

Notes of a meeting of the Leicestershire Together Executive held at County Hall, Glenfield on Wednesday 2 September 2009.

PRESENT

- Catherine Griffiths (Vice-Chair) - Chief Executive, NHS Leicestershire County and Rutland (in the Chair)
- Steve Atkinson - Chief Executive, Hinckley and Bosworth Borough Council
- Christine Fisher - Chief Executive, North West Leicestershire District Council
- Tony Dailide - Representing Director of Adult Social Care and Health, Leicestershire County Council
- Ian Drummond - Representing Director of Highways, Transportation and Waste Management, Leicestershire County Council
- Neil Lambert - Chair, Stronger Communities Board
- Kevan Liles - Chief Executive, Voluntary Action LeicesterShire
- Steve Lunn - Representing Chief Fire Officer
- Sue Smith - Chief Executive, Harborough District Council

Officers in Support:

- Andy Robinson - Assistant Chief Executive, Leicestershire County Council
- Andy Brown - Team Leader, Performance and Improvement, Leicestershire County Council (minute 272)
- Chief Inspector Ian Coulton - Leicestershire Constabulary (Drugs and Alcohol Action Team)
- Marie Fitzgerald - Deputy Director, Leicester/Leicestershire and Rutland, GOEM
- Dr Peter Marks - Director of Public Health, NHS Leicestershire County and Rutland/Leicestershire County Council
- John Bloxsom - Strategic Director of Housing and Planning, Leicester, Leicestershire and Rutland (based at Harborough District Council) (minute 274)
- Geoff Cave - Committee Officer, Leicestershire County Council.

Also present

David Mehaffey and Alex Claybrooke – Deloitte (minute 267).
Chris Wilson, Ben Rowland and Mohammed Naqvi – Tribal (minute 273).
Mark Hall – Chief Executive, Oadby and Wigston Borough Council (observer)

262. Welcome and Apologies

The Vice-Chairman welcomed everyone to the meeting and reported an apology on behalf of the Chairman, Mr. John Sinnott, who was attending the national Total Place Programme meeting being held at County Hall that day.

Apologies for absence were also reported on behalf of Assistant Chief Constable Mike Goodwin, David Hughes, Brian Roberts, Matthew Lugg (substitute Ian Drummond), Mick Connell (substitute Tony Dailide), Gareth Williams, Alan Morrison and Dave Tantum (substitute Marie Fitzgerald).

263. Notes of the meeting held on 10 June 2009

The notes of the meeting of the Leicestershire Strategic Senior Officers' Group held on 10 June 2009 were agreed as a correct record.

264. Matters Arising from Notes of Last Meeting

Andy Robinson referred to:-

- (a) Minute 256 (under which the membership of the Group had been refreshed at the last meeting in order to include leads from each of the Sustainable Community Strategy themes plus certain other partner representatives) and reported that, subsequently, requests had been received from the Chief Executives of the Leicestershire Partnership NHS Trust and the UHL NHS Trust to be represented on the Group. The Vice-Chairman reported that she would discuss this matter with the other two Chief Executives at their next joint meeting and she hoped agreement could be reached for one Health representative to serve on the Group. She would report back on the outcome of discussions;
- (b) Minute 258(ii) and reported that a report on the next steps on the Locality Working project would now be submitted to a future meeting following consideration that was now being given to addressing the overall impact of all programmes in the context of expected public expenditure constraints.

265. Total Place Programme – Update

Andy Robinson introduced a report providing an update on the Total Place Programme and the projects of service re-design and system change. A copy of the report marked '4' is filed with these notes.

The Vice-Chairman reported that, during the morning, she had attended the national Total Place event that was taking place at County Hall that day. It was proving to be a useful shared learning event and

feedback would be provided to central government on those aspects of the programme that were and were not considered to be helpful.

Christine Fisher referred to the Executive Total Place Programme Board (second bullet point under paragraph 6 of the report) and felt consideration should be given to broadening its membership now that the Leicestershire Total Place programme has been expanded to cover 'Access to Services' issues. It was noted that the Board would give consideration to this issue at its next meeting the following week.

It was AGREED that the contents of the report be noted.

266. Leicestershire Comprehensive Area Assessment (CAA)

Andy Robinson introduced a report providing an update on the latest position with the CAA. A copy of the report marked '5' is filed with these notes.

In respect of the potential 'red flag' area of 'housing', the Executive was pleased to learn that the Audit Commission Lead for Leicestershire (Mary Perry) was now proposing that this would be referred to in the CAA report by being highlighted for further future attention in view of the good work undertaken already by the District Councils in addressing the issues. It was also reported that the Audit Commission had indicated its satisfaction with the way in which Leicestershire had related to the CAA process to date. The first draft of the CAA report, which was expected to be fairly positive, was expected to be received by the County Council in late September and would then be circulated to partners for comments for reporting back to the meeting with Mary Perry in early October.

It was AGREED to note the progress made in responding to issues raised by the CAA along with the key dates for the remaining stages of the CAA assessment including the need to agree a combined set of comments in the draft report later in September.

