

WARWICKSHIRE LOCAL AREA AGREEMENT

SUPPLEMENTARY INFORMATION

May 2008

## 1-Purpose

1.1 This document satisfies GOWM requirements by supplementing the Story of Place and Indicators, Baselines and Targets with the following information:

- Cross Cutting Issues
- Delivery Planning
- Proofing
- Performance Management
- Risk Management
- Engagement of VCS

## 2-Contents

<b>Section No</b>	<b>Description</b>	<b>Page</b>
<b>1</b>	<b>Purpose</b>	<b>2</b>
<b>2</b>	<b>Contents</b>	<b>2</b>
<b>3</b>	<b>Cross Cutting Issues/Proofing</b>	<b>3</b>
<b>4</b>	<b>Delivery Planning</b>	<b>4</b>
<b>5</b>	<b>Performance Management</b>	<b>5</b>
<b>6</b>	<b>Risk Management</b>	<b>7</b>
<b>7</b>	<b>Engagement of VCS</b>	<b>9</b>
<b>8</b>	<b>The Way Forward</b>	<b>10</b>

### 3- Cross Cutting Issues/Proofing

In addition to the structure around six blocks of the New LAA, there is also connectivity between the issues being tackled across the agreement. Activity in each of the blocks will therefore contribute to the outcomes in the other blocks.

3 cross cutting themes have been identified which will impact across the LAA and these will receive focused coordination during the delivery planning stage and subsequent implementation.

These issues are:

- Equalities and Cohesion
- Culture Sport and Active Recreation
- Rurality

#### **Equalities and Cohesion**

Our LAA recognises that the County is a mixture of both urban and rural environments. This Agreement seeks to balance the needs of people living here. We recognise that Warwickshire is a diverse county and we will aspire to value the uniqueness of each person.

We recognise that people may be, or perceive that they are treated differently on the basis of their age, disability, gender, marital status, race, colour, nationality, ethnic or national origin, religion or belief, culture or sexual orientation. In everything we do we will aim to remove unfairness and promote equality of opportunity, equal access and good relations between people from all backgrounds.

Across the blocks there are targeted approaches involving work with groups experiencing the worst outcomes and a key priority is strengthening communities to improve cohesion.

In adopting such an approach there is a recognition amongst all partners that the LAA should, wherever possible, actively promote equality of opportunity for all.

#### **Culture Sport and Active Recreation**

Sporting and cultural activities have been identified across the LAA process as a means to achieve outcomes across a number of the blocks, both in terms of promoting healthy and active lifestyles and also in terms of promoting community participation and improved outcomes across the County.

Work with a multi agency group of Leisure and Culture Officers (LOCS) will seek to ensure that the contribution of this theme is woven into the fabric of the LAA through identification of the contribution that the theme can make to the delivery of the LAA and the extent to which it can link the blocks together.

#### **Rurality**

Sizeable urban settlements in Warwickshire together with the County's location on the edge of the West Midlands conurbation mask the rural and diverse nature of Warwickshire and the Story of Place seeks to capture this rural essence together with the issues that face such communities.

We will be working to identify and prioritise those areas of LAA delivery which are of a priority to rural communities and ensure that the implementation of the LAA has regard to the rural and diverse nature of the County. Work will be undertaken with Countywide bodies such as the Warwickshire Rural Communities Council and the Warwickshire Association of Local Councils. The need to listen, respond and shape services towards the needs of rural communities will be further reinforced through the implementation of the localities agenda.

## **Proofing**

Proofing exercises will be undertaken to ensure that the LAA has full taken into account the three cross cutting themes. This will be done through:

- Consultation with relevant groups and individuals and the convening, where appropriate, of task and finish forums
- Appropriate Guidance to Block Leads during the delivery planning stage
- Involvement of relevant groups during the delivery planning stage
- Evaluation of Delivery Plans
- Periodic Review of the direction of the LAA
- Member-led Scrutiny exercises

## 4-Delivery Planning

Many of the Outcomes, Indicators and Targets in the LAA are currently expressed in countywide terms. However, it is agreed that the establishment of locally differentiated approaches, targets and delivery arrangements will be a key success factor for the LAA.

