Council – 28 January 2010

Area Partnerships: A Developing Model for Neighbourhood Management

Service Area: Walsall Partnership, Neighbourhood Services

Wards: All

1. Summary of Report

1.1 The attached document (appendix E) sets out the proposals for Area Partnerships to replace Local Neighbourhood Partnerships (LNPs).

1.2 The role of Area Partnerships:

  i) Focus on Areas that people identify with and that partners can logistically operate in. There are six areas proposed.
  ii) Create proper accountability for results with an Area Manager for each of the six Areas.
  iii) Produce an Area Plan for each Area which will combine the aims of the Sustainable Community Strategy with other local priorities.
  iv) Give people a forum to discuss the utilisation of some mainstream budgets in their Area
  v) Increase Community engagement. Walsall needs to improve its performance in terms of people believing that they can influence decisions affecting them in their Area.
  vi) Adopt a partnership approach with the partners jointly resourcing the staff team, including some Area Managers being employed by partner organisations.
  vii) Recognise the role of elected members as leaders within their communities. Elected members will lead, and empower others to lead, Community Meetings.
  viii) Localise tasking by convening Area Partner Meetings on a monthly basis.

1.3 The target date for Area Partnerships to be operational is May 2010. LNPs are planned to cease in March 2010. Currently a transition period is envisaged between January and March 2010. However it may become impracticable to continue until March, due to staff leaving and redeployment.

2. Recommendations

2.1 That the Council approves the report for implementation.

2.2 That the Council delegates authority to the Executive Director Neighbourhood services working with the Cabinet Portfolio Holder to implement the proposals including any refinements or adaptation resulting from negotiating arrangements with partners and existing local structures or on-going consultations.

2.3   That the Council approves any underspend of external funding allocated for projects in the areas, regardless of the external funding source, to be carried forward in to the next financial year.

3.   Background Information

3.1   On 24 April 2006 the Council took a resolution to make Walsall Partnership (formerly Walsall Borough Strategic Partnership) the governing body of the LNPs.

3.2   In September 2008, due to dissatisfaction with LNPs, the Chief Executive of Walsall Council and the Leader of Walsall Council requested that Walsall Partnership review LNPs. A consultant was appointed, funded by the West Midlands Efficiency and Improvement Partnership, report attached (appendix A).

3.3   As a result of the review of LNPs, a sub group of the Walsall Partnership Board was formed to oversee the development of plans for improvement to LNPs. This has resulted in the Area Partnership proposal.

4.   Resource Considerations

4.1   The net cost to the Council, over the existing net budget available for 2010/11, is expected to be £0.412m which has been included as an investment bid. The annual ongoing cost for 2011/12 onwards is forecast to be £0.357m.

4.2   Appendix B sets out a draft staffing structure for the Area Partnerships and Appendix C of the report sets out the costs of this proposal. All costs quoted are direct costs net of central support costs (CSS). The overall costs of the model (for the Council and its partners) in 2010/11 are expected to be £0.877m, subject to final decisions about managerial arrangements and redundancy costs payable. In comparison the cost of LNPs in the 2009 / 10 year was budgeted to be £0.553m which included certain grants which are to cease at March 2010. The budget for 2010/11 will be £0.315m excluding these grants and the required efficiency savings expected by all service areas.

4.3   It is anticipated that partners will contribute to the resourcing of Area Partnerships. Negotiations indicate that NHS Walsall is likely to offer two Area Managers and Walsall Housing Group one Area Manager. This would reduce the costs to the Council by £150K (3 posts at £50K per post). Therefore the anticipated total cost to the Council will be £0.727m.

4.4   One Area Manager will be responsible for one Area Partnership area at a salary to include on costs of £50K each.   The proposed Area Support Officers will be allocated to two Area Partnerships each.   It is proposed that the Area Support Officers will be paid at SCP 14 – 21, which will cost approximately £24K per Area Support Officer (£12K per Area Partnership).

4.5   The central administration and management arrangements costs estimated at £150K will include funding for a number of required items. It is proposed that an element of the central administration costs is allocated to communications across both Walsall Partnership and the Area Partnerships, including cost of ICT systems

and connections required and to cover the identified risk of potential office accommodation costs. A second element to be included is the allocation of £30K towards events (£5K per area), to be decided locally. Also, management arrangements have not yet been finalised and therefore needs to be included in the budget.

4.6 The £40K local budget will be distributed by the Partner meeting to solve small scale local problems quickly. £20K of the £40K will be ring-fenced to the identified 'place of focus' within each Area Partnership.

4.7 In addition, for the 2010/11 financial year only, there are redundancy costs for the existing Local Neighbourhood Partnership Support Team, estimated to be £55K which is included in the 2010/11 budget requirement. There is also a risk of partners not contributing to the project totalling £150K which is included in the Council's risk assessment.

4.8 LNPs have been supported by external grants, some of which have been discontinued (appendix D). The mainstream budget for LNPs projected for 2010/11 is £0.315m excluding grants, CSS and net of the required efficiency savings expected by all service areas. The additional resources required to operate Area Partnerships which has been included as an investment bid in the draft revenue budget is shown below and in more detail at Appendix C.

	2010/11 £'000	2011/12+ £'000
Area Costs x 6 Areas	672	672
Central Costs	150	150
Redundancy costs – Year 1 only	55	0
TOTAL	**877**	**822**
Contribution from partners	(150)	(150)
Cost to Council	**727**	**672**
Budget Available	(315)	(315)
Total Additional Cost to Council	**412**	**357**

4.9 The resources currently used to support LNPs include funding for both the Support Team and local projects. There may be some underspend of external funding allocated to projects at the end of the financial year and it is proposed that any underspends are carried forward into the next financial year, regardless of which external funding stream is the funding is allocated from to enable the completion of projects identified by the partnerships.

5. Citizen Impact

5.1 The proposals are likely to impact positively on citizens. Greater and more representative engagement of communities is planned along with strategies to empower people to be directly involved in solving the issues and concerns in their Area.

6. Community safety

6.1 The proposals are likely to impact positively on community safety matters. There will be more engagement of a wider range of people to identify issues and concerns. Tasking processes will ensure actions are agreed and taken to address these concerns. Communications will be delivered to report to people the good work that has been done.

7. Environmental Impact

7.1 The proposals are likely to impact positively on the environment. People will be empowered to be involved with the shaping and ownership of the local environment

8. Performance and Risk Management Issues

8.1 The performance of the Partnership on National Indicator 4 (percentage of people who feel they can influence decisions in their locality) is poor. These proposals are designed, based on successful local authorities, to address this perception indicator, and other perception indicators, by communicating with our customers on the basis of

"We asked – You said – We did"

9. Equality Implications

9.1 These proposals will ensure that a wider and more representative population of our communities are consulted and engaged. This should impact positively on equalities issues within Walsall.

10. Consultation

10.1 Consultation has been an ongoing feature in the development of these proposals. The time frame for consultation has increased from July/September to November 2009 to give greater opportunity to respond to proposals.

Consultees include:
- Elected Members
- LNPs
- Partners
- LNP locally elected representatives
- All Council Directorates / CMT

10.2 Consultation will continue over operational matters should this proposal be approved for implementation as requested.

Background Papers

Community Partnerships: A developing model of neighbourhood management in Walsall

Review of LNPs report

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Signed:

Executive Director: **Jamie Morris**

Date: 20 January 2010

Walsall Local Neighbourhood Partnerships

Review

Local Improvement Adviser assignment

March 2009

Executive Summary

Draft 4

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Contents

Executive Summary

1.1   On the 18th September 2008 the Walsall Partnership Board considered a paper from the Chief Executive and Leader of the Council that raised the following key questions concerning the development of LNPs.

- What is their role and purpose going forward?
- What resources are needed and where are they to come from?
- How do we ensure effective community involvement?
- Are partners properly engaged?
- How do we ensure this all leads to better public services?
- Do they cover the right areas?

1.2   Walsall Partnership commissioned this review of the Local Neighbourhood Partnerships (LNPs) with funding and support from the West Midlands Regional Improvement and Efficiency Partnership. The purpose of the review is to recommend improvements in the light of good practice from other areas and knowledge of the specific circumstances within Walsall. The review also sits in a broader national policy context including the Strong and Prosperous Communities White Paper, particularly the "duty to involve" communities in service planning, the Community Empowerment White Paper, Local Area Agreements (LAAs), Comprehensive Area Assessments (CAAs) as well as the need for efficiency savings.

1.3   LNPs are crucial to realising the Vision for Walsall in the year 2021 as stated in Walsall's Sustainable Community Strategy (SCS). Locally identified priorities are set out for each LNP, and generically LNPs will have a lead role in the achieving the delivery of "Strong and Dynamic Communities", namely

- Encouraging active citizens in local decision-making processes
- Ensuring groups, neighbourhoods and communities can influence decisions affecting their local area
- Ensuring strong neighbourhoods where people can on well together
- Valuing and enabling families to be self supporting and resilient

1.4   The three year delivery plan for the SCS is the Walsall LAA, which outlines the following relevant "Stronger Communities" national indicators (NIs).

- NI 1 – *The percentage of people who believe people from different backgrounds get on well together in their local area*
- NI 4 – *The percentage of people who feel they can influence decisions in their locality*
- NI 5 – *Overall/general satisfaction with local area*
- NI 7 – *Environment for a thriving third sector*

1.5   In conducting this review, opportunities to be consulted were provided to all partners, using a range of methods. This included an online survey, one to one meetings, small group meetings and briefings, consultation evenings and a document review. The time available for the review was very limited, and further ongoing consultation is critical to the future LNP development process.

1.6 A key conclusion arising from the consultations is that greater attention appears to have been given to what LNPs are rather than exploiting the potential for what LNPs can do. There has been too much emphasis on process rather than the purpose of LNPs, including a lack of consistency with regard to governance and the respective roles of stakeholders. It is essential that the process of LNPs is shaped by their purpose, and not vice versa.

1.7 There is no common understanding (and significant misunderstanding) of the purpose of LNPs. This needs to be addressed urgently. Each neighbourhood plan clearly states *"LNPs aim to influence services which are being delivered in their area by working in partnership with various service deliverers and the community. Working as a partnership will ensure services in the LNP areas are meeting the needs of residents and partners. It also ensures resources are maximised to their fullest potential".* This statement of LNP purpose needs to be understood, owned and communicated by Walsall Partnership and all concerned. The prime purpose of LNPs should be that of facilitating engagement of residents by service providers leading to an increase in the responsiveness and quality of service provision. This will require that LNPs are able to influence (but not necessarily control) wider public spending and other investment in their area. A secondary purpose could include that of capacity building of local initiatives that will enhance community involvement and support local groups to take on responsibilities alongside their rights to influence.

1.8 Central to the achievement of these purposes is developing a common understanding of community engagement across all public agencies with a 'duty to involve'. Engagement within LNPs and at a more local level needs to go beyond being a forum for complaints. Engagement means, for example, developing processes for information sharing, consultation, influencing service design and delivery, and scrutinising the quality of received services. This engagement needs to be undertaken by the service providers themselves, coordinated by LNPs. 88% of respondents to the online LNP survey identified themselves as White – British, demonstrating the need to extend the reach beyond the current levels of engagement. Community engagement is demanding, yet it is an aspiration within the SCS and has merit both in terms of process (the 'right' thing to do) and also in terms of impact (improved services).

1.9 There is a lack of clarity and consistency related to the governance of LNPs. They should be seen as sub partnerships to the Local Strategic Partnership, yet they are perceived as a Walsall Council mechanism. The LSP should performance manage against agreed outcomes – central to which is community engagement and empowerment. The coordination and chairing of LNPs should have clear lines of accountability to the Walsall Partnership. There is a sense of frustration in some areas at the perceived political domination and lack of a partnership approach. There is also evidence of a lack of mutual respect between those providing public service and those receiving it, which mitigates against a partnership approach. When an LNP is clearly not functioning appropriately, the LSP does not seem to be taking responsibility or action to remedy it.

1.10 The lack of clarity regarding both purpose and governance of LNPs has also led to confusion with regard to democratic process and the respective roles of all partners. LNPs provide an opportunity to link together *elective democracy* through the involvement of front line ward councillors along with *participatory democracy* though the involvement of resident service users from the area alongside the professionals delivering those services. The involvement of elected members is essential and builds in their role as community leaders who are able to facilitate problem solving by enhancing dialogue between all stakeholders.

1.11 Although some concern was raised about the geographical boundaries, they seem to be fit for purpose. However, it should be recognised that these "lines on a map" are pragmatically drawn in order to give coverage to the LSP area. Community engagement needs to link to more local networks (eg Community Action Groups, Children's Area Partnerships, Neighbourhood Watch, Tenant Management, etc). The LNP should play the role of the umbrella organisation that is able to maintain an overview of local intelligence and facilitate dialogue centred on problem solving between partners. The LNP should also have an overview of data relating to its area and an overview of the public spend it should influence.

1.12 The role of the LNP staff team also needs to be clarified and developed. The lack of funding continuity has resulted in staff turnover and loss of experience. The confidence of existing staff is also damaged. This review highlights that LNP staff are appreciated and valued, but the lack of clarity in their role means that they can be drawn into inappropriate activity. *Ideally, each LNP would have a full-time area coordinator to facilitate it.* The financial burden for this should not lie with Walsall Council alone (See further on "investment" below). Good practice from other locality working initiatives demonstrates that an area coordinator needs both experience and commitment from all stakeholders.

1.13 The form of each LNP may vary as long as their function/purpose is consistent to all and there is a clear line of accountability to the Walsall Partnership. LNPs should be owned by appropriate partners who are able to influence service delivery. Due to LNPs having a "complaint centred" approach, there has been a loss of constructive dialogue and some service providers have established other vehicles for engagement. The role of partners is to bring their perspectives (eg as an elected member, service provider, resident, third sector body, etc) into a problem solving forum. Their role is not about representing groups. The make up of a partnership can be locally determined around their purpose. However, as a key element of partnership working is strong working relationships, there should be consistent appropriately senior representation by all stakeholders. The chairing can be locally determined, but elected members in this role is advantageous as long as it is inclusive and facilitative. There may be value in some areas to see whether an existing partner might have value as an 'arms length' regeneration body or community trust. It would be inappropriate for the LNP to be so constituted, as it would break the governance line to the LSP.

1.14 In order for LNPs to function efficiently, there needs an appropriate level of investment from public partner agencies and other local groups. The financial burden has fallen to date on the Council, yet recent government legislation and guidance places an obligation on all public agencies with regard to community inclusion. There is reluctance to invest in a partnership when it is seen to be council owned and politically driven. There is also the potential for increasing investment via other local bodies from sources that are inaccessible to public service organisations. Investment via a well performing LNP would be able to demonstrate added value within the Improvement and Efficiency context.
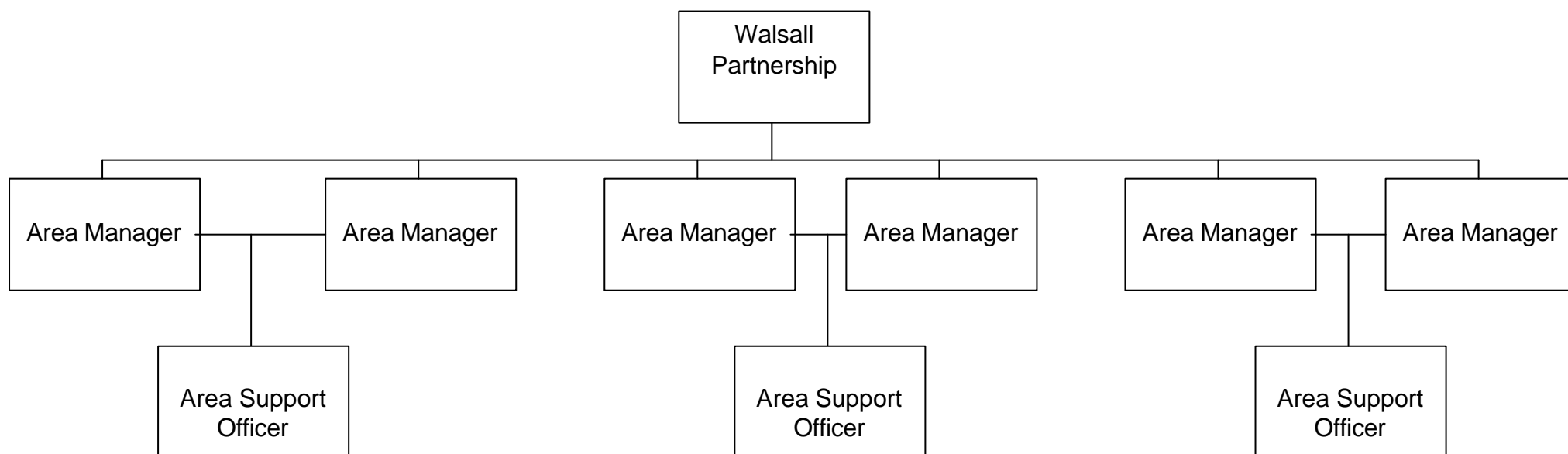
Key Recommendations

1.15 This principle recommendation of this report is that clarity regarding the purpose of LNPs is achieved with urgency. This will not involve changing the stated aims/purpose of LNPs, but rather increasing the understanding, communication and ownership of these. As identified above (paragraph 1.5) this review is part of an ongoing consultation process. It is therefore proposed that a working group is established by the Board of Walsall Partnership to address the issues identified in this review, which in summary include:

- Examining how LNPs might exert influence over a wide and appropriate range of service delivery. This will entail having an overview of all the resources being invested in the area, and not just the very small percentage spend that LNPs may have at their disposal for commissioning.