267. Inspection Review

The Chairman welcomed to the meeting David Mehaffey and Alex Claybrooke of Deloitte who gave a presentation providing a final update on the findings of a study they had been undertaking on behalf of Leicestershire Together partners to assist in responding to the large number of inspection and performance reporting regimes from various bodies. A copy of the presentation slides is filed with these notes.

The following main points were made in the presentation:-

- The initial findings of the review had been presented to the Group at its previous meeting when it was agreed to request partners to check the accuracy of the data provided to enable

Deloitte to continue their work and report back to this meeting. Subject to some additional information awaited from the City Council and the Police, all partners had confirmed the detailed accuracy of the information now provided at this meeting.

- The final outcome showed that partners were required to report on 3,004 indicators which accounted for 92 full-time equivalent posts at a cost of £3.65m. In addition, the final Leicestershire Partnership Inspection workload and cost amounted to around £3.2m.
- The detailed information in the spreadsheets could be shared with partners.
- The final recommendation of the Review drew attention to the need to develop a joint performance function and a joint research and intelligence function. It was noted that work on the latter issue was already underway and an update report was provided under item 14 in the agenda for this meeting (minute 275 refers).

The Executive then discussed how best to take forward the development of a joint performance function by the partnership. It was recognised there was a need for a shared service to be developed to meet the requirements in a cost effective way.

It was AGREED:

- (i) that the representatives of Deloitte be thanked for their work and presentations at the meetings of the Group;
- (ii) that the findings in the final update of the Inspection Review study be received and noted;
- (iii) that the final report be accepted on behalf of the Leicestershire Together and Leicester City Partnerships;
- (iv) that further work now be undertaken by officers arising from the recommendations of the Review in respect of the development of a joint performance function; and
- (v) that the findings of the Review be reported appropriately on behalf of Leicestershire Together to central government, the Audit Commission and other relevant agencies.

268. Obesity and Overweight – Addressing the Health Challenge

The Chairman welcomed to the meeting Dr Peter Marks, Director of Public Health. Dr Marks gave a presentation on the outcome of work undertaken and the project plan being prepared in connection with the

preparation of an Obesity and Overweight Strategy. A copy of the presentation slides is filed with these notes.

The following main points were made in the presentation:-

- Trends, predictions and causes were outlined.
- Comparisons were given of the incidence of adult and children's obesity nationally and specifically in Leicestershire and Rutland.
- Methods being used to tackle the problem of obesity were explained.
- There was a need for an all encompassing strategy to provide cohesion with a wider screening strategy, a referred pathway, a defined comprehensive set of intervention and defined programmes.
- Increased funding was needed to develop longer term plans.
- It was suggested that actions to tackle obesity should be geographically targeted.

Dr Marks informed the Group that the work to date had been discussed at the recent meeting of the Health and Wellbeing Partnership Board at which support had been given to the establishment of an Obesity Core Group to examine issues in detail and take work forward. The intention was for this Group to report back to the Board by the end of the year. It was confirmed that the Leicestershire and Rutland Sports Partnership was represented on the Board and would have an input in this process.

It was AGREED:

- (i) that the information provided in the presentation be noted; and
- (ii) that support be given to the establishment of an Obesity Core Group to take forward the work in tackling obesity, including examining funding and targeting issues, and to report back to the Health and Wellbeing Partnership Board.

269. Meeting the Public Expenditure Challenge

Andy Robinson introduced a report addressing the measures which partners needed to take together to manage the effect of the expected reductions in public expenditure over the next five to ten years. A copy of the report marked '8' is filed with these notes.

The Executive noted the issues which the Partnership would need to address (in paragraph 7 of the report), and that a report would be presented to the County Council's Cabinet on 8 September 2009 on the specific challenges facing the Authority.

The report proposed that the Executive should meet in the form of a Strategic Change Board as and when required in order to consider proposals for planning for efficiencies and service reductions. The

importance of all partners represented on the Executive attending these meetings was emphasised. It was proposed that the first such meeting should be held in October, at which a full debate would take place of the issues facing organisations, emerging choices and ways forward.

It was AGREED:

- (i) that approval in principle be given to the approach outlined in paragraph 8(c) of the report for improved joint planning to manage the effects of expected public expenditure reductions;
- (ii) that the Customer Insight Group of SARCOG be commissioned to prepare a customer insight report which analyses existing intelligence on citizen/customer views on service priorities;
- (iii) that the Consultation Group of SARCOG be commissioned to prepare a joint consultation process to examine further citizen/customer views of service priorities; and
- (iv) that the Executive would meet when required as a Strategic Change Board to receive further reports and proposals and the first such meeting be held on a date to be agreed in October 2009.

270. Joint Strategic Needs Assessment (JSNA) – 2009 Refresh – Progress Report and Sign-Off Arrangements

Tony Dailide and Dr Peter Marks introduced a joint report advising of progress towards completing the JSNA 2009 Refresh and outlining plans for its signing-off. A copy of the report marked '9' is filed with these notes.