All Block Leaders have commenced their work on delivery planning. This will be conducted in a consistent manner with delivery plans being required for each of the LAA Indicators.

A delivery planning framework is being finalised which in part is based on tried and trusted methodologies (including the 'five step approach'). This will be then be issued to all blocks together with guidance which will address the following factors:

- Prioritisation of Narrowing the Gap
- Local differentiation of targets and delivery arrangements
- Incorporation of Cross Cutting Themes
- Evidence of linkages with local LSP's and key delivery partners
- Evidence of clear citizen based outputs

All delivery plans will be considered by the Public Service Board in September. An evaluation period has been built into the framework to ensure that the plans are robust and ready for implementation.

A number of partners have indicated that the prescribed template for the New LAA refers to Main Delivery Agent. Whilst the need for clarity and accountability has meant that usually a single organisation has been listed it is envisaged that the delivery planning process will demonstrate the full range of partners that will be involved in the delivery of the LAA and it is expected that a comprehensive list will be available in September.

## 5-Performance Management

### Context

Performance Management arrangements for the New LAA build upon the current LAA where it was agreed by all partners, that a Performance Management Framework for the LAA needed to be established that balanced the need for robustness and flexibility. It was also agreed that the Framework should:

- Build on existing arrangements including those recently established and agreed for LPSA2
- Be mutually acceptable across our partnerships
- Be able to provide for parties holding each other to account
- Be accessible and appropriate to all partners
- Be proportionate to the range of activities included within the LAA

### Performance Management and Governance

Performance management will occur at the following levels:

- County Level Strategic Board (PSB): High level performance management of whole LAA
- County level thematic groups: Detailed performance management by block
- District LSP's: Monitoring the local impact of the LAA
- Member-led scrutiny

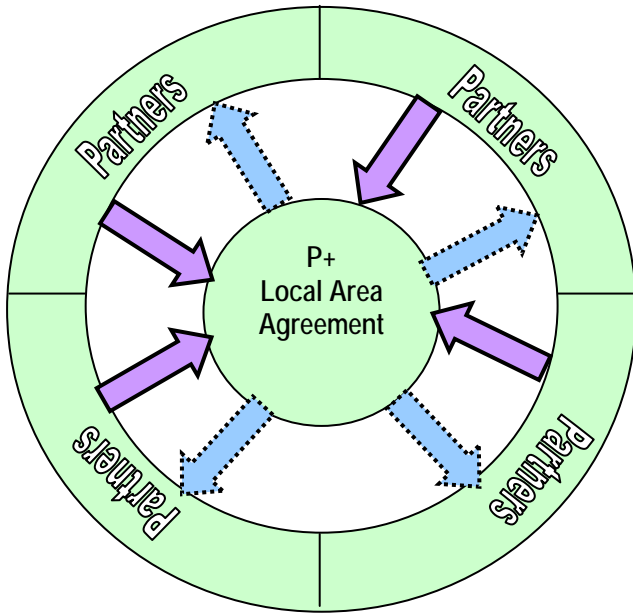
### The Framework



The Warwickshire LAA will be performance managed by the PSB -or its equivalent. Whilst the County Council will conduct the co-ordination of the framework, all partners will have shared and identified responsibilities for performance monitoring, data collection and inputting through a single IT based performance management system. This system will manage performance of the LAA and the need for flexibility and 'interfacing' between partner's systems therefore is crucial and has been acknowledged by all partners. It is anticipated that all partner access to the system would be through a web browser system that would be developed in due course.