- Looking at models for community engagement as part of good practice and fulfilling requirements arising from "duty to involve". It will also require developing an understanding of the different levels of engagement, how this is best fulfilled, and how support officers from all partner agencies can complement each other's activity rather than duplicating.

- Establishing the governance model in line with that previously agreed and published. This will entail the LSP will ensuring an appropriate level of consistent partner involvement, appropriate chairing of LNPs and information sharing procedures being developed.

- Developing a performance management framework that will monitor progress against outcomes in the SCS and LAA. It will also entail assessing how LNPs are functioning as partnerships and umbrella bodies in their areas.

- Examining the implications for all partner stakeholders. This will include information sharing regarding local data and investment, mechanisms for engagement and shaping service delivery.

- Developing the LNP support team. The team's role needs to become one of coordinating service deliverers who themselves must (and have a duty to) engage communities. This is a change from the current role of the LNP support team, which is to directly engage communities. Consequently, different skills will be required in the support team.

- Establishing a learning culture that will encompass the skills required for all stakeholders and officers within a partnership context, and identify where learning needs must be met.

PROPOSED STRUCTURE FOR AREA PARTNERSHIPS

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                          ┌──────────────┐
                          │   Walsall    │
                          │ Partnership  │
                          └──────────────┘
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| Area Manager | Area Manager | Area Manager | Area Manager | Area Manager | Area Manager |

| Area Support Officer | Area Support Officer | Area Support Officer |

PROPOSED COSTS

The cost of this model to each partner depends on how they each contribute. The assumption is that a number of partners will provide some of the Area Managers. This is likely to make better use of existing resources.

The Walsall Partnership LNP review group agreed that Area Managers are essential to the success of Area Partnerships. The value of apprentices to improve the employment prospects of local people and to realise the aspirations of workforce planning was also recognised. It was considered that any additional resource should be provided by the partners or through training/volunteering.

Costs per Area:

	£'000
Area Managers - £40,000 + on costs	50
½ Area Support Officer (*)	12
Stationery / training / publicity / travel	10
Local budget	40
TOTAL	**112**

(*) 1 Area Support Officers will cover two Area Partnerships

Overall Annual Central Costs (£'000)

Central Administration and Management Arrangements – annual costs	**150**

Total Costs:

	2010/11 £'000	2011/12+ £'000
Area Costs x 6 Areas	672	672
Central Costs	150	150
Redundancy costs – Year 1 only	55	0
TOTAL	**877**	**822**
Contribution from partners	(150)	(150)
Cost to Council	**727**	**672**
Budget Available	(315)	(315)
Total Additional Cost to Council	**412**	**357**

Potential Risks Identified:

Partners have been consulted to ascertain what levels of resources they might contribute. Although there is no contractual commitment made to date, it would be reasonable to assume that Walsall NHS are likely to contribute two Area Managers and Walsall Housing Group one Area Manager. Should this not be forthcoming the risk to the council would be an additional £150K which will be included in the Council's risk assessment.

LOCAL NEIGHBOURHOOD PARTNERSHIP FUNDING SOURCES 2005 / 06 - 2010 / 11

This summary provides an overview of resources utilised to support the Local Neighbourhood Partnership Support Team throughout each financial year of delivery, complete with proposed figures for 2010 / 11.

	2004 / 05	2005 / 06	2006 / 07	2007 / 08	2008 / 09	2009 / 10	2010 / 11
Funding Source	£	£	£	£	£	£	£
Neighbourhood Renewal Fund		47,290					
Local Area Agreement			175,678	313,392			
Area Based Grant: Stronger Safer Communities Fund					252,000	165,120	
Area Based Grant: Community Cohesion					26,000	26,471	26,471
Working Neighbourhoods Fund						118,000	
ERDF			157,094	117,820			
Performance Reward Grant						197,000	
Reserves	220,000						
Maintream		109,482	364,120	203,803	378,891	344,092	350,226
TOTAL:	**220,000**	**156,772**	**696,892**	**635,015**	**656,891**	**850,683**	**376,697**

NOTE: The funding streams used to resource Local Neighbourhood Partnerships, covers both Support Team costs and local project funding

Area Partnerships

A DEVELOPING MODEL FOR NEIGHBOURHOOD MANAGEMENT IN WALSALL

Clive Wright
Director, Walsall Partnership

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A DEVELOPING MODEL FOR NEIGHBOURHOOD MANAGEMENT IN WALSALL

1   Purpose

This document sets out our proposal and aspirations for new Area Partnerships in Walsall. Area Partnerships will build upon and replace Local Neighbourhood Partnerships (LNPs). They have been developed to improve how we engage and involve people in the decisions affecting communities and the places where they live.

Walsall Partnership's Sustainable Community Strategy sets out an ambitious vision for what we aspire the borough to be like in the year 2021. We will need the support and commitment of everyone in the borough to achieve this. Area Partnerships aim to ensure that everyone can participate in delivering the vision of "Walsall being a great place to live, work and invest where:

- People get on well with one another
- People can get around easily and safely
- People support and look after one another
- There are more and better jobs for local people
- People can live an independent and healthy life
- There is a wide range of facilities for people to use and enjoy
- People consider the impact of what we do now on future generations
- There are high-quality and distinctive designs of buildings and spaces
- Growing up is a good as it can be and young people fulfil their potential
- People are our strength and have the skills and attitude required by employers
- Everyone has the chance to live in a home fit for their purpose and fit for the future
- People feel proud to live"

Walsall has both a rich heritage and diverse communities. Area Partnerships will enable us to draw upon this and to work sensitively to the strengths and needs of different communities.

The purpose of Area Partnerships will be to:

1. Engage with local communities to identify issues and agree the key priorities for the Area to be included in the Area Plan.
2. Empower communities to solve local problems by supporting local action and giving people influence over the resources allocated to their Area.
3. Co-ordinate service providers and hold them to account for delivery, to ensure better outcomes for our communities and a more effective use of resources.

Area Partnerships will be the vehicle for enabling Walsall Partnership to operate locally. They have the potential to become a powerful partnership between communities and organisations, to be a driver for improvement, efficiency and better outcomes locally and for Walsall as a whole. The responsibility and commitment needed to make them work belongs to us all.

2   Context

Local Neighbourhood Partnerships (LNPs) have been operating in Walsall for five years. Initially, they were an exemplar for community engagement and won national awards. However, the demand and expectations for high quality engagement and giving local people influence over services and priorities in their community has increased dramatically.

In 2008, the Chair of Walsall Partnership and the Chief Executive of Walsall Council requested a review of LNPs to be undertaken by Walsall Partnership. An independent consultant was secured with the support of the Regional Improvement and Efficiency Partnership (RIEP). Partners and LNPs were widely consulted about their issues and the changes needed to meet the increased expectation. A sub-group of the Walsall Partnership Board was created to oversee the review.

This report represents the conclusion of the LNP review in the form of a proposal for the future operation of Area Partnerships. This proposal uses what we have learned from other local authorities. In particular we have worked with Blackpool, Birmingham, Nottingham and Shropshire. We have also drawn upon research from other UK places whilst retaining some of the existing elements that work well in the current LNP model.

3   Implications

The implication of this document is that all partners will need to operate in a more co-ordinated way to empower and engage local people. The model will enable local people to have real influence over the local allocation of resources; it will improve both community engagement and the responsiveness of organisations. This requires significant organisational culture change and a buy-in from all of us. The changes proposed are radical and will work best if we all commit fully.

Existing localised partnership arrangements (such as GP practice-based clusters, Children's Area Partnerships or community policing) will need to be aligned to these proposals. In addition, the ability to meet statutory requirements (such as the Duty to Involve or the responsibilities assigned to the Children's Trust) need to be integral to the new way of working.

It is clear from our research that there is no perfect model for local engagement, but those that work best do so because of good relationships and the positive intention and determination of everyone contributing to make them work.

Political support will also be critical and success will depend upon the political support to make the proposed structures work effectively.

4   The Areas

To overcome the discontent with LNP boundaries, it is proposed to divide Walsall into six Community Areas. Ward boundaries will be used as the building blocks.   However, it is recognised that some Ward perimeters do not form natural boundaries that people and services identify with and so, in some instances, there will be a degree of flexibility for practical purposes.

Within each Community Area there will be at least one Place of Focus. These will be relatively small, locally identified places where a concentrated effort of the community and service providers working together is needed to solve specific issues and problems. The boundary for this Place of Focus will be determined in two ways:

1)   Consultation locally
2)   An evidence based assessment of needs/issues

See Appendix 5 for maps of proposed Areas.

Each area will have a local budget of £40,000 to deliver locally identified activity and resolve issues quickly. £20,000 of the £40,000 will be ring-fenced to the area identified as the 'place of focus' within each Area Partnership.

5   Developing and Delivering an Area Plan

Each Area will develop an Area Plan which will be approved by Partners and the Community.

The Plan will have a three year life and will show how the priorities contained within the Sustainable Community Strategy will be delivered in the Area. It will also include locally determined priorities where there is evidence of need or where engagement has demonstrated strong local demand. Local Councillors will be crucial to the development of Area Plans and in assisting the Area Manager to develop them.

Measures of the success in delivering Area Plans will be developed and reviewed regularly by Partners. Progress will be reported back to the community at least twice per year but more frequently where measurement is relatively straightforward.

A supplementary plan will be developed for the Place of Focus within each Area. It has also been suggested that, in some Wards, Ward plans could also be developed and used to help inform the Area Plan.

Each Area Plan will contain details of the resources allocated to achieving local priorities, which, over time, will allow Areas to exert greater influence over mainstream budgets. Partners will be expected to analyse and make transparent how they spend their funds within each Area. This will take some time to achieve, but our aim is to have transparent budgets completed by April 2011. It should be possible to build up to the overall budget in stages so that by April 2011 communities will have influence over the use of the key resources in their Area.

6   Community Engagement and Communication

Area Partnerships will engage more people in new and innovative ways. The aim is that all front-line workers who interface with the public will become 'engagement officers' as part of their existing role. They will ask the public what their key issues and concerns are within their Area. This will be reported and collated so that an appropriate response can be made.

People will be engaged in a wide range of places and at various times of the day. For example, people may be approached at local schools, in supermarkets, by contacting groups local people have formed, or by knocking on doors. This will result in increased consultation with a more representative sample of the community. People will also be encouraged to get involved in solving local problems by setting up their own initiatives and groups who can be consulted.

More issues and concerns will be reported than at present and our systems will need to be developed to process these effectively. Walsall Partnership is proposing to develop a multi-agency referral hub. This will enable issues and concerns to be logged and prioritised on the basis of the seriousness of the problem and the number of people affected. The referral hub will also enable agencies to refer issues to each other and monitor what is being done to address these issues.

The aim of this approach is to tackle the issues that most affect people in an Area, rather than respond to each and every individual concern reported. However, it is important that all issues raised are considered in a transparent way . We recognise that it is important to say so when we are not going to tackle a particular issue and explain why.

Communication is vitally important to this new way of operating. There will be more engagement and consultation including letting people know the difference that has been made. The model for this communication will be:

<center>"We asked – You said – We did"</center>

Communication will be a significant and substantial part of the work of Area Partnerships on an ongoing basis and careful planning of how this will be organised and the channels of communication to be used is necessary. The Walsall Partnership Communications Group will undertake this work. We know that the only way to improve public perception of services is firstly to do a good job and then tell people about it.

7   Area Manager

An Area Manager will be appointed in each of the six Areas. They will be responsible for coordinating others to ensure the delivery of outcomes and positive results within the Area.

Area Managers may be employed by any of the partner organisations. They will be jointly selected into post by organisations that comprise Walsall Partnership. This will ensure a high quality of Area Manager and also that Area Partnerships develop as a shared service across all partners. Area Managers will report into the Director of Walsall Partnership.

Area Managers will be responsible for developing and implementing the Area Plan and will use their influence to coordinate and align the efforts of partners to achieve better results and agreed outcomes. They will need to be of a sufficiently high level and gravitas to engender personal credibility in a wide range of contexts. Salaries have been set at around £40,000 per annum, which compares with similar posts in other local authorities.

In some Areas there may be options to adapt the model of Area Manager to fit local circumstances. For example in the Bloxwich/Blakenall/Birchills Area discussions are under way to integrate these proposals with the New Deal for Communities' succession strategy and also with initiatives operated by Burrowes Street Tenant Management Organisation.

The Area Manager will be responsible for the administration of the local budget of £40,000.

8   Area Partnership Meetings

In each Area the Area Manager will convene monthly meetings of the key partners. The purpose of this will be to discuss and assimilate the information from consultation and engagement and to agree tasks to address the issues and concerns raised by communities. Partnership meetings will also address the more strategic aims of the Area Plan. Area plans will consider the aspirations of local people and their wider needs identified by borough-level evidence as well as the Sustainable Community Strategy.

At Area Partnerships Meetings the partners will discuss and agree the tasks that they will undertake. This will focus initially on the *cleaner, greener, safer* issues but will increasingly encompass wider considerations as Area Partnerships develop. This local "tasking" will be integrated with the borough-wide tasking that already takes place.

Area Partnership Meetings will be an extension of Walsall Partnership, but will operate locally. The partners for each Area will be chosen based on the needs and issues of the Area.   Existing structures such as Children's Area Partnerships and Project Reference Groups should be represented.   Partnership meetings will include Councillors within its membership.

In each Area there will be a Place of Focus where partnership activity to tackle local issues will be more intensive. In the Place of Focus partners will meet weekly to review progress, process feedback received and to agree the tasks for which they will become accountable. These meetings will be reported primarily to local Councillors.

9   Area Community Meetings

There will be at least six community meetings per year in each Area. These meetings will be led by local councillors, but with the flexibility for councillors to empower others to lead and/or chair as they see fit.
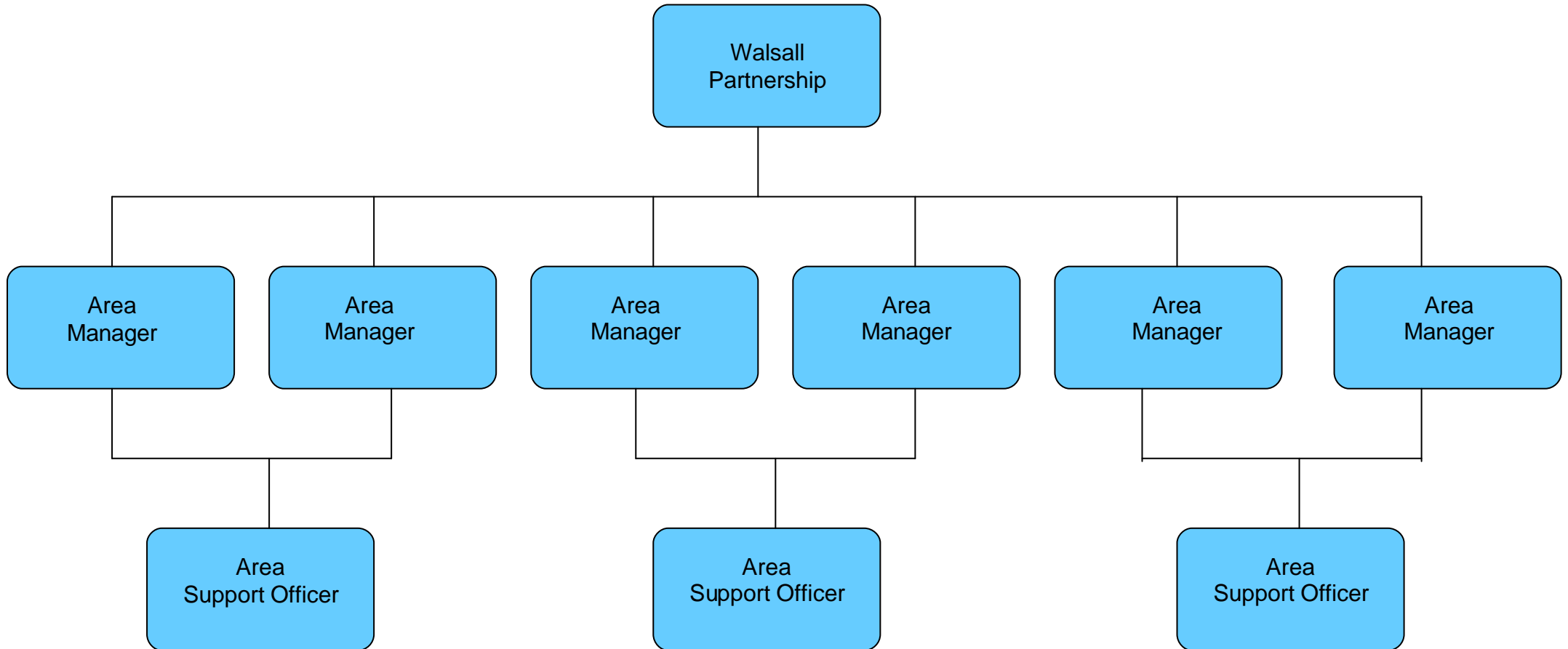
Community meetings will also identify local issues to be referred to the partners' meeting. However, some issues may benefit from local action and so task-and-finish groups will be encouraged and supported to establish.

