practice
8. Ensure that all changes to partnership PM practice are shared across all partner organisations and delivery partnerships.
 - i. Circulate information from DCLG and LAA+ across partner organisations
 - ii. Circulate and discuss CAA rules
 - iii. Develop work on reward grants when rules become known
9. Assist Principal Scrutiny Manager to develop a programme on PM issues for scrutiny panels
10. Explore links with knowledge management

Reporting arrangements to Delivery Board

Quarterly reports will be presented to the Delivery Board by the Deputy Chief Executive. The DCX will be responsible for initiating any actions required by Delivery Board in respect of these reports.

Report to:	NEWCASTLE PARTNERSHIP DELIVERY BOARD
Date:	18th August 2008
Subject:	Embedding the SCS / LAA
Report by:	Newcastle Partnership Director and Assistant Chief Executive, Newcastle City Council.
Report Type:	For Information and Consideration

1 BACKGROUND

1.1 With the agreement of the SCS / LAA by the Council and Partnership during April / May and the subsequent agreement of our LAA by Government in June, the focus within the whole Partnership must now move to delivery and performance management.

1.2 Whilst the detailed arrangements for performance monitoring and management are currently being developed (led by the *Performance Management Group*), it is equally important that partners are clear on their actions for delivering the SCS / LAA and of course the resources for taking those actions forward. Put simply, this is about making sure that the SCS / LAA is visible in partners' key planning documents and budgets. The overriding principle here is that delivering the SCS / LAA is not something additional to what partners are already doing but rather is an integral part of the 'day job'.

1.3 This report outlines a simple proposal for embedding the SCS / LAA in partners corporate planning and budgeting frameworks. To illustrate how this might be taken forward by partner organisations it is useful to update on what the Council has done so far to embed the SCS / LAA in its own internal corporate planning framework.

2. Embedding the SCS / LAA: a simple proposal

2.1 As a Partnership we need to be clear on what we are going to do to deliver the SCS and, in particular, our shared LAA targets. Being clear on the 'what' we are going to deliver is critical to understanding where

partners may need extra support or where actions, although successfully delivered, are not enough to make progress on key targets within the LAA. To have assurance that partners are committed to delivery of the SCS / LAA it makes sense for them to be clear, in their respective corporate planning frameworks, what they are going to deliver.

2.2 The SCS / LAA sets out (under each of the six themes) a number of aims, objectives and priority objectives (i.e. LAA priorities). It therefore offers partners a clear, ready-made framework with which to link their planned actions. In really simple terms all partners need do when developing their own corporate plans is to ensure that any actions, initiatives, or service areas that will deliver against an SCS objective or LAA priority objective contain a reference to that objective. If partners do this, then the partnership will benefit in a number of ways:

- It will demonstrate clearly partners' commitment to delivering the SCS / LAA;
- We will be able to demonstrate both to ourselves and the *Audit Commission* (for *Comprehensive Area Assessment* purposes) that delivery of the SCS / LAA is part of our 'day jobs' and not something additional; and,
- It will be much easier to collate and monitor progress on the actions (across the partnership) that will help to deliver against the SCS / LAA. As stated, this will help to identify: where extra capacity is needed for some activities; where there are opportunities for more joined-up working; or, where the things we are doing successfully are not effective in making progress against our targets.

2.3 In moving towards embedding the SCS / LAA it is important to highlight the followings points:

- Partners are not starting from a zero-base. Because the SCS / LAA objectives reflect and in some cases are lifted directly from key partnership strategies (e.g. *Safe Newcastle Strategy*) some partners will already have SCS / LAA objectives embedded in their own plans with actions against these.
- We are not asking partners to initiate a new set of 'extra' actions for delivery of the SCS / LAA (although some partners may indeed be

working on new initiatives). Rather, we are asking partners to be clear on how the things they are planning to deliver will help achieve SCS / LAA targets.

- We do not expect partner corporate plans to relate exclusively to the delivery of the SCS / LAA. Of course we understand partners will have other areas of business (outside the SCS / LAA) to address.

3. Council Corporate Planning 2008/09

- 3.1** The Council has already embedded all of the SCS / LAA objectives (including the LAA priority objectives) in its *Corporate Plan* for 2008/09. What this means in practice is that each SCS / LAA objective is allocated to one or more of the Council's nine *Portfolio Plans* (each *Portfolio* is led by a Council Executive Member). In turn, the objectives in the *Portfolio Plans* are incorporated into the unit service plans across the Council where they are linked to actions. To see how the SCS / LAA objectives have been allocated to the *Portfolios* in the *Council's Corporate Plan* please follow the web-link below:

<http://www.newcastle.gov.uk/wwwfileroot/cxo/corporateplan/CorpPlan0809.pdf>

- 3.2** The fact that **all** the SCS / LAA objectives are embedded in the Council's Corporate and Service Planning frameworks reflects the Council's wide policy and delivery remit. Naturally, some partners, particularly those whose role and delivery is focused more on one policy area, would seek to embed a much smaller set of SCS / LAA objectives in their service planning frameworks. It is worth noting that the Council's *Corporate Plan* includes other objectives and activities not covered by SCS / LAA (e.g. around internal improvement). Council officers involved in integrating the SCS / LAA into the *Corporate Plan* as well as service planning would be happy to share experiences and lessons learned from this with partners.
- 3.3** The Council plans to hold an SCS / LAA launch event for its staff on 19th September. The overall aim of the event is to communicate to staff how the SCS / LAA objectives are embedded (along with other Council objectives) in the Council's *Corporate Plan* and service plans – 'the golden thread'. It is proposed that this approach is something that

partners could consider for their own organisations and Council officers involved in organising the event would be happy to share the Council's approach to this.

4. Financial Planning

4.1 Increasingly, the Partnership will need to demonstrate joined up thinking between partners on allocation of resources to deliver on our shared priorities (i.e. the SCS / LAA). This is much more than agreement on how *Area Based Grant* should be allocated. It involves aligning partners' mainstream budgets to delivery the SCS / LAA. This is something that the Partnership has committed to exploring in the SCS / LAA document itself. Again, the Council is prepared to take the lead on this by planning to structure discussion on its *Medium-term Financial Planning* (MTFP) around the objectives and priority objectives of the SCS / LAA. Of course, the process the Council has just gone through to embed the SCS / LAA objectives in its *Portfolio Plans* and service plans will support this process. The Council's *City Treasurer* is keen to have further discussions with more partners on how we can make progress on aligning budgets to deliver on shared priorities.

5 RECOMMENDATIONS

5.1 Delivery Board partners are recommended to:

- Commit to embed the relevant SCS / LAA objectives in their respective corporate planning processes and highlight where they might want support from Council officers to do this; and,
- Consider the process for discussing closer alignment of budgets to deliver SCS / LAA objectives and priorities.

If agreed, the first step in taking these recommendations forward would be for partners to highlight their respective corporate planning / budgeting timetables.

Contact: Phil Hunter
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Delivery Board meeting dates 2009
Anderson House, Market Street (East)

Tuesday 20 Jan at 3.30pm
Tuesday 3 Mar 2pm
Tuesday 21 April at 10am
Tuesday 2 June at 10am
Tuesday 14 July at 10am
Tuesday 1 Sept at 2pm
Tuesday 13 Oct at 2pm
Tuesday 24 Nov at 2pm

2010

Tuesday 12 Jan at 2pm
Tuesday 2 Mar at 2pm