As currently co-ordination of the framework at all levels will involve the collation of performance information on a quarterly basis and reporting to the appropriate governance body within the LAA. Quarterly reporting will ensure that issues are addressed (by block, area and county) within the context of:

- Six monthly performance reviews with Government Office
- Financial Planning
- Annual LAA refresh

The collation of information will also involve the highlighting of *under and over performance* together with exception reporting (for more see below). An overview of the system in action is illustrated below:



Key	
	Data is input by partners at agreed intervals appropriate to the outcome/indicator directly into the 'Performance Plus' LAA
	Information is analysed and reported back to partners, as well as Government Office and the Public

The Performance Management Framework will address risk assessment and management through the development of the delivery plans which in addition to setting out proposals for implementation-will also set out the identification of risks and what action if any is in place to manage and minimise them. It is envisaged that an update of risks will be presented as part of the quarterly performance reporting system.

From monitoring performance to managing performance

It has been noted in the introduction that a balance is being sought within the framework between robustness and flexibility. The importance of this approach is emphasised when dealing with performance management of the LAA particularly with the issue of quarterly reporting where measurements for outcomes have yet to be established. In addition to these outcomes there are also those that do not lend themselves to such reporting (i.e. where results are yearly) and for which a series of proxy indicators may need to be established to enable an accurate appraisal of trends in relation to overall targets. It must also be appreciated that certain milestones within delivery plans will also require reporting to appropriate governance bodies but in a format that whilst different from indicator reporting still falls within the framework for performance reporting.

Whilst this need for flexibility is recognised, it is within the overall context of ensuring that the outcomes contained within the LAA are delivered. It is on this basis that the principle of four week reporting has been agreed by all partners-whereby performance information for any given quarter is examined within four weeks (maximum) of the data being available. Additionally there will be three stages to identifying and addressing under and over performance within the LAA:

### **Stage 1-Identification**

- Under performance of any indicator (zero tolerance application) will be highlighted in the quarterly performance reports to the PSB

**Action Required:** The relevant lead will be required to identify and undertake remedial action.

### **Stage 2-Action**

- Indicator performs below target for two quarters in a row and does not show a trend toward target levels.

**Action Required:** Lead officer will be expected to produce and deliver a detailed action plan in order to deal with the identified under performance.

### **Stage 3-Intervention**

- Under-performance persists despite remedial action.

**Action Required:** The PSB will consider and implement further remedial action such as:

- Review in detail the underlying issues that are contributing to the under-performance.
- Review why existing remedial action has not worked
- If necessary. reallocate appropriate resource in order to deal with underperformance
- Consider and propose alternative solutions.
- For LAA targets- there will be a provision to invoke a change control process with proposed target changes through negotiations with GOWM and the 'annual refresh' process.

If, at any time, the performance in a particular area is of significant concern to the Board they will have the ability to fast track the above process. In seeking to address underperformance, the Board will seek to develop a supportive approach, which not only seeks to assist and advise partners where improvements are required but also commend and share good performance and best practice

## **6-Risk Management**

### **Introduction**

By effectively managing partnership risks, threats and those opportunities which flow from them, partners will be in a stronger position to deliver the agreed LAA outcomes, provide improved services to the community, ensure continuity of priority services in the event of business disruption, and achieve better value for money.

The LAA risk management strategy adopted by the partners last year will be periodically reviewed to ensure that it reflects the business needs of the partnership, remains challenging and responsive to Government direction and requirements and represents best practice.

## Overall Approach

The approach is as set out below and is based on a single risk management policy for the whole LAA but that the more detailed risk management process (steps (ii) – (v) below) is undertaken by the relevant level partnership boards;

- (i) **To adopt a risk management policy across the New LAA** – the objectives of the policy would be to;
- Raise awareness of the need for risk management
  - Integrate risk management into the culture of the Partnership
  - Manage risk in accordance with best practice
  - Anticipate and respond to social, environmental and legislative change
  - Integrate the identification and management of risk into policy and operational decisions
  - Reduce the impact, disruption and loss from an event related to a foreseeable and manageable risk
  - Enable partnering services to continue during a period of business disruption.
  - Reduce the consequential cost of risk materialisation
- (ii) **To identify the principal risks** which may affect the achievement of the agree LAA outcomes at the following three levels;
- County Level Strategic Board: High level management of key risks affecting the whole LAA
  - County level partnership groups: Detailed risk management by block in relation to county level initiatives / strategies
  - District LSP's: Detailed risk management by block in relation to district level initiatives