Community meetings will be supported by Democratic Services within Walsall Council. They will be attended by the Area Manager. Partners will be invited to attend only when needed.

Members of community meetings will include elected members, local organisations, businesses voluntary organisations and locally appointed representatives. Steps will be taken to encourage participation representative of the community. Community meetings will be open to the public.

Proposed Structure of Community Partnerships

PROPOSED COSTS

The cost of this model to each partner depends on how they each contribute. The assumption is that a number of partners will provide some of the Area Managers. This is likely to make better use of existing resources.

The Walsall Partnership LNP review group agreed that Area Managers are essential to the success of Area Partnerships. The value of apprentices to improve the employment prospects of local people and to realise the aspirations of workforce planning was also recognised. It was considered that any additional resource should be provided by the partners or through training/volunteering.

Costs per Area:

Area Managers - £40,000 + on costs	£50,000, including on costs
½ Area Support Officer (*)	£12,000, including on costs
Stationery / training / publicity / travel	£10,000
Local budget	£40,000
TOTAL	**£112,000**

(*) 1 Area Support Officers will cover two Area Partnerships

Additional Central Costs:

Central Administration and Management Arrangements	£150,000
TOTAL	**£150,000**

Total Costs:

Area Costs x Six Areas	£672,000
Central Costs	£100,000
TOTAL	**£772,000**

Potential Risks Identified:

Partners have been consulted to ascertain what levels of resources they might contribute. Although there is no contractual commitment made to date, it would be reasonable to assume that Walsall NHS are likely to contribute two Area Managers and Walsall Housing Group one Area Manager. These contributions are subject to approval. However, based upon these assumptions the costs to the council would be as follows:

Redundancy Costs	55,000
Non-contribution from Partners	150,000
TOTAL	**205,000**

Costs to Walsall Council:

	2010 / 11 £	2011 / 12 £
Total Cost of Area Partnerships	1,027,000	972,000
Less assumed Partner contribution	(150,000)	(150,000)
TOTAL	**877,000**	**822,000**
Budget Available	350,226	350,226
Total Cost to Council	**526,774**	**471,774**

Appendix 3a

JOB DESCRIPTIO

Walsall Council

JOB TITLE: Area Manager	**JOB NO:**
SERVICE AREA: Area Partnerships	**SECTION**:
LOCATION: Challenge Building	**GRADE:** PO9 **SCPs:** 46-48
CAR ALLOWANCE: Casual	

PURPOSE OF JOB:

To be responsible for achieving outcomes and results by local partnership working through the alignment and co-ordination of partner service delivery in one of six areas within Walsall.

RESPONSIBILITY LINKS:

Reports to: Director, Walsall Partnership
Responsible over: Tasking of partner staff and administration staff

SPECIAL CONDITIONS:

- Evening and weekend working will be required in order to include a wide range of community representation in engagement activities
- Casual car allowance

MAIN ACTIVITIES:

1) To convene partnership meetings within a community area to enable tasking based both on needs and local priorities.

2) To influence partners to participate in tasking and to hold them to account for delivery of tasks they agree to deliver.

3) To coordinate the partners to deliver innovative and effective community engagement activities. To coordinate the response.

4) To convene and attend community meetings in the area and support the production of a strategic-level action plan.

5) To support Councillors in their role of leading community meetings or, alternatively, in enabling communities to lead these meetings.

6) To encourage and empower appropriate local action to solve issues.

7) To convene weekly partner tasking meetings in the chosen location of focus.

8) To manage a local budget to fund small-scale projects in the area and to manage those projects to ensure their success.

9) To plan and monitor performance to achieve local outcomes and expectation as well as the aims of the Sustainable Community Strategy and the Local Area Agreement.

10) To draw upon and work with partners using data and intelligence.

11) To carry out other duties, as and when required, in consultation with line management.

COMMON RESPONSIBILITIES: All team members

1) To work as part of a flexible team providing a high quality service to individuals and organisations involved in Partnership initiatives.

2) To develop a broad understanding of the Partnership's aims, objectives and mission, together with an in-depth understanding of how these aims and objectives impact on the post-holder's duties and responsibilities and the Partnership as a whole.

Team working

3) To work co-operatively with colleagues within the values of the Partnership so as to achieve the aims, objectives, standards and targets of the post and the Partnership.

4) To use personal skills, knowledge and experience to optimum effect within the limits of the post.

5) To prepare accurate and complete technical and specialist documentation as relevant to the section, including the preparation of minutes/notes of meetings and technical reports.

6) To deal independently and effectively with enquiries from all sources, including telephone callers and personal visitors. This includes responding to correspondence on general, technical and specialist matters within the jobholder's competence.

7) To initiate, attend and be an active participant in working/project groups and other meetings as the team's representative to identify, discuss and resolve current issues.

8) To inform the relevant senior staff of all matters of concern arising within the scope of the post.

9) The post-holder must also undertake other duties within his/her competence or otherwise appropriate to the grading of the post as required.

10) The post-holder must at all times carry out his/her duties with due regard to the Partnership's employment policies, with particular reference to equal opportunities and health and safety.

Quality

11) To contribute to the department's continued achievement of quality standards, including Investors in People, Charter Marks and ISO through individual and team performance improvements.

12) To seek to continually improve administration systems in use within the team, particularly in relation to how these impact on the post. To participate positively in the implementation of new working methods and practices as required.

13) To maintain a good understanding of, and competence in using, the administrative systems of the team, including computer-based systems.

Personal Development

14) To work positively and constructively with the line manager to identify strengths and agree action in relation to development needs, to set these out in a personal development plan and to review this at least annually with the line manager.

15) The post-holder is responsible for his/her own self development on a continuous basis and as such will be expected to undergo suitable training.

16) To be aware of current national and local issues relating to local government and to the authority insofar as they impact on the post or the post-holder.

This job description sets out a summary of the key features of the role. It is not intended to be exhaustive and will be reviewed periodically to ensure it remains appropriate for the role.

| DATE PREPARED: | November 2009 |

JOB DESCRIPTIO

Walsall Council

JOB TITLE: Area Support Officer	**JOB NO:**
SERVICE AREA: Walsall Partnership	**SECTION:** Community Partnerships
LOCATION: To be confirmed	**GRADE:** 4 **SCPs:** 18-21
CAR ALLOWANCE: Casual	

PURPOSE OF JOB:

To provide an efficient, effective and high-quality support service to Community Partnerships, Area Managers and colleagues in terms of administration, finance and general office support.

RESPONSIBILITY LINKS:

Reports to: Area Manager, through Director, Walsall Partnership
Responsible over: N/A

SPECIAL CONDITIONS:

Evening and occasional weekend working may be required in order to serve various meetings and events of the Partnership
Casual car allowance
Post permanent, but subject to continued funding

MAIN ACTIVITIES:

1. Provide an effective administrative service to the Community Partnerships, using the full range of Microsoft Office applications (including Word, Excel, Access, Outlook, Project) as well as use of other office equipment (including fax, photocopier, other IT equipment).
2. Carry out general office administrative duties and support Area Managers as required.
3. Assist in all aspects of community consultation and engagement.
4. Assist in the organisation of meetings, events, conferences, as required, including booking venues, refreshments, equipment and preparation of materials.
5. Arrange and support Partnership meetings, including note-taking, and distribute minutes, agendas and other material via email and other electronic means.
6. Raise orders, pay invoices, using the Partnership's electronic procurement system; monitor the Partnership's budget; brief managers as appropriate.
7. Administer the team's document management system, ensuring that protocols and procedures area applied.
8. Provide project management support, including the updating of the corporate project management system.
9. Maintain an awareness of the Partnership's policies and procedures, to enable the Partnership to keep up to date with its Accountable Body policies and procedures and bring to the attention of the Area Manager any issues that involve the Partnership.
10. Maintain and update the Partnership website and develop secure areas for partner communications.
11. Carry out other duties, as and when required, in consultation with line management.

COMMON RESPONSIBILITIES: (all team members)

12. Work as part of a flexible team providing a high-quality service to individuals and organisations involved in Partnership initiatives.
13. Develop a broad understanding of the Partnership's aims, objectives and mission,

together with an in-depth understanding of how these aims and objectives impact on the post-holder's duties and responsibilities and on the Partnership as a whole.

TEAM WORKING
14. Work co-operatively with colleagues within the values of the Partnership so as to achieve the aims, objectives, standards and targets of the post and the Partnership.
15. Use personal skills, knowledge and experience to optimum effect within the limits of the post.
16. Prepare accurate and complete technical and specialist documentation as relevant to the section, including the preparation of minutes/notes of meetings and technical reports.
17. Deal independently and effectively with enquiries from all sources, including telephone callers and personal visitors. This includes responding to correspondence on general, technical and specialist matters within the job-holder's competence.
18. Initiate, attend and be an active participant in working/project groups and other meetings as the team's representative to identify, discuss and resolve current issues.
19. Inform the relevant senior staff of all matters of concern arising within the scope of the post.
20. Undertake other duties within his/her competence or otherwise appropriate to the grading of the post as required.
21. Carry out his/her duties with due regard to the Partnership/s employment policies, with particular reference to equal opportunities and health and safety.

QUALITY
22. Contribute to the department's continued achievement of quality standards, including Investors in People, Charter Marks and ISO, through individual and team performance improvements.
23. Seek to continually improve the administration systems in use within the team, particularly in relation to how these impact on the post. To participate positively in the implementation of new working methods and practices as required.
24. Maintain a good understanding of, and competence in using, the administrative systems of the team, including computer-based systems.
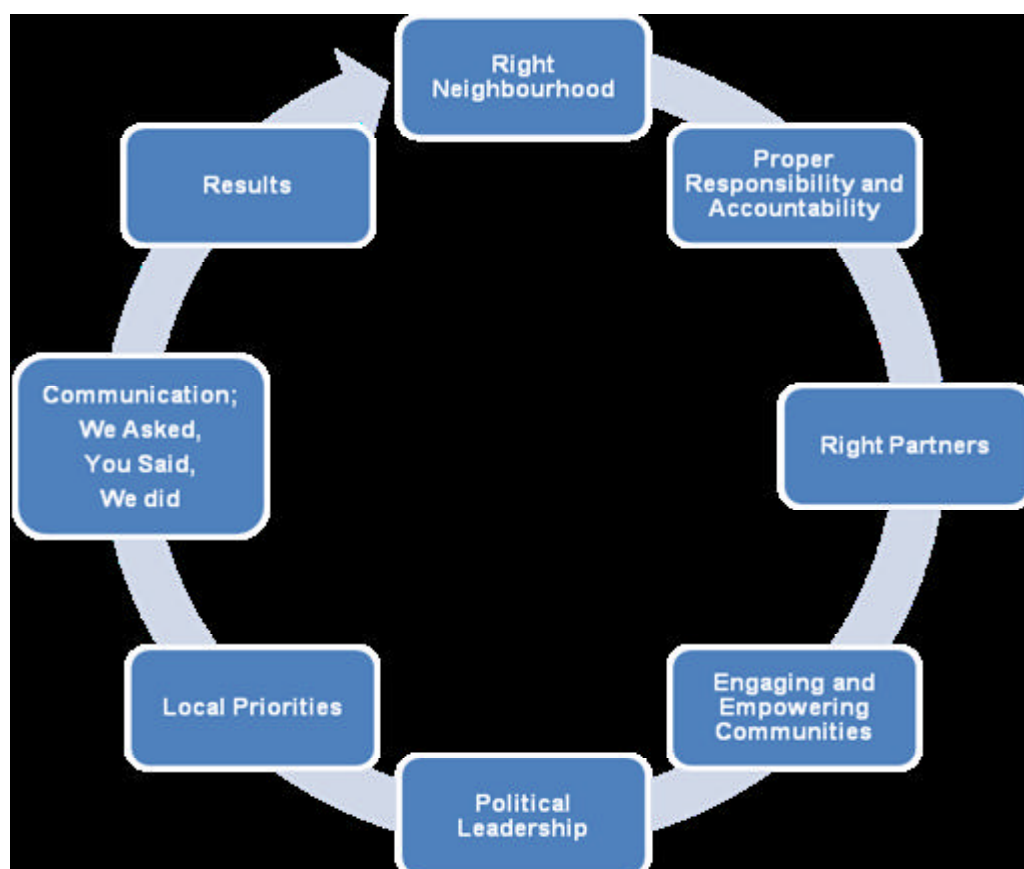
PERSONAL DEVELOPMENT
25. Work positively and constructively with the line manager to identify strengths and agree action in relation to development needs, set these out in a personal development plan and review this at least annually with the line manager.
26. Take responsibility for his/her own development on a continuous basis and as such be expected to undergo suitable training.
27. Maintain an awareness of current national and local issues relating to local government and to the authority, insofar as they impact on the post or the post-holder.

This job description sets out a summary of the key features of the role. It is not intended to be exhaustive and will be reviewed periodically to ensure it remains appropriate for the role.
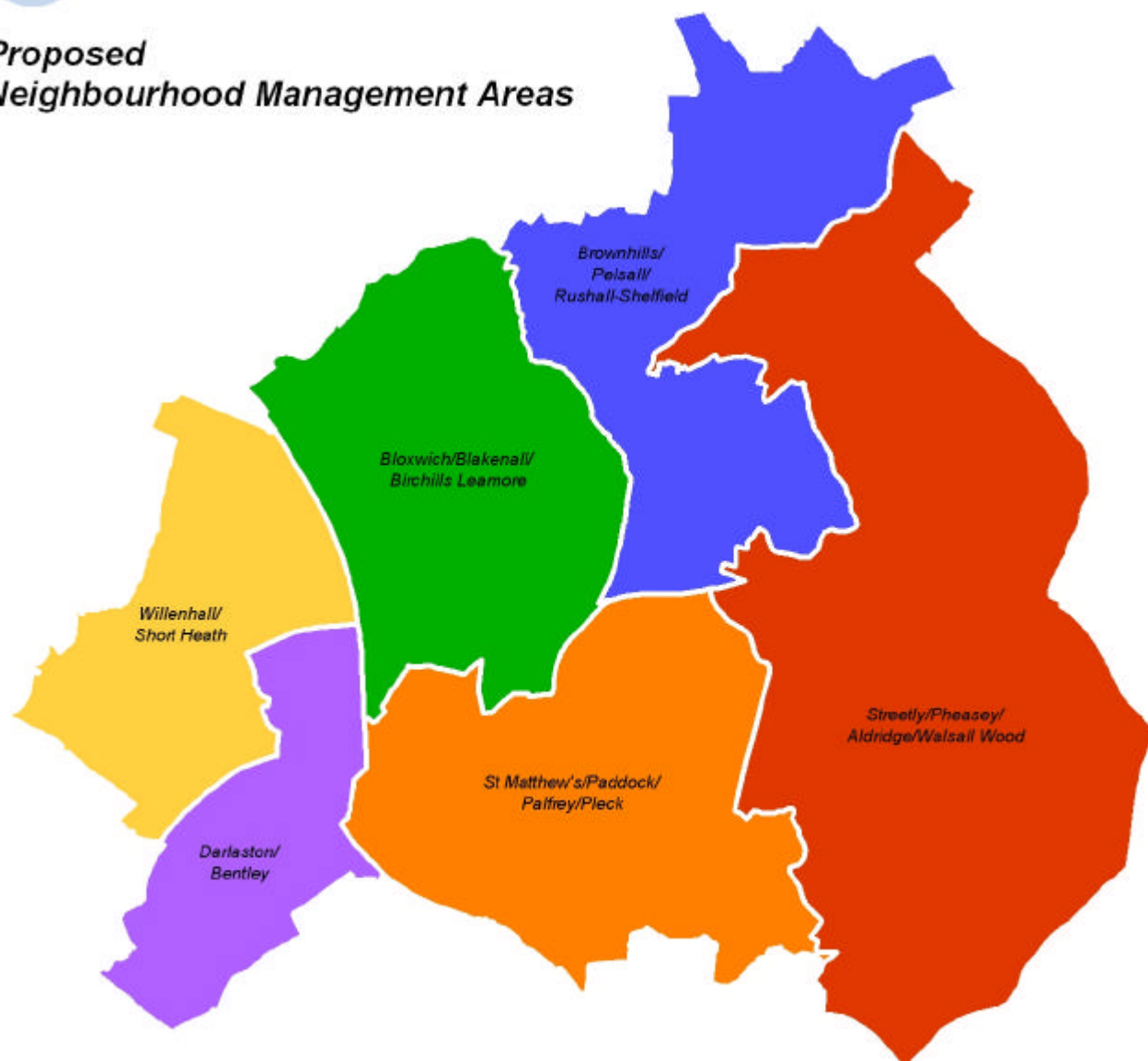
DATE PREPARED: November 2009

OVERVIEW OF PROCESS

Walsall Partnership

Proposed Neighbourhood Management Areas

Brownhills/
Pelsall/
Rushall-Shelfield

Bloxwich/Blakenall/
Birchills Leamore

Willenhall/
Short Heath

Streetly/Pheasey/
Aldridge/Walsall Wood

St Matthew's/Paddock/
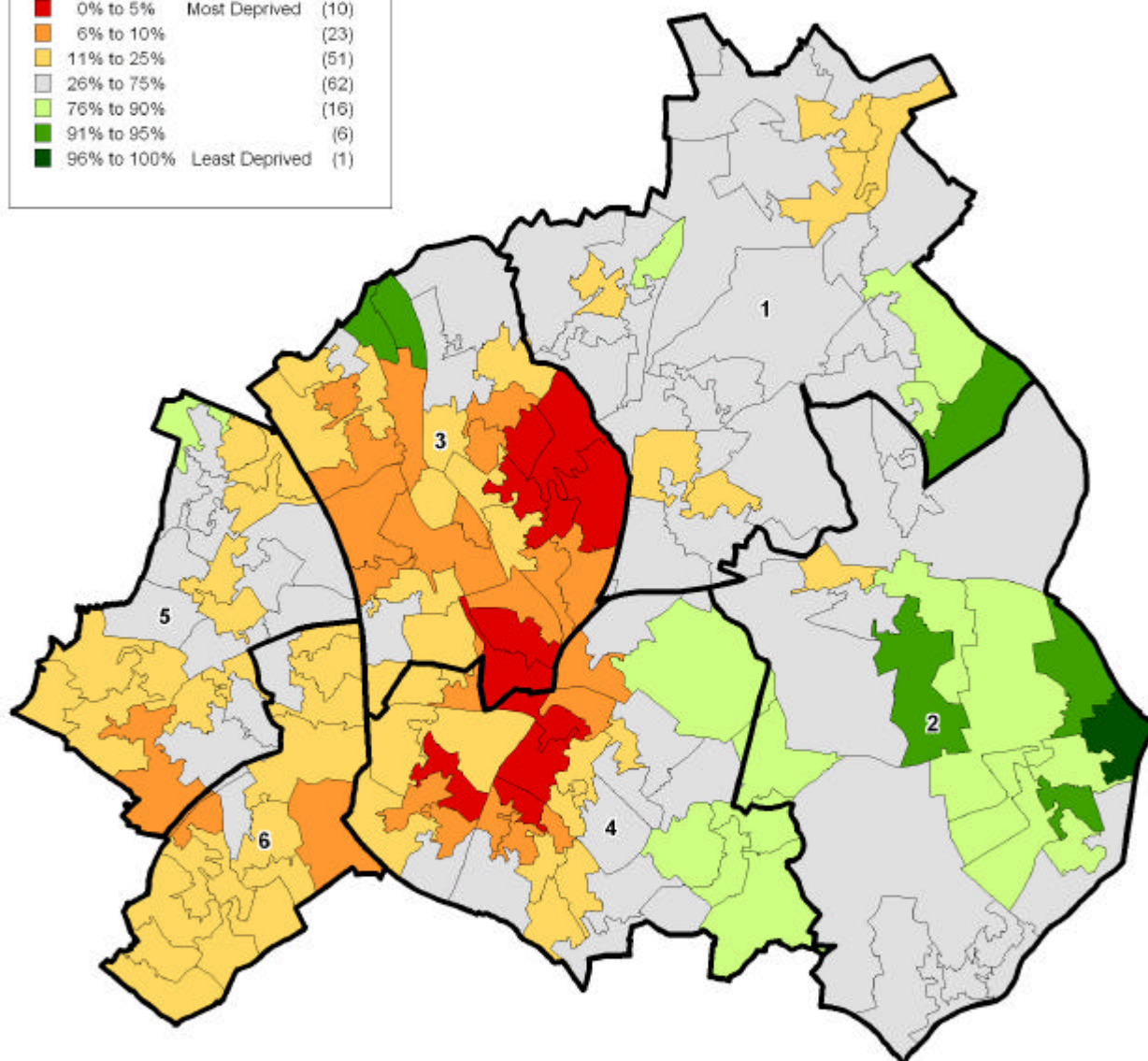Palfrey/Pleck

Darlaston/
Bentley

Version 4 - 11/12/09

Walsall Partnership

Proposed Neighbourhood Management Model (v.3) and Index of Multiple Deprivation 2007

LSOA by England-level percentiles

🟥	0% to 5%	Most Deprived	(10)
🟧	6% to 10%		(23)
🟨	11% to 25%		(51)
⬜	26% to 75%		(62)
🟩	76% to 90%		(16)
🟩	91% to 95%		(6)
🟩	96% to 100%	Least Deprived	(1)

1 Aldridge North & Walsall Wood / Brownhills / Pelsall / Rushall-Shelfield
2 Aldridge Central & South / Pheasey Park Farm / Streetly
3 Birchills Leamore / Blakenall / Bloxwich East / Bloxwich West
4 Paddock / Palfrey / Pleck / St Matthew's
5 Bentley & Darlaston North / Darlaston South
6 Short Heath / Willenhall North / Willenhall South

Neighbourhood Management Area Profiles

Based on proposed areas version 3, created 9 July 2009

Proposed Area 1

Comprising:

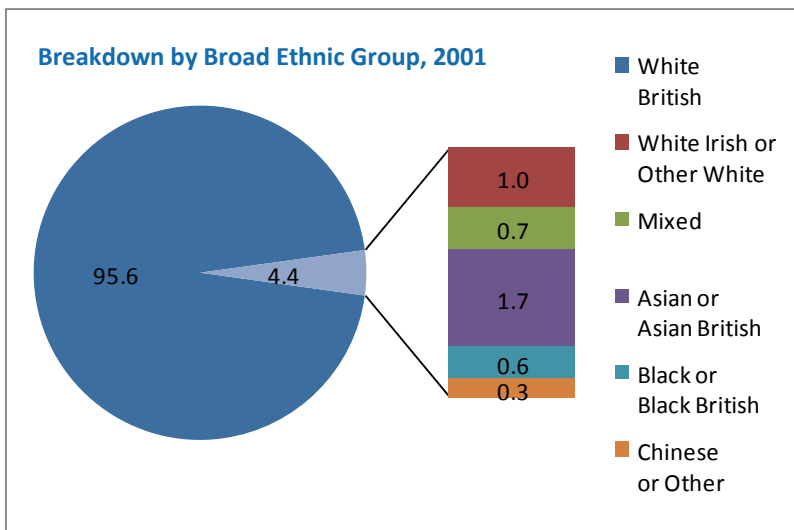- Aldridge North and Walsall Wood ward
- Brownhills ward
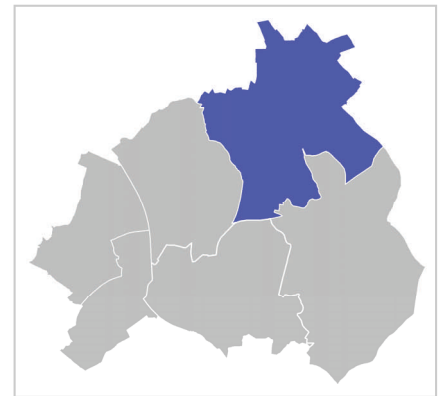- Pelsall ward
- Rushall-Shelfield ward

Population:

Age Structure, 2007
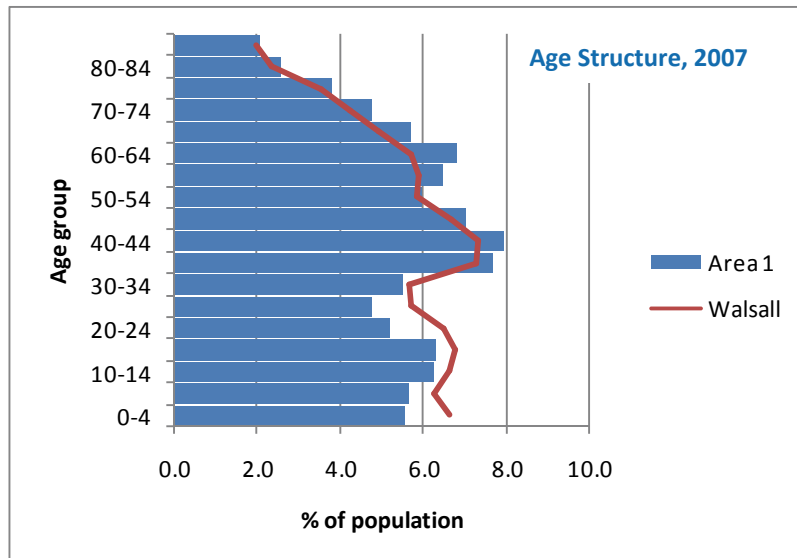
Source: ONS, mid-year estimates 2007

Area:

- 24.73 sq km
- 23.86% of Walsall borough

Age Group	Number
All ages	**48,901**
0-4	2,722
5-9	2,763
10-14	3,065
15-19	3,077
20-24	2,544
25-29	2,327
30-34	2,700
35-39	3,761
40-44	3,881
45-49	3,434
50-54	2,912
55-59	3,178
60-64	3,329
65-69	2,774
70-74	2,332
75-79	1,854
80-84	1,243
85+	1,005

Source: ONS, mid-year estimates 2007

Ethnicity:

Breakdown by Broad Ethnic Group, 2001

- White British — 95.6
- White Irish or Other White — 1.0
- Mixed — 0.7
- Asian or Asian British — 1.7
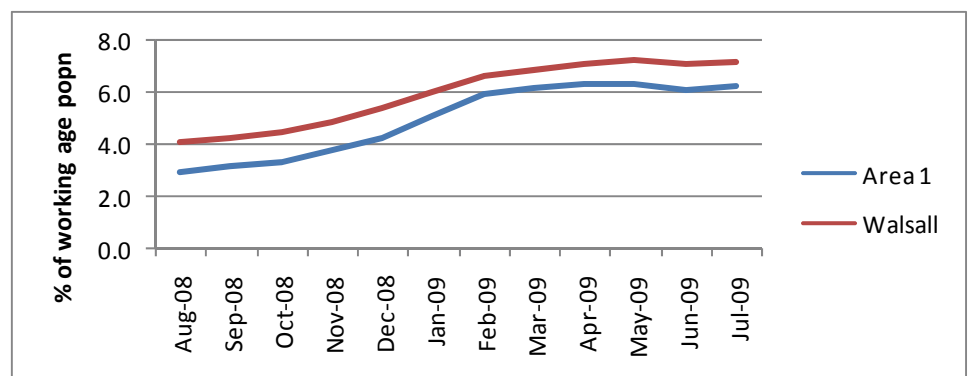- Black or Black British — 0.6
- Chinese or Other — 0.3

Source: ONS, Census 2001

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claimants as a percentage of the total working age resident population (16-59 for males and 16-64 for females).
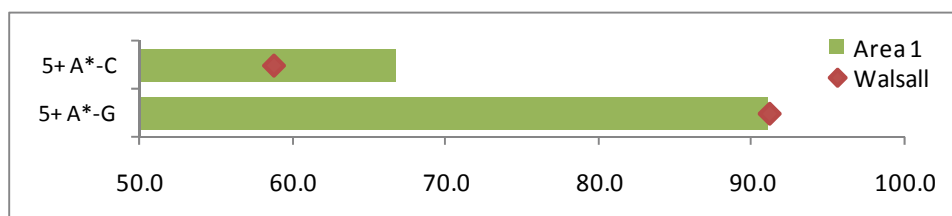
Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.
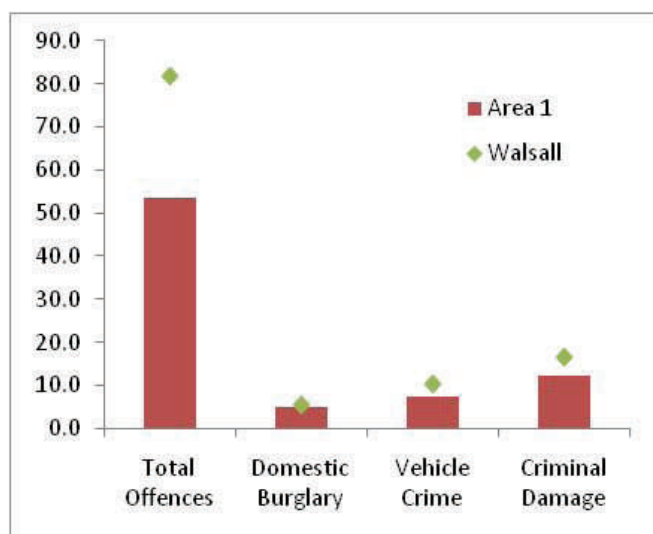

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 1	79.3	76.6	81.9

Source: NHS Walsall, 2009

Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 1	0.25	0.12	0.02	0.47

Source: West Midlands Fire Service, 2009

Housing:

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 1	22.05	116-117/354
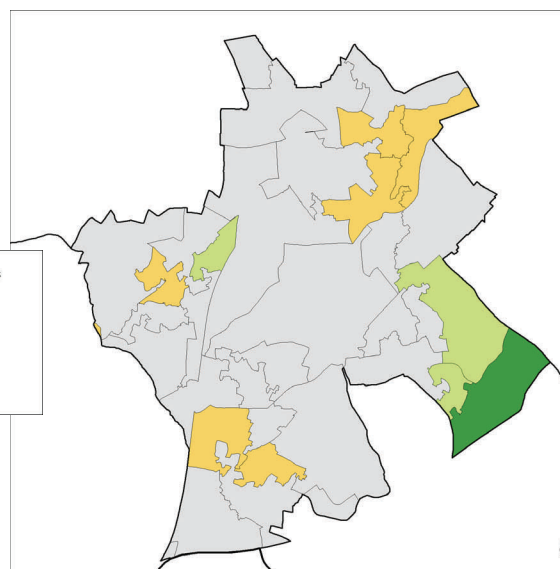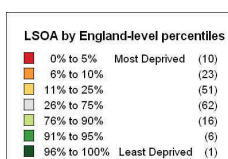
Walsall is the 45th most deprived local authority district out of 354 in England. Area 1 is much less deprived than the borough overall, with a score that would place it between the 116th and 117th most deprived local authorities.
*(1= most deprived, 354 = least deprived).

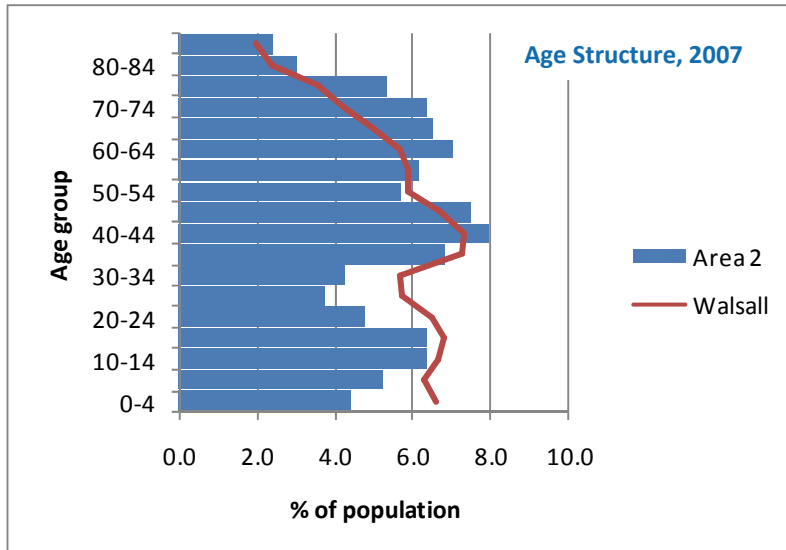*Source: Dept Communities & Local Government 2007*
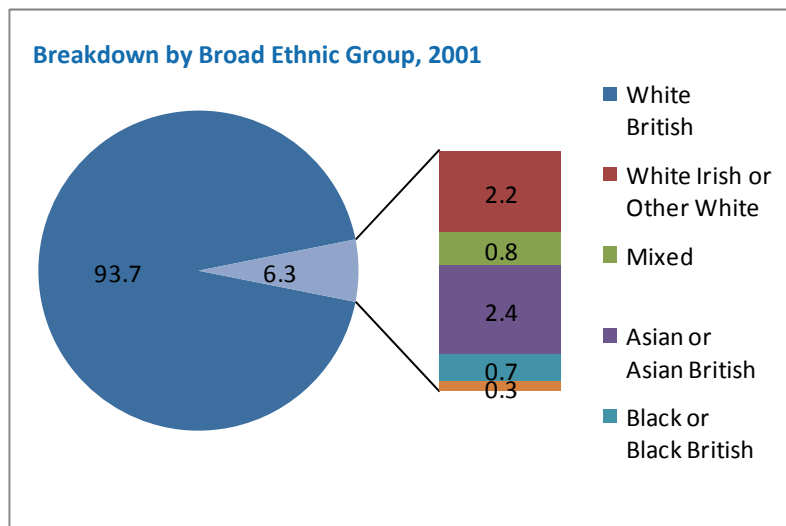
Proposed Area 2

Comprising:

- *Aldridge Central and South ward*
- *Pheasey Park Farm ward*
- *Streetly ward*
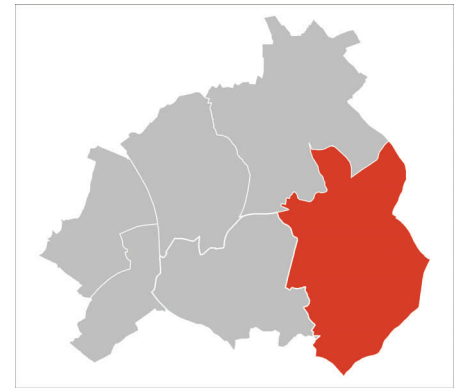
Population:

Source: ONS, mid-year estimates 2007

Ethnicity:

Source: ONS, Census 2001

Area:

- 26.78 sq km
- 25.84% of Walsall borough

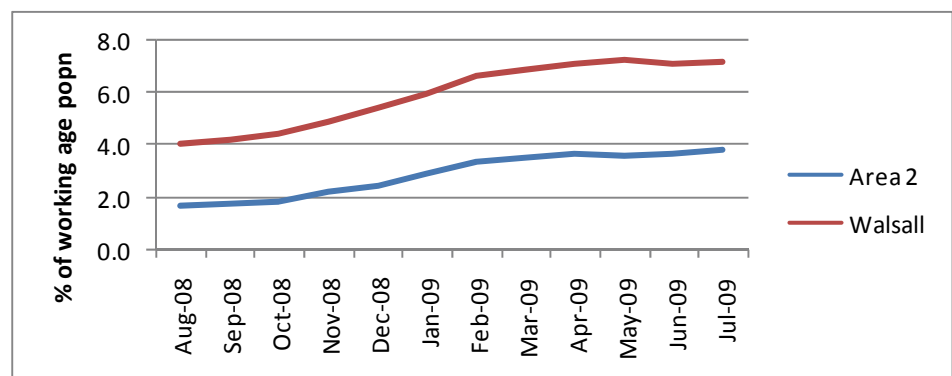| Age Group	Number
All ages	**36,617**
0-4	1,614
5-9	1,914
10-14	2,331
15-19	2,326
20-24	1,753
25-29	1,376
30-34	1,552
35-39	2,507
40-44	2,908
45-49	2,753
50-54	2,089
55-59	2,261
60-64	2,568
65-69	2,384
70-74	2,339
75-79	1,954
80-84	1,110
85+	878

Source: ONS, mid-year estimates 2007

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claim-ants as a percentage of the total working age resident population (16-59 for males
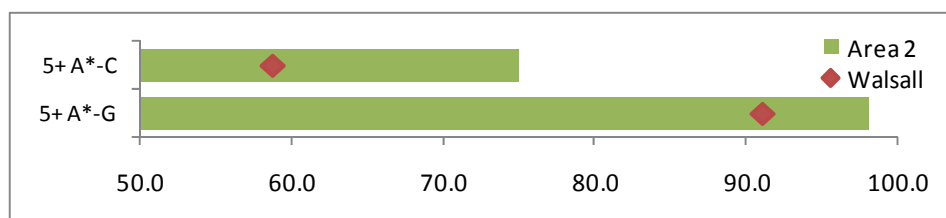
Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.

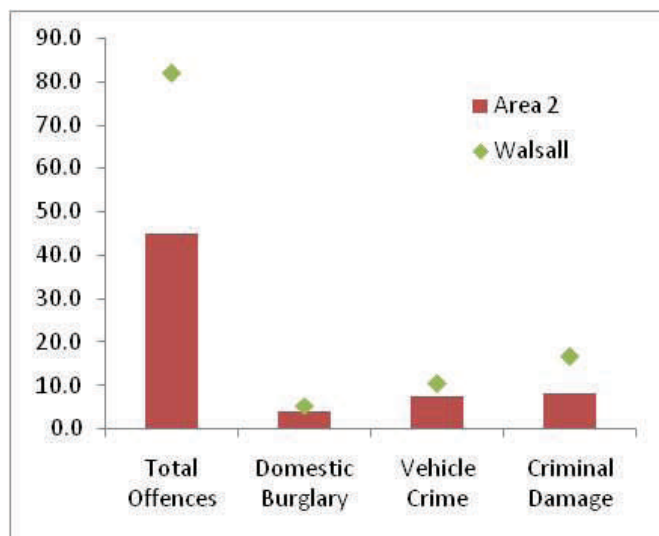

Legend: Area 2, Walsall

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 2	81.2	78.7	83.6

Source: NHS Walsall, 2009
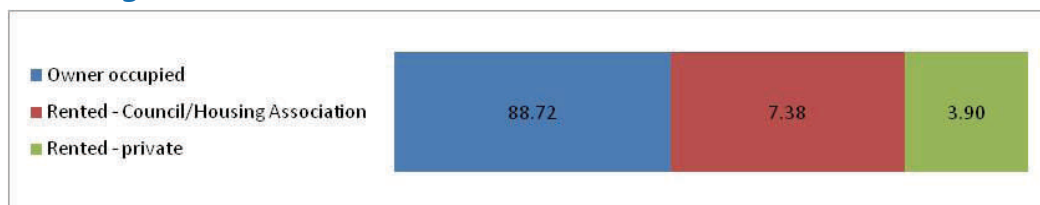
Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 2	0.49	0.05	0.00	0.33

Source: West Midlands Fire Service, 2009

Housing:

Legend: Owner occupied; Rented - Council/Housing Association; Rented - private

Values: 88.72, 7.38, 3.90

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 2	11.75	266-267/354
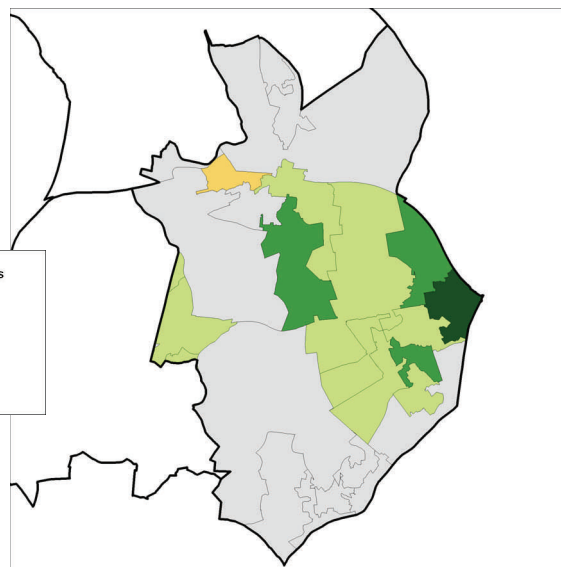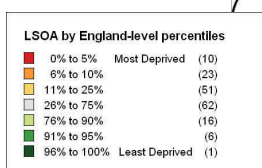
Walsall is the 45th most deprived local authority district out of 354 in England. Area 2 is significantly less deprived than the borough overall, with a score that would place it between the 266th and 267th most deprived local authorities.
*(1= most deprived, 354 = least deprived).

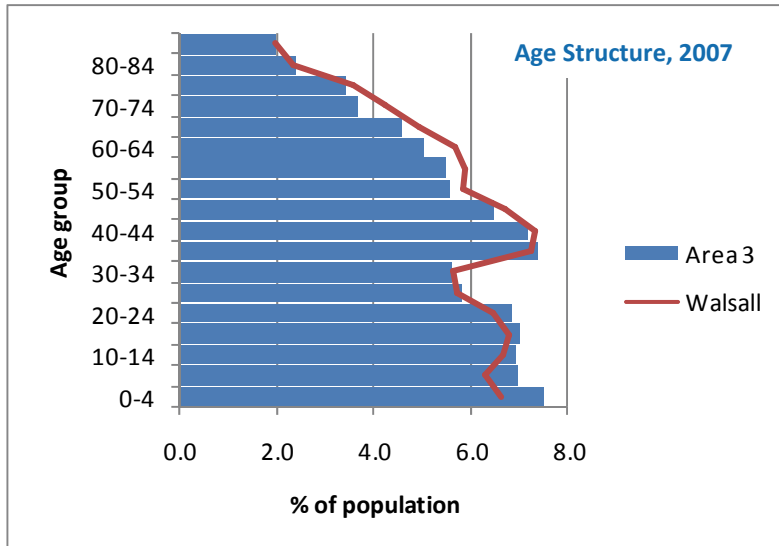LSOA by England-level percentiles
- 0% to 5%   Most Deprived   (10)
- 6% to 10%   (23)
- 11% to 25%   (51)
- 26% to 75%   (62)
- 76% to 90%   (16)
- 91% to 95%   (6)
- 96% to 100%   Least Deprived   (1)

Source: Dept Communities & Local Government 2007

Proposed Area 3

Comprising:

- *Birchills Leamore ward*
- *Blakenall ward*
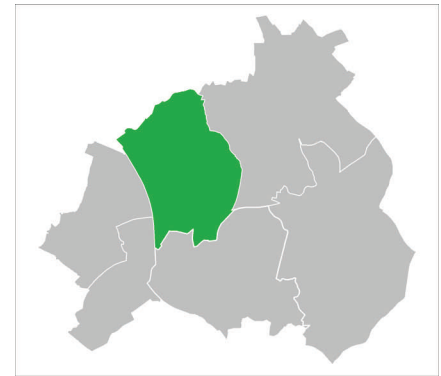- *Bloxwich East ward*
- *Bloxwich West ward*

Population:

Age Structure, 2007

Source: ONS, mid-year estimates 2007

Ethnicity:

Breakdown by Broad Ethnic Group, 2001

- White British
- White Irish or Other White
- Mixed
- Asian or Asian British
- Black or Black British

0.9
1.4
5.0
1.1
0.3

91.3   8.7
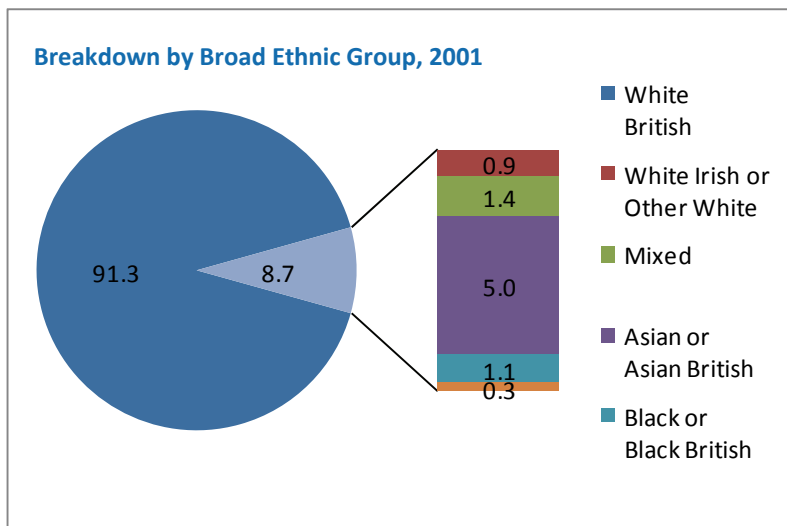
Source: ONS, Census 2001

Area:

- 16.01 sq km
- 15.45% of Walsall borough

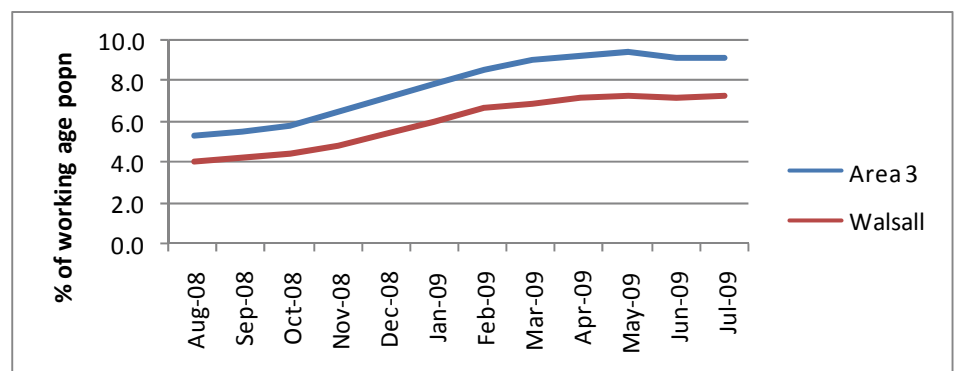| Age Group	Number
All ages	**51,506**
0-4	3,861
5-9	3,584
10-14	3,570
15-19	3,616
20-24	3,540
25-29	2,991
30-34	2,893
35-39	3,801
40-44	3,710
45-49	3,332
50-54	2,877
55-59	2,841
60-64	2,594
65-69	2,359
70-74	1,896
75-79	1,772
80-84	1,235
85+	1,034

Source: ONS, mid-year estimates 2007

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claimants as a percentage of the total working age resident population (16-59 for males and 16-64 for females).

Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.
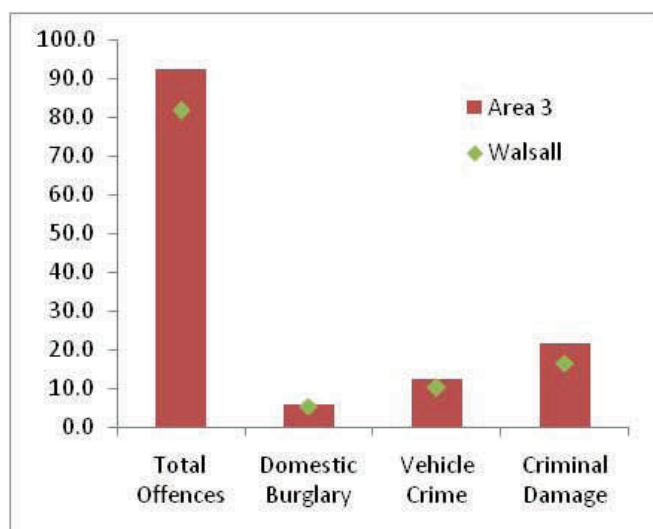

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 3	77.3	73.8	80.6

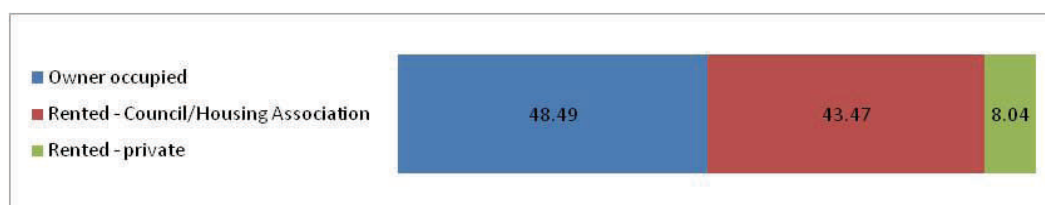*Source: NHS Walsall, 2009*

Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 3	0.50	0.12	0.14	1.16

Source: West Midlands Fire Service, 2009

Housing:

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 3	43.45	4-5/354
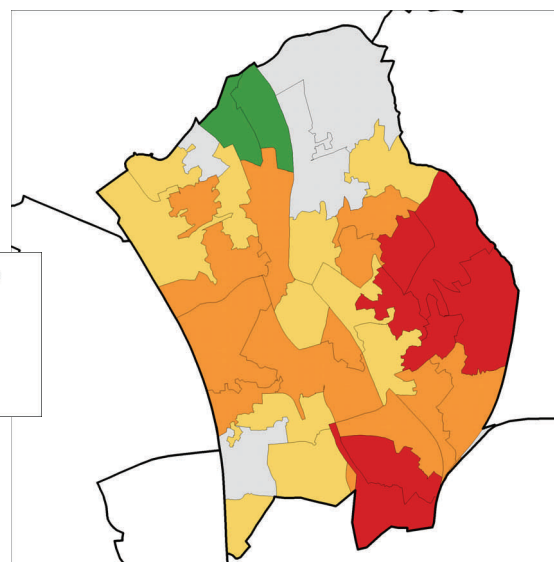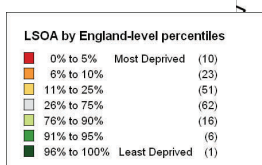
Walsall is the 45th most deprived local authority district out of 354 in England. Area 3 is significantly more deprived than the borough overall, with a score that would place it between the 4th and 5th most deprived local authorities.
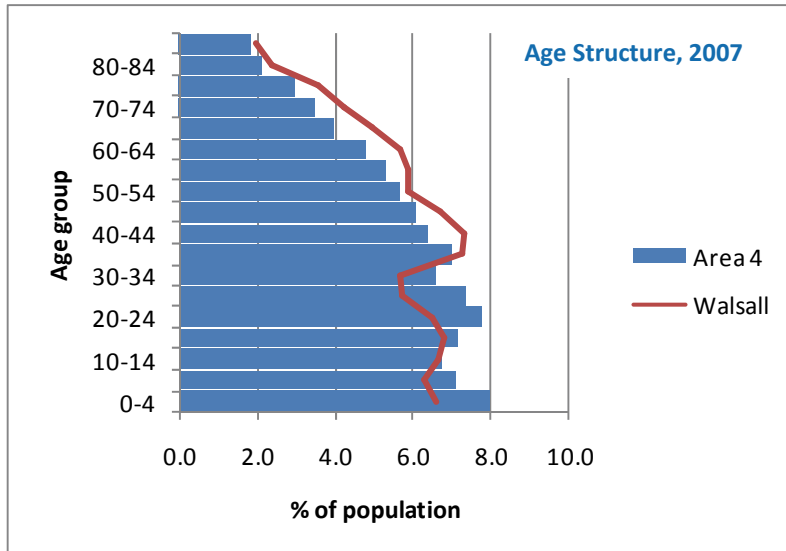*(1= most deprived, 354 = least deprived).