To evaluate the risks and identify those risks which need to be proactively managed through the introduction of key controls. A measurement tool is available which can be used to assess, review and plot the partnership risks in a defined and structured manner against known criteria. The tool allows for both the likelihood and impact of any particular identified risk and allows for their classification.

The process identifies both those risks that need to be proactively managed and those that can be dealt with via a lighter touch. This will ensure that the partnership critical risks are identified and managed in an appropriate manner

- (iii) **To maintain a risk register for the risks identified** – once the risks have been identified and plotted the risks can be prioritised and included within the appropriate level risk register.

The registers will need to be in a format that is both accessible and clear to those compiling, reviewing and updating. Risk registers would also be shared between the partners and accepted into the partnering organisation's own risk registers.

The risk registers will need to provide a reference number and description of each risk and the outcome areas that these risks affect. Mitigating action will also need to be reflected as this may lower the likelihood and impact scores entered on the risk register.

Finally, there would be an area on the risk register where partners can comment on the risks and identify how assurance will be secured that the risks in the risk register have been adequately and properly managed.

- (iv) **To produce action plans and business continuity plans** for those priority risks which need proactive management and obtain assurances on the effectiveness of the plans proposed – the action plans would contain details of how the partners intend to respond to the weaknesses identified and would seek to continuously improve the systems of control and the business continuity plans would set out the steps that the partners would taken in the event that the controls failed and the risks identified actually materialised.
- (v) **To continuously monitor implementation of the action plans** – there will be a need to keep the risks identified under review to ensure that the risk register remains up to date and accurate. There will also be a need to monitor implementation of the action plans and any mitigating factors. In relation to the business continuity plans, they would need to be periodically exercised to ensure that the steps identified continue to be appropriate and that services can continue to be delivered to Warwickshire residents

## 7-Engagement of VCS

All partners to the Warwickshire LAA support the need for and value of full VCS engagement, participation and involvement in the LAA development and delivery.

A strong and active Voluntary and Community Sector (VCS) is a vital contribution to sound community governance generally and, more specifically, the development and delivery of the LAA. The LAA process is complementary to the Warwickshire Compact, which provides a framework for partnership working. The revised Compact was launched in November 2005 and is supported by voluntary and community sector organisations (including infrastructure, service delivery and community groups) and statutory bodies (County, District and Borough Councils, the Police, Probation Service and the George Eliot Hospital NHS Trust).

Through the leadership of CWIC (Coventry and Warwickshire Infrastructure Consortium), the sector has been encouraged to become directly involved in the LAA. CWIC's membership includes specialist and generic infrastructure organisations that have worked collaboratively to respond to and implement the government's ChangeUp strategy.

Other Countywide bodies have been engaged in the current LAA and the development of the New LAA. The ultimate expression of this involvement has been PSB membership of key VCS partners (CWIC, WALC) and this has been supplemented and Block level where participation has been encouraged and will be further reinforced through the PSB Advisory Forum. A Third Sector Strategy is also being developed to underpin our approach.

The voluntary and community sector is recognised as a major partner in the development and delivery of outcomes across the LAA.

Many of the LAA priorities have been drawn from the 6 LSP's plans. Voluntary and community groups have contributed to the development of these priorities through Partnership events, membership of theme groups and consultations in local forums.

## 8-The Way Forward

Much of the information provide to supplement the LAA is based on the very solid achievements that underpin the current LAA. The development of the New LAA offers and opportunity to build on these achievements, apply lessons learnt and make improvements where necessary.