Source: Dept Communities & Local Government 2007
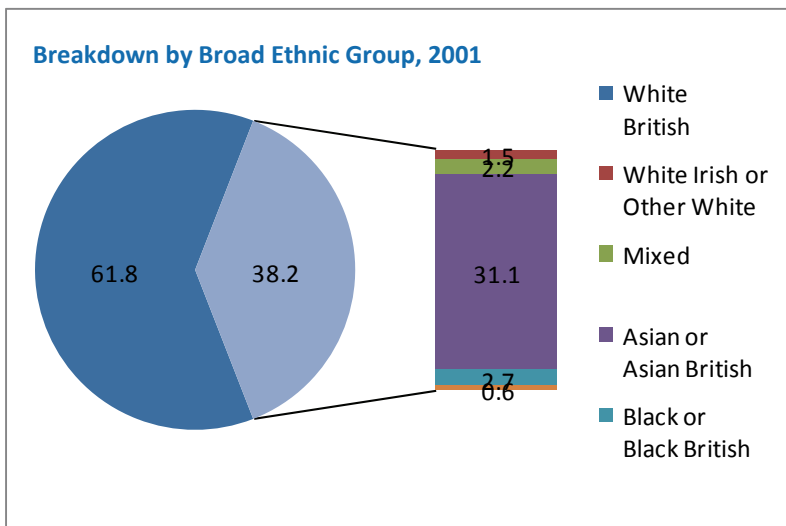
Proposed Area 4

Comprising:

- *Paddock ward*
- *Palfrey ward*
- *Pleck ward*
- *St Matthew's ward*

Population:

Source: ONS, mid-year estimates 2007

Ethnicity:

Source: ONS, Census 2001
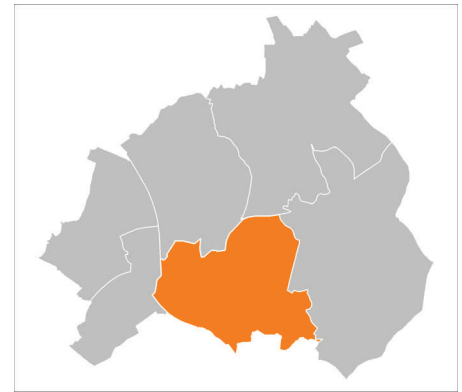
Area:

- 17.48 sq km
- 16.87% of Walsall borough

Age Group	Number
All ages	**53,456**
0-4	4,264
5-9	3,776
10-14	3,610
15-19	3,824
20-24	4,156
25-29	3,925
30-34	3,502
35-39	3,732
40-44	3,409
45-49	3,244
50-54	3,006
55-59	2,818
60-64	2,547
65-69	2,112
70-74	1,871
75-79	1,587
80-84	1,104
85+	969

Source: ONS, mid-year estimates 2007

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claimants as a percentage of the total working age resident population (16-59 for males and 16-64 for females).

Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.

Legend: Area 4, Walsall

5+ A*-C
5+ A*-G

50.0 60.0 70.0 80.0 90.0 100.0

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 4	78.9	75.9	82.0

Source: NHS Walsall, 2009

Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 4	1.04	0.25	0.21	0.39

Source: West Midlands Fire Service, 2009

Housing:

Owner occupied — 62.66
Rented - Council/Housing Association — 24.88
Rented - private — 12.46

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 4	34.67	20-21/354
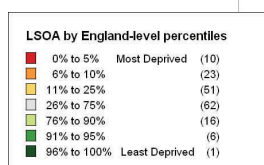
Walsall is the 45th most deprived local authority district out of 354 in England. Area 4 is more deprived than the borough overall, with a score that would place it between the 20th and 21st most deprived local authorities.
*(1= most deprived, 354 = least deprived).

LSOA by England-level percentiles
0% to 5%   Most Deprived   (10)
6% to 10%   (23)
11% to 25%   (51)
26% to 75%   (62)
76% to 90%   (16)
91% to 95%   (6)
96% to 100% Least Deprived (1)

Source: Dept Communities & Local Government 2007

Proposed Area 5

Comprising:

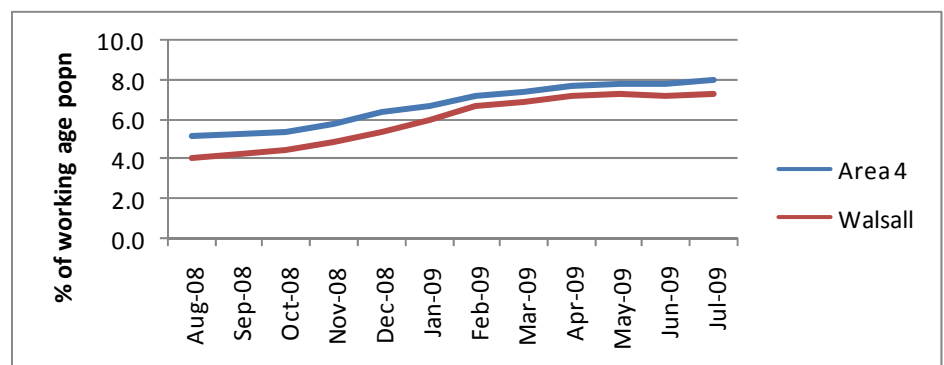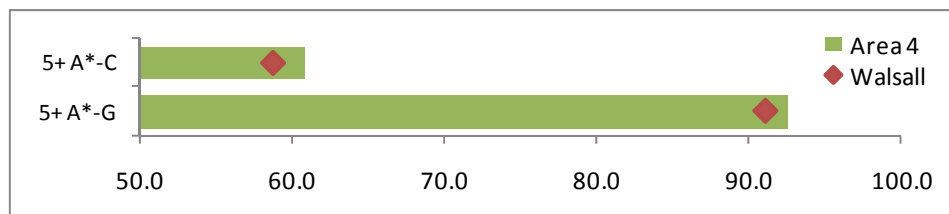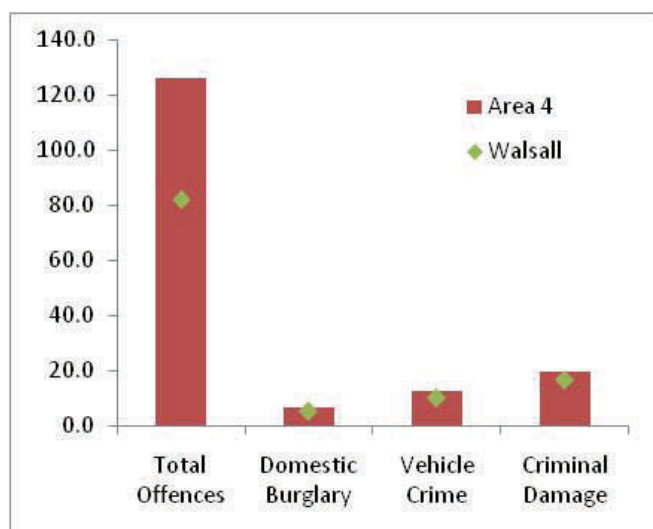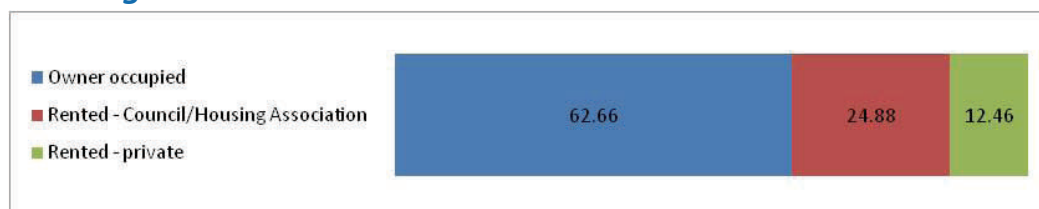- Bentley and Darlaston North ward
- Darlaston South ward

Population:

Age Structure, 2007

Legend: Area 5, Walsall

X-axis: % of population (0.0, 2.0, 4.0, 6.0, 8.0, 10.0)
Y-axis: Age group (0-4, 10-14, 20-24, 30-34, 40-44, 50-54, 60-64, 70-74, 80-84)

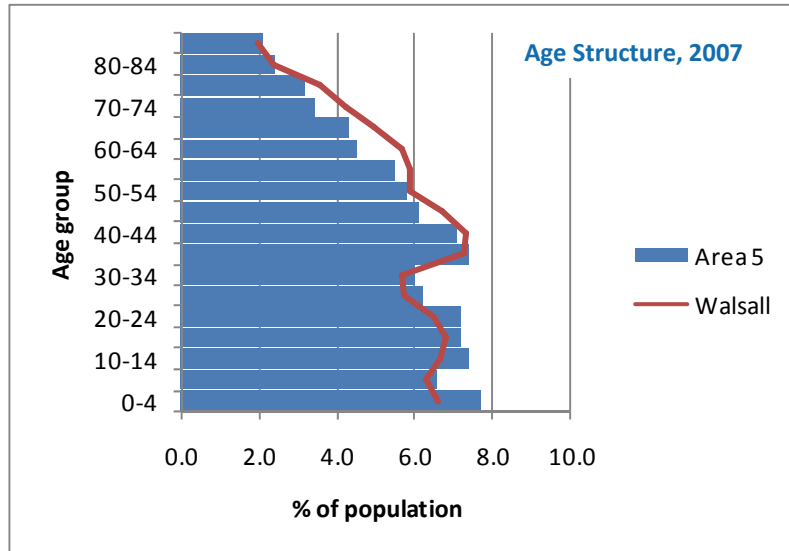*Source: ONS, mid-year estimates 2007*

Ethnicity:

Breakdown by Broad Ethnic Group, 2001

83.6   16.4

0.8
1.5
12.0
1.8
0.3

- White British
- White Irish or Other White
- Mixed
- Asian or Asian British
- Black or Black British
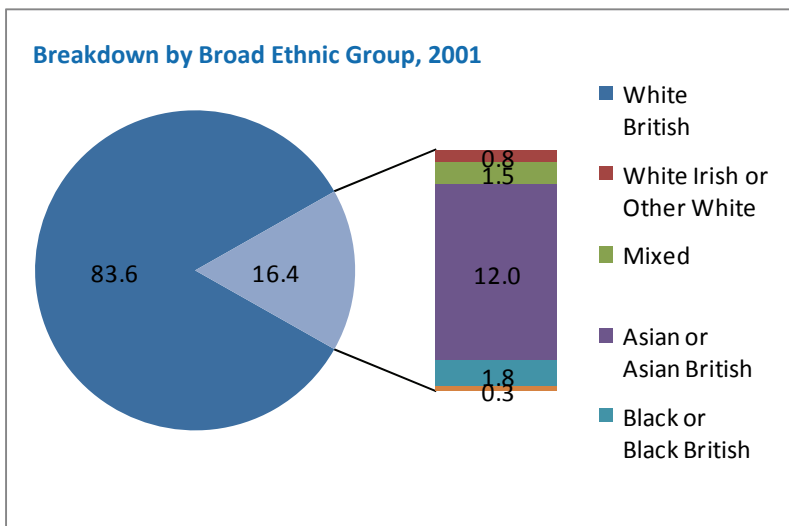
Source: ONS, Census 2001
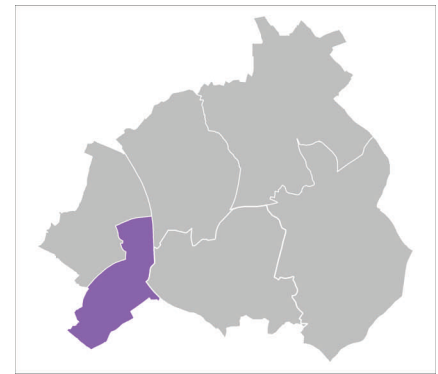
Area:

- 10.82 sq km
- 10.44% of Walsall borough

Age Group	Number
All ages	**25,555**
0-4	1,967
5-9	1,674
10-14	1,889
15-19	1,841
20-24	1,838
25-29	1,586
30-34	1,532
35-39	1,886
40-44	1,811
45-49	1,568
50-54	1,478
55-59	1,403
60-64	1,159
65-69	1,098
70-74	874
75-79	813
80-84	608
85+	530

Source: ONS, mid-year estimates 2007

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claimants as a percentage of the total working age resident population (16-59 for males and 16-64 for females).

Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Y-axis: % of working age popn (0.0, 2.0, 4.0, 6.0, 8.0, 10.0)
X-axis: Aug-08, Sep-08, Oct-08, Nov-08, Dec-08, Jan-09, Feb-09, Mar-09, Apr-09, May-09, Jun-09, Jul-09
Legend: Area 5, Walsall

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 5	77.4	74.4	80.3

Source: NHS Walsall, 2009

Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 5	0.63	0.23	0.23	0.78

Source: West Midlands Fire Service, 2009
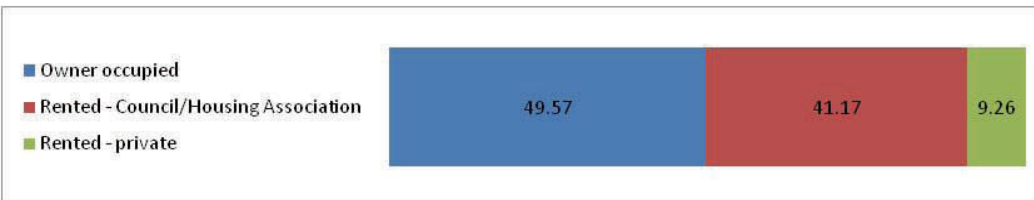
Housing:

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 5	28.01	59-60/354
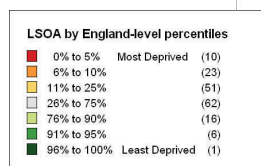
Walsall is the 45th most deprived local authority district out of 354 in England. Area 5 is slightly less deprived than the borough overall, with a score that would place it between the 59th and 60th most deprived local authorities.
*(1= most deprived, 354 = least deprived).
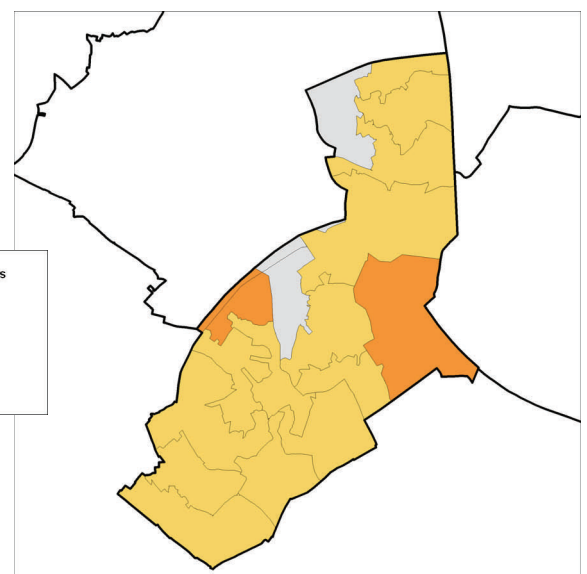
Source: Dept Communities & Local Government 2007

Proposed Area 6

Comprising:

- Short Heath ward
- Willenhall North ward
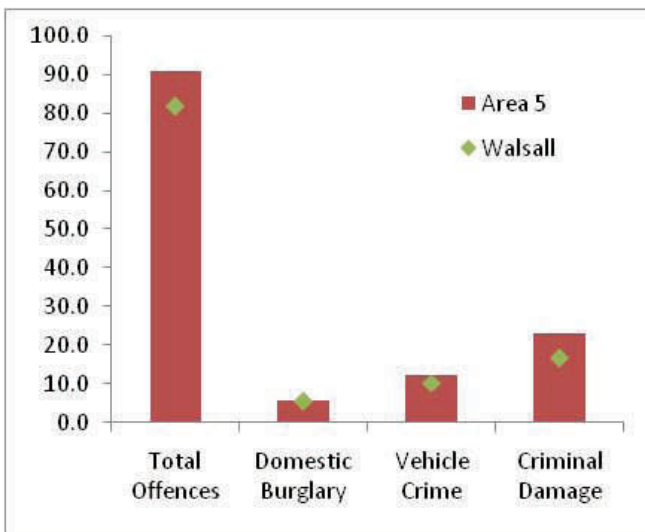- Willenhall South ward

Population:

Age Structure, 2007

(chart: % of population by age group, Area 6 vs Walsall)

Source: ONS, mid-year estimates 2007

Ethnicity:

Breakdown by Broad Ethnic Group, 2001

- White British — 88.7
- (breakdown: 11.3)
  - 0.9
  - 1.5
  - 7.1
  - 1.4
  - 0.3

Legend:
- White British
- White Irish or Other White
- Mixed
- Asian or Asian British
- Black or Black British

Source: ONS, Census 2001
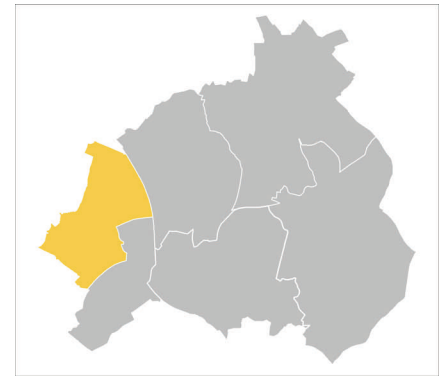
Area:

- 7.82 sq km
- 7.54% of Walsall borough

Age Group	Number
All ages	38,438
0-4	2,427
5-9	2,270
10-14	2,462
15-19	2,613
20-24	2,665
25-29	2,378
30-34	2,212
35-39	2,794
40-44	2,891
45-49	2,698
50-54	2,536
55-59	2,509
60-64	2,295
65-69	1,821
70-74	1,452
75-79	1,099
80-84	700
85+	616

Source: ONS, mid-year estimates 2007

Unemployment:

JSA Claimant Count

Jobseekers' Allowance claimants as a percentage of the total working age resident population (16-59 for males and 16-64 for females).

Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

(chart: % of working age popn, Aug-08 to Jul-09, Area 6 vs Walsall)

Education:

GCSE Performance, 2008

Chart (right) shows the percentage of GCSE candidates achieving 5 or more grades A*-C and A*- G.

Source: Walsall Children's Services—Serco, 2009

Crime:

Crime Rates, 2008/09

Chart (below) shows number of recorded crimes per 1,000 residents.

Source: West Midlands Police, 2009

Health:

Life Expectancy, 2003-2007

Table (below) shows life expectancy at birth, in years (calculated using population-weighted ward figures).

	All persons	Males	Females
Walsall	78.3	75.4	81.0
Area 6	77.8	74.8	80.8

Source: NHS Walsall, 2009

Fire:

Fire Incidents, 2008/09

Table (below) shows number of incidents per 1,000 residents.

	Accidental dwelling fire	Arson: dwelling	Arson: non-domestic	Arson: vehicle
Walsall	0.61	0.16	0.12	0.59
Area 6	0.70	0.20	0.15	0.40

Source: West Midlands Fire Service, 2009
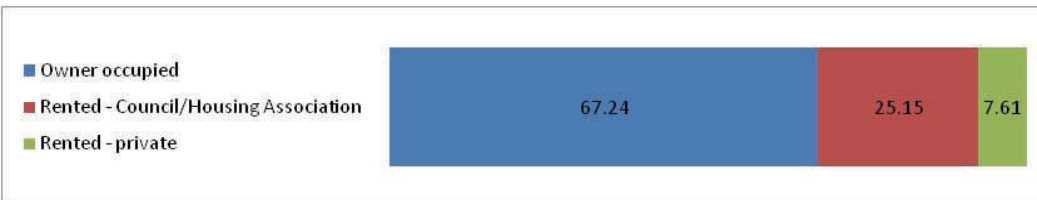
Housing:

Tenure, 2001

Chart (left) shows percentage of households in the area by tenure.

Source: ONS, Census 2001

Deprivation:

The Index of Multiple Deprivation (IMD) 2007 combines 7 different elements of deprivation at neighbourhood level (or lower layer super output areas—LSOAs).
Map (right) shows variations in deprivation across the area. The score for the proposed area given below is a population-weighted average of all its neighbourhoods.

	Average Score	Rank of LA districts*
Walsall	30.14	45/354
Area 6	38.54	10-11/354

Walsall is the 45th most deprived local authority district out of 354 in England. Area 6 is more deprived than the borough overall, with a score that would place it between the 10th and 11th most deprived local authorities.
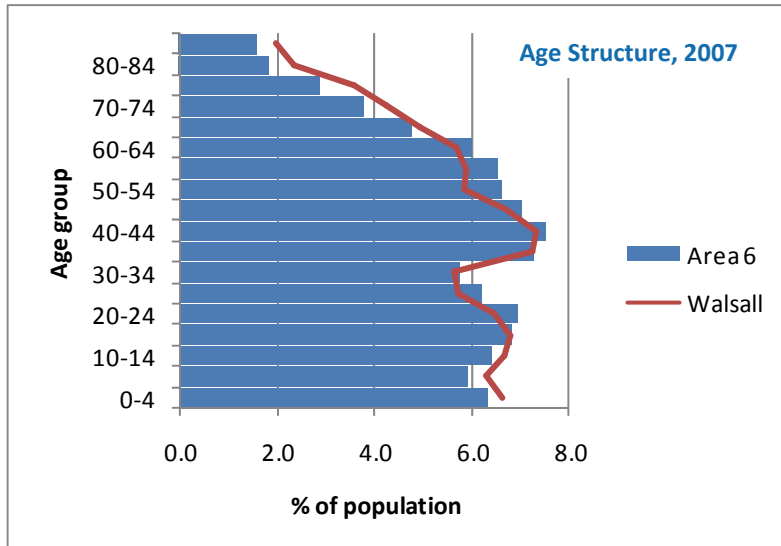*(1= most deprived, 354 = least deprived).

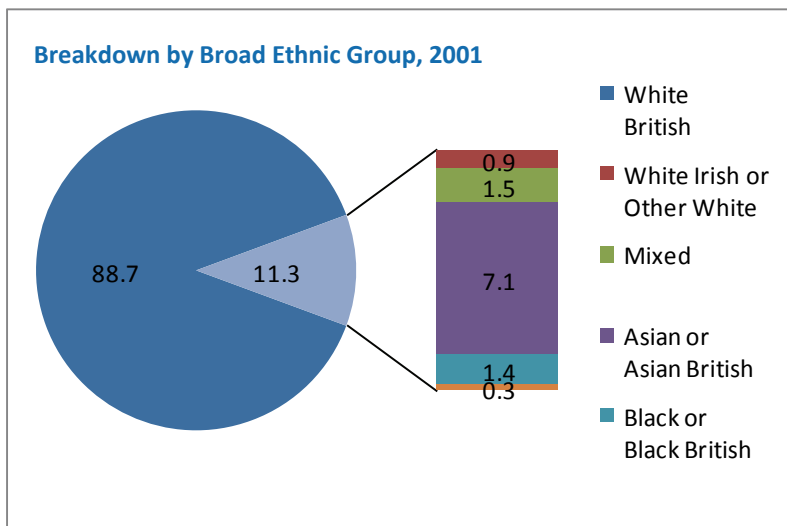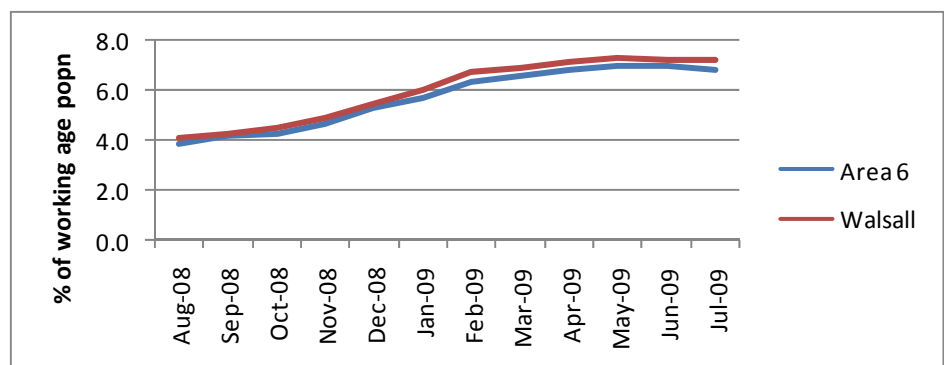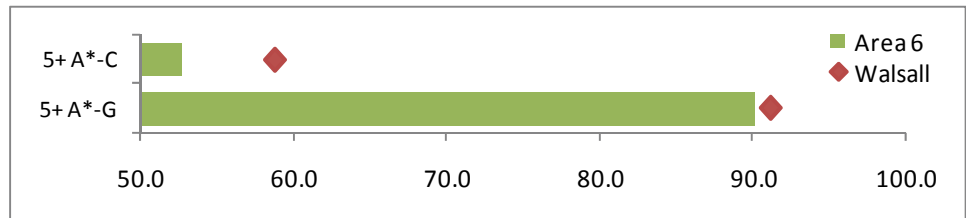*Source: Dept Communities & Local Government 2007*

Data Appendix
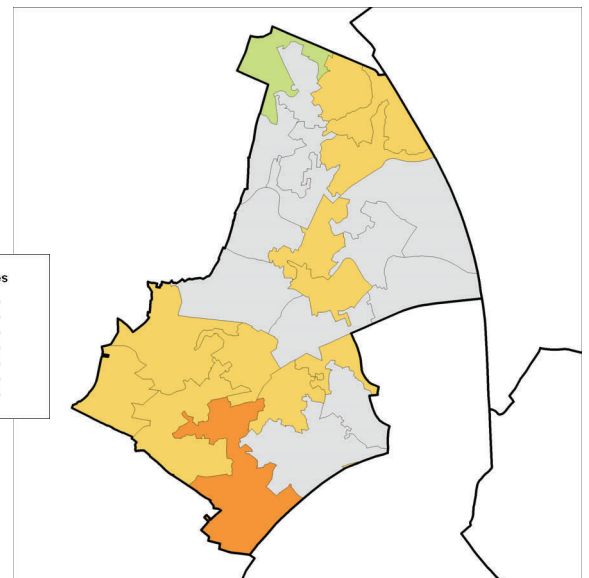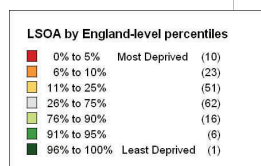
Comprising:

Area 1
- Aldridge North and Walsall Wood
- Brownhills
- Pelsall
- Rushall-Shelfield

Area 2
- Aldridge Central and South
- Pheasey Park Farm
- Streetly

Area 3
- Birchills Leamore
- Blakenall
- Bloxwich East
- Bloxwich West

Area 4
- Paddock
- Palfrey
- Pleck
- St Matthew's

Area 5
- Bentley and Darlaston North
- Darlaston South

Area 6
- Short Heath
- Willenhall North
- Willenhall South

Area:

	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Area in sq km	24.73	26.78	16.01	17.48	10.82	7.82
% of borough	23.86	25.84	15.45	16.87	10.44	7.54

Source: Ordnance Survey

Population:

Count of population by 5-year age band, 2007.

Age Group	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
All ages	**48,901**	**36,617**	**51,506**	**53,456**	**25,555**	**38,438**
0-4	2,722	1,614	3,861	4,264	1,967	2,427
5-9	2,763	1,914	3,584	3,776	1,674	2,270
10-14	3,065	2,331	3,570	3,610	1,889	2,462
15-19	3,077	2,326	3,616	3,824	1,841	2,613
20-24	2,544	1,753	3,540	4,156	1,838	2,665
25-29	2,327	1,376	2,991	3,925	1,586	2,378
30-34	2,700	1,552	2,893	3,502	1,532	2,212
35-39	3,761	2,507	3,801	3,732	1,886	2,794
40-44	3,881	2,908	3,710	3,409	1,811	2,891
45-49	3,434	2,753	3,332	3,244	1,568	2,698
50-54	2,912	2,089	2,877	3,006	1,478	2,536
55-59	3,178	2,261	2,841	2,818	1,403	2,509
60-64	3,329	2,568	2,594	2,547	1,159	2,295
65-69	2,774	2,384	2,359	2,112	1,098	1,821
70-74	2,332	2,339	1,896	1,871	874	1,452
75-79	1,854	1,954	1,772	1,587	813	1,099
80-84	1,243	1,110	1,235	1,104	608	700
85+	1,005	878	1,034	969	530	616

Source: ONS, mid-year estimates 2007 (experimental statistics)

Ethnicity:

Percentage of population by broad ethnic group, 2001.

Age Group	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
White British	85.19	95.6	93.7	91.3	61.8	83.6	88.7
White Irish/Other	1.23	1.0	2.2	0.9	1.5	0.8	0.9
Mixed	1.40	0.7	0.8	1.4	2.2	1.5	1.5
Asian	10.45	1.7	2.4	5.0	31.1	12.0	7.1
Black	1.38	0.6	0.7	1.1	2.7	1.8	1.4
Chinese/Other	0.36	0.3	0.3	0.3	0.6	0.3	0.3

Source: ONS, Census 2001

Unemployment:

Jobseekers' Allowance claimants as a percentage of the total working age population (16-59 males, 16-64 females)

Month	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Jul 09	7.2	6.3	3.8	9.2	8.0	8.7	6.8
Jun 09	7.2	6.1	3.7	9.1	7.8	8.8	7.0
May 09	7.3	6.4	3.6	9.5	7.9	8.8	7.0
Apr 09	7.1	6.3	3.7	9.3	7.7	8.4	6.8
Mar 09	6.9	6.2	3.5	9.0	7.4	8.1	6.6
Feb 09	6.7	6.0	3.4	8.6	7.2	8.0	6.4
Jan 09	6.0	5.1	2.9	7.8	6.8	6.8	5.7
Dec 08	5.4	4.3	2.5	7.2	6.4	6.1	5.3
Nov 08	4.9	3.8	2.2	6.5	5.8	5.4	4.7
Oct 08	4.4	3.4	1.8	5.8	5.5	5.1	4.3
Sep 08	4.3	3.2	1.7	5.5	5.3	4.9	4.2
Aug 08	4.1	3.0	1.7	5.3	5.2	4.7	3.9

Source: Claimant Count: ONS, Population: ONS ward-level mid-year estimates 2007 (experimental statistics)

Education:

Percentage of GCSE candidates achieving 5 or more passes at grades A* to C and A* to G, 2008.

GCSE performance	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
5+ A* to G	91.2	91.1	98.2	82.8	92.7	89.0	90.2
5+ A* to C	58.8	66.8	75.1	43.5	60.8	40.6	52.7

Source: Walsall Children's Services—Serco, 2009

Health:

Life expectancy at birth, in years, 2003-2007

	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
All persons	78.3	79.3	81.2	77.3	78.9	77.4	77.8
Males	75.4	76.6	78.7	73.8	75.9	74.4	74.8
Females	81.0	81.9	83.6	80.6	82.0	80.3	80.8

Source: NHS Walsall, 2009

Crime:

Number of recorded crimes per 1,000 residents, 2008/09

Type of offence	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Total offences	81.8	53.6	44.8	92.3	125.8	90.7	74.0
Domestic burglary	5.4	4.9	4.0	5.9	6.5	5.8	4.8
Vehicle crime	10.3	7.3	7.4	12.3	12.9	12.3	9.3
Criminal damage	16.6	12.3	8.3	21.7	19.7	22.9	14.6

Source: West Midlands Police, 2009

Fire:

Number of incidents per 1,000 residents, 2008/09

Type of fire	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Accidental: dwelling	0.61	0.25	0.49	0.50	1.04	0.63	0.70
Arson: dwelling	0.16	0.12	0.05	0.12	0.25	0.23	0.20
Arson: non-domestic	0.12	0.02	0.00	0.14	0.21	0.23	0.15
Arson: vehicle	0.59	0.47	0.33	1.16	0.39	0.78	0.40

Source: West Midlands Fire Service, 2009

Housing:

Tenure as a percentage of all households, 2001.

Tenure	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Owner occupied	64.74	72.23	88.72	48.49	62.66	49.57	67.24
Rented: council/ housing association	27.42	22.47	7.38	43.47	24.88	41.17	25.15
Rented: private	7.84	5.30	3.90	8.04	12.46	9.26	7.61

Source: ONS, Census 2001

Deprivation:

Derived from Index of Multiple Deprivation (IMD) 2007.
Average scores calculated from population-weighted average of all neighbourhoods (LSOAs).
Rank when compared with all 354 English local authority districts (where 1 is the most deprived and 354 is the least deprived).

	Walsall	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
IMD average score	30.14	22.05	11.75	43.45	34.67	28.01	38.54
Rank (of LA districts)	45	116-117	266-267	4-5	20-21	59-60	10-11

Source: Department of Communities and Local Government, 2007

Walsall Partnership

Data provided by Walsall Analysts' Group

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Version 1: 17 August 2009

Title:

Corporate Management Team –8 October 2009

Shared Partner Referral Hub

Purpose of the Report

The purpose of the report is to request that CMT agree a corporate approach to developing a referral system (most likely a computer-based system), which would be across partners in order for all agencies to make client referrals.
.
Recommendations

Corporate Management Team is recommended to:

i)   Adopt a corporate approach to managing referrals
ii)   Suspend the purchase of any referral system until further work is complete
iii)   Charge Walsall Partnership with undertaking the research to scope out business requirements of the council and partners, and to work with ICT and partner IT departments to recommend a software solution that meets needs and that can be supported

Sponsoring Director

Jamie Morris
Executive Director (Neighbourhoods)
10 September 2009

Context

Many public sector workers come in contact with the public. In such interactions it may be necessary or at least advantageous to refer issues to another agency. For example, in terms of the Children's Safe-guarding agenda it would be useful if agencies involved with a child or family log their observations and referral to ensure actions are followed through. The case of Baby P, and others, highlights the need for such referral. Similarly, if the ambulance service is called repeatedly to the same address, there may be a need to involve other services to solve a problem.

In developing a system there are many challenges including data protection and the different information needs of services. However, without a corporate approach, we risk developing separate, un-linked systems with increased costs, ongoing inefficiency and the danger that information is not used appropriately.

Title:

A number of partners, and some Service Areas in the Council, have independently looked at software solutions. Unfortunately, these investigations have been driven either by available budget or specific need. The market offers systems costing as little as a few thousand pounds to over one hundred thousand pounds, but clearly the products in question have very different functionality. Therefore, it is imperative that the Council and its Partners do not invest in a system which is incompatible with existing systems and invest in one that is cost effective for all. It is proposed that Walsall Partnership facilitate and manage a research project to develop an options appraisal for the Council and Partners to consider.

Also, should CMT agree to the recommendations of this outline paper, the Walsall Partnership Support Team would undertake to draw appropriate partners together, including ICT, and conduct research ideally leading to a single and shared approach to referral with a single and shared software solutions.

Next steps:

1/   CMT agree corporate approach
2/   Walsall Partnership identify and convene partners
3/   Project is scoped
4/   Research is undertaken
5/   Recommendations made (target date January 2010)

Resource Implications

Financial

There will be a cost of software and support. However, these costs could be greater if a corporate approach is not agreed.

People

The project will likely change how services are delivered and will impact on the roles of front-line workers across public agencies.

Legal

There will be legal considerations concerning data protection and other issues, which will be identified as work goes forward.

Governance and Performance Issues

Risk Management

There is risk in not taking a corporate approach. The risks of any solutions proposed would be considered as part of this project.

Performance Management

Title:

A shared referral system has obvious positive implications for improved performance.

Consultation

Brian Kelly, ICT, has been consulted on this outline proposal. Consultation with partners at the strategic level would ensue following CMT agreement to a corporate approach.

Impact

Council and Service Impact

A shared referral system should improve the impact of the council and partner agencies.

Citizen Impact

Should a referral system be implemented, citizens should experience a more responsible and joined-up public sector.

Author

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Title:

Business Solutions Work Package
Walsall Partnership Referral System

Ref. No.: ICT/TOR/104

Author:	Paul Milmore
Client Engagement Manager:	Lynne Jones
Document Ref No:	ICT/TOR/104
Issue:	v0 01
Status:	Draft
Date Issued	06/11/2009
Work Package Manager	James Harvey

Title:

1. Customer Request

1.1 Customer Details

Name of Contact	Adam Jones – Walsall Fire Service (through Partnership)
Directorate	Neighbourhoods
Service Area	Walsall Partnership
Tel No	01922 625661 and 07973 810671
Email	Adam.Jones@wmfs.net
Authorising Budget Holder	Clive Wright: Director Walsall Partnership
Other Contacts / Staff	

1.1.1 ICT Client Engagement Manager: Lynne Jones

1.2 RMS Request Number

n/a

1.3 Date of Initial Customer Contact

An initial scoping meeting was held by Adam Jones, Local Area Liaison Officer Walsall Fire Station, which included the whole partnership and user community of the referral system, on Thursday 5th November. Paul Milmore attended from Business Solutions and has comprehensive notes of the workshop.

1.4 Response Required By

The system proposal should be with Adam Jones and Clive Wright as soon as possible, the precise date should be communicated to Adam and Clive at the outset of the work.

1.5 Outline of Business Problem

Many public sector workers come in contact with the public. In such interactions it may be necessary or at least advantageous to refer issues to another agency. For example, in terms of the Children's Safe-guarding agenda it would be useful if agencies involved with a child or family log their observations and ensure a formal referral another service. At the moment referrals are more informal and are made through traditional channels that can be confusing time consuming.

1.6 Customer's Desired Outcome

A single, electronic referral system is required that all partners can access to formally record their observations and pass these to the appropriate agency. The system will be used in addition to core workload management systems (Paris, WHG, NHS PAS etc) for the majority of

Title: _____

agencies but is envisaged as the core system for the new Neighbourhood Management staff in the Walsall Partnership and the 10 WHG community based workers.

The system will enable partners to record and electronically submit their observations and referrals to other agencies. The receiving agency will be required to formally acknowledge this referral and have the ability to include some information on how this will be progressed, although this may not be relevant in all cases (e.g. Child and Adult Protection). The system owner (envisaged as the Walsall Partnership at this stage) will also require the ability to run reports and analysis on all referrals received, by type, agency submitted to and from etc.

The initial piece of analysis work will have the following stages:

1. Facilitate and partnership / system user workshop jointly with Adam Jones to draw out and document system requirements

2. Develop a proposal around an in-house developed system that meets these requirements with associated costs and timescales

Subject to customer approval, this will then lead to a system development project.

1.7 Any Other Supporting Material

There is a CMR report dated 8th October from Clive Wright that provides more detail on the Partnership vision, and some meeting notes from the scoping workshop at Walsall Fire Station on 5th November.

1.8 Risk and Complexity

<give an indication of the level of risk and complexity of the work required>

Risk	*Medium*
Risk Description	*Existing systems are not providing a full service and the project has a profile at the Partnership and Elected Member levels*
Complexity	*Low – no system integration or customer records required*

1.9 Budget Available

The Walsall Partnership have a capital and revenue budget to support this system development and Adam Jones is submitting a report to the Partnership Board to release initial funding in the region of £60,000. This is subject to confirmation and more detailed costing to be contained in the proposal.

Capital (one off)	£
Revenue (annual)	£

2. Business Solutions Response

2.1 Services to be provided by Business Solutions

Title:

2.2   Costs

Cost Item	Amount
<equipment>	
<external services>	
<etc etc>	
<etc etc>	

2.3   Timescales

Business Solutions estimate that this work will be completed by:

<DD/MM/YYYY>

2.4   Other Next Steps

Dependant on the level of complexity of your request, Business Solutions response could be in many forms including:

- A business proposal to undertake a project on your behalf
- The initiation of a change call
- An options evaluation

These deliverables will be agreed with you independently of this document.

3.   Customer Approval

Budget Approved (signature)	
Name and Job Title	
Cost Centre Code	

TRACKING THE EVOLUTION

NOTES FROM NM WORKSHOP 04/11/09

Partner Meetings

- Influencing over resources, over influencing constraints
- Understanding the need for partners to deliver their own plans/priorities
- CATs good examples
- Right people at meetings
- Don't meet for meeting's sake
- Will partner meetings have public representation?

Community Meetings

- Who prioritises?
- How prioritised?
- Will partners have conflicting priorities?
- Make up of partners and 3rd sector
- Influencing the spend
- Scrutinising role
- Councillors – advisors not leaders
- How will meetings be structured? Will there be a membership or committee – who will chair it, who decides?
- Could partners with vested interest use community meetings to push own agenda?
- How do you communicate about meetings?
- Will there be only one community meeting for each area? Or several? Each ward?
- More community meetings per year?
- Feed back to community?
- Still public forum?
- Identify the need
- Influencing budget spend to deliver
- Scrutiny of delivery
- Who can attend community meetings? Are they open to the public?
- Will the community meeting replace LNPs & CAGs?

Area Coordinator

- Reporting structures - i.e. partner staff
- Concerns around recruitment
- Discussions accommodation
- How are you going to task the team
- Accountability
- Length of contract
- Local knowledge
- A – Joint selection process
- Works if right people in place
- Accommodation existing out there

- Permanent contract. – continuity
- Where will they be based?
- Where does third sector sit?
- Where does the salary come from? (How funded?)
- TOR – Local/National
- Neighbourhood development plan
- Must know area
- Some areas will have different priorities/needs. Some are larger
- Will secondees be considered? If so, who 'owns' post?
- Will there be a division of loyalties?
- Will post be free of political persuasion?
    1. What are the targets?
    2. How do we access performance
    3. If useless, how do we get rid of them?
    4. How are they being recruited?
    5. Local knowledge?
    6. Line management
    7. Length of contract

Improving Engagement

- Conversation with a purpose, good example
- Through Hard to Reach
- Build in good practice which already exists
- Referral hub – buy-in from partners required
- Neighbourhood managers will need to think laterally
- Innovative ways of accessing funding by greater awareness of what we do well
- CATs an integral part
- Communications – not all areas receive free papers
- WHG have plasma screens in each reception
- How will tasking work and how will local neighbourhoods have their concerns heard?
- How will engagement be monitored?
- Will there be enough human resources to make this effective?
- Any access to CATs/CAPs etc? Escalation process
- What is the link with community and elected reps?
- Responsible to whom?
- How do they manage services? Police/Fire
- Balance of areas skills/training
- What levels of staff will be involved?
- Who will be involved? (doorstep)
- Potential for different forms of engagement – i.e. website
- Referral hub – where?
- How do you feed back to those you've engaged with?
- Should each area have its own committee/forum?

The Areas

- How is the merger of LNPs going to affect community representation?
- How can one manager handle the multitude of problems in each area?
- Proposed areas are larger than previous
- Areas are more wide-spread

- Publicity need for all meetings
- Who will do the 'close' engagement?
- Volunteers?
- Front-line workers? Who are they?
- What is the referral hub?
- Communities defined
- Flexibility across boundaries
- Community divisions and communities not cross-cutting culturally
- Community engagement
- Influence of elected members
- Information regarding the community
- Communication strategy
- Some areas have more deprivation than others – representing greater workload
- Will there be more staff in areas displaying greater needs?
- Will each area be resourced according to need?
- Challenge of engaging with communities which are more disaffected
- How will you decide which manager goes into which area?
  Will that mean different job specification for each area?

- Agreed natural boundaries
- When is hot-spot not a hot-spot? Do we keep throwing resources at the same areas?
- Borough Tasking essential linking into 6 areas
- Concerns around deployment of staff
- Would it be which politician shouts the loudest? Getting job done!
- How does community feed into new organisation? Have a vote?

NOTES FROM NM WORKSHOP 23/10/09

Partner Meetings

- If councillors attend it will pose greater challenges about who controls the meeting
- These should be tasking, not debating, meetings
- Tasking should take account of the priorities, resources and strategies of the partners
- Need for open, honest, transparent leadership

Community Meetings

- If the Community Plan comes from here, what about the people who will not be engaged by meetings?
- Clear terms of reference/agenda
- Framework of meetings – able to have individual area interpretation
- Quarterly – community meeting – council leader
- Monthly – not public – coordinator to manage (include relevant partners)
- Reporting mechanism clear – linked to highly skilled role – accountability – trust of individual and partners
- Is 'coordinator' the appropriate terminology?
- How do we stop it becoming another LNP?
- Needs to be more strategic
- Who owns the change process and builds capacity to think differently and operate differently
- Don't stop current way of working where it is working well (e.g. weekly CAT)
- 'Total Place' plan – be clear what is in scope – i.e. social care is needs-based per individual – would that work?
- Inform structures with community input/advice – not based on what elected members want

Area Coordinator

- Action-based priorities
- Facilitators to empower others
- Accountable to community?
- Project and line management
- Committed to post – not just put in
- Inspirational to do the job
- Feed back communication to community on what's done
- Changing perceptions
- Highly skilled role – effective manager of change
- Influential – relates to decision-making and governance
- Different employment terms between partners not being a barrier to progress this!
- Building on current effective partnership working
- Coordinators sharing best practice
- Budgets?
- Analytical support
- Capture community issues/partner data
- Accommodation – person/team
- Visible to key people

- Ability to challenge and support partners to achieve change – e.g. area coordinator versus police chief inspector
- How they're recruited is key
- How will coordinators be managed and held accountable
- Coordinators ability/commitment to engagement/consultation
- Coordinators 'going native'
- How do coordinators link to each other – continuity where appropriate
- Transparency is required – who are the partners and what resources are being committed?
- Who do they report to (accountability)?

Improving Engagement

- Senior level agree ground level not there
- Clear principles/protocols "Total Place" – communicated to workforce (training)
- How is it coordinated/fed back?
- Do we mirror this way of working with next generation – engaging in same democratic process, NOT lip service
- Either action and/or feed back
- Reassurance plus = like it
- Ensure task is done and contact made by person – matter referred to or it comes back
- Lines of communication – partners (accessibility) – who does what/do we know who to refer to (electronic database – TMO charter)
- Understanding what each other does
- Knowing what groups to engage (instead of loudest voices)
- Pact – who engages those groups?
- Principles and protocols across agencies leads to training issues
- Sad that this is seen as radical – should be the norm
- Need to ensure front-line staff understand their role and boundaries within the process
- What resources will be needed?
- Get communities to be more self-sufficient to release resources
- Undertake pilot to test/develop the model – identify group of key front-line workers
- Central link point needed and clarify on who to pass information on to
- Different software – a barrier?
- Significant training issues – need to keep momentum going
- Infrastructure – change to complement culture
- Community sign-posting
- Wolverhampton University to engage with CAPs

The Areas

- Boundary areas – ward areas?
- Deploy according to demand/need
- Highly focused local virtual team on each neighbourhood area
- Seen as a positive opportunity
- All willing to be flexible
- Who will be the key area coordinators? How will we work with them? When will we meet them? How will they be recruited? What support/infrastructure will be in place for coordinators?

- Community engagement – not enough to date
- Will it work with current structures?
- How do we associate our own maps with the new NM map?
- Resources: used sensibly to maximise effectiveness – are they in most needy areas?
- Risk in not recognising strategic priorities of partners

TRACKING THE EVOLUTION OF WALSALL'S MODEL FOR NEIGHBOURHOOD MANAGEMENT (25/9/09)

	Issue	Source	Proposed Resolution
1	Levels at which issues are dealt with to be defined (local, area, borough: 0, 1, 2)	Working group	To work through with Neighbourhood Coordinators
2	Public forums to be planned - to empower local people	Working group	Paper by C Wright / Cllr I Shires
3	Too much structure/staff	Working group	Reduce to Neighbourhood Coordinators only
4	Inequality of six Areas	Cllr T Oliver	Keep Areas as described but have two Coordinators in (Bloxwich/Blakenall/Birchills/Leamore) and (St Matthew's/Paddock/Palfrey/Pleck)
5	Role of neighbourhood forums	Cllr T Oliver	Build into solution at 2 above
6	More public engagement in decision-making processes	Cllr T Oliver	Build into solution at 2 above
7	Dislike of £10,000 for councillors	Cllr T Oliver and other consultations	Take out of proposal and put to council as separate decision
8	Local influence over mainstream budgets	Cllr I Shires Cllr T Oliver	Draft into solution at 2
9	Method and scope of appointment of Neighbourhood Managers	Cllr T Oliver	Appointment process to be proposed and agreed by sub-group
10	Issue over control of partner staff – when intention is to co-ordinate	L Walford Others	Amend document to mean co-ordinate and not control over partner staff. Also, co-ordinated services rather than integrated public services

TRACKING THE EVOLUTION OF WALSALL'S MODEL FOR NEIGHBOURHOOD MANAGEMENT (11/9/09)

What did the LNP review tell us?	What the research/consultation is telling us	What could this mean for Walsall
AREAS		
Not raised as an issue	Blackpool – Light-touch approach borough-wide, more focused approach in areas of need Warrington – 5 area boards, borough-wide coverage Local consultation – data analysts recommend consideration of identifiable neighbourhoods and size of populations	General co-ordination in all areas Select areas of higher/more intense focus, not necessarily ward or LNP boundaries, but natural communities.
ACCOUNTABILITY AND RESPONSIBILITY		
• Evidencing that they are able to get things done • Being able to deal with difficult people	Blackpool – 3 area managers (Heads of an area) with clear responsibilities Warrington – emerging. Heads of service chair Area Boards	Higher level co-ordinator posts Functional management of staff in neighbourhoods Area and neighbourhood budgets
IMPROVING COMMUNITY ENGAGEMENT		
• Raising the profile about the work that LNPs do • Celebrating successes in their area • Using the talents of LNP members • Learning from good practice in other LNP areas	Blackpool – local priorities are what people see and experience, local indicators, make a quick impact Warrington – quick wins, engaging third sector, local surveys Local consultation – where in the structure is	Co-ordinate engagement to set priorities Creative community engagement "We asked, you said, we did…"

What did the LNP review tell us?	What the research/consultation is telling us	What could this mean for Walsall
	there an opportunity to engage community leaders	
IMPROVING PARTNER CO-ORDINATION AND GOVERNANCE		
• All partners being able to participate equally • Ability to influence • Need for delegated powers	Blackpool – separate co-ordination of partners from consultation and engagement. Use partner resources. SLAs with partners. Warrington – Area boards, chaired by head of service. Themed working groups looking at priorities. Evidence based approach. Action planning events	Groups that co-ordinate partners Broaden tasking beyond crime and disorder Area teams made up of staff from partners Set local indicators, quick wins Develop SLAs Include and use 3rd sector organisations
ROLE OF ELECTED MEMBERS		
• Meetings dominated by councillors, barrier to participation	Blackpool – ward forums with community representatives. Councillors hold individual budgets Warrington – early days. Elected member engagement is strong	Regular ward forums – open to the public Council allocates individual budgets for elected members Inform area and neighbourhood priorities