It was reported that the full version of the JSNA was available on the County Council's website. The JSNA had identified five key themes/challenges which were outlined in Appendix A to the report. The JSNA would be used to inform other strategies to meet the health needs of the population.

Use of the JSNA by the County Council and the NHS was being monitored by various government inspection bodies. It was also noted that reports on the JSNA 2009 Refresh were also being submitted to forthcoming meetings of the County Council's Cabinet and the PCT Board.

It was AGREED:

- (i) that the work completed on the JSNA 2009 Refresh be noted; and

- (ii) that the JSNA be refreshed again in alignment with the next Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).

271. 'First Contact – Leicestershire'

Tony Dailide introduced a report outlining proposals for the development and implementation of 'First Contact – Leicestershire' across the whole County. A copy of the report marked '10' is filed with these notes.

The proposed roll-out of the scheme throughout Leicestershire, commencing with the existing pilot in North West Leicestershire, set out in paragraph 18 of the report was noted. Financial support from the various agencies involved would be required to achieve the roll-out. Year 1 (2009/10) funding was assured but partner funding from 2010 onwards had not yet been agreed. It was noted that LAA1 Reward funding may become available for use on the scheme from 2010/11 and this would be clearer by the date of the next meeting of the Executive.

It was AGREED:

- (i) that the 'First Contact – Leicestershire' project be endorsed as a countywide service which will contribute to the preventative agenda, build public confidence, improve safety and greatly enhance the quality of life for older people in the county; and
- (ii) that a further report be presented to the next meeting on future funding sources beyond 2010 (it being noted that LAA1 Reward funds may be available for this purpose) and a further discussion on the roll-out of the scheme on a District by District basis take place at that meeting.

272. Performance Management

Andy Brown introduced a report providing an update on the performance position on LAA1 reward targets at the end of 2008/09 and on LAA2 Quarter 1 (2009/10) and also updating on progress with work on gap analysis of delivering the Sustainable Community Strategy. A copy of the report marked '11' is filed with these notes.

It was confirmed that action plan reports would be presented to future meetings in respect of the challenges identified in paragraph 8 of the report.

It was AGREED:

- (i) that the end of LAA1 closing position to date on LAA1 Reward Targets and the likely level of reward grant be noted;

- (ii) that the progress on LAA2 delivery at quarter 1 be noted;
- (iii) that the delivery issues being addressed by the Local Improvement Adviser be noted and it be agreed that different issues would be picked up in an LAA/SCS/CAA improvement plan; and
- (iv) that additional reports be presented to the Executive as required on an issue by issue basis in regard to any amber and red flag issues identified in quarterly progress reports.

273. Leicestershire Together Strategic Commissioning

Andy Robinson introduced a background report detailing proposals being taken forward by Tribal in its work on the approach to Strategic Commissioning. A copy of the report marked '12' is filed with these notes.

The Chairman then welcomed to the meeting Chris Wilson, Ben Rowland and Mohammed Naqui of Tribal. They gave a presentation on the continuing work undertaken with recommendations for the next steps. A copy of the presentation slides is filed with these notes.

The following main points were made in the presentation:-

- An explanation of the methodology and activities to date was given.
- A proposed new governance structure was proposed that included the establishment of two new bodies: the Strategic Commissioning Group (SCG) (to replace the existing delivery plan challenge group and the LAA/SCS Delivery Group) and a Commissioning Support Unit (CSU). SCG would comprise senior managers in the organisations and the CSU would ensure full co-ordination took place.
- World Class Commissioning had been taken into account in the work undertaken.

In response to questions, it was confirmed that the SCG would be an oversight group and would not take decisions. It was, therefore, considered to be more appropriate for it to be illustrated differently and not in a hierarchical way on the new governance structure chart. The Executive asked for the proposed Terms of Reference of SCG to be revised accordingly and reported back to the next meeting for approval.

Tribal representatives, in response to questions, confirmed that the governance structures to be produced for the MAA would be consistent with those prepared for the LAA as set out in the presentation slides for this meeting.

In respect of the proposed establishment of a Commissioning Support Unit, Andy Robinson stated that in the present economic climate it was unlikely that this could not be justified and, instead, officers would re-examine existing structures and propose changes using current resources.

It was AGREED:

- (i) that the approach to Strategic Commissioning set out by Tribal be approved;
- (ii) that a Strategic Commissioning Group be established as proposed and revised Terms of Reference for this Group be presented to the next meeting for approval;
- (iii) that, with regard to the proposal establishment of a Commissioning Support Unit, officers would re-examine existing structures and take account of work being carried out both locally and regionally and then report back a suggested proposal to the next meeting; and
- (iv) that the Strategic Commissioning Handbook be launched in the Autumn as part of the Leicestershire Together events programme.

274. Governance of Housing

John Bloxsom (the newly appointed Strategic Director of Housing and Planning, Leicester, Leicestershire and Rutland) introduced a report of the LAA Housing Group on plans to consider new arrangements to improve the governance of housing outcomes and priorities in the Leicestershire Sustainable Community Strategy, to indicate what those options might be and to seek initial views before a proposal is developed for consideration at a future meeting. A copy of the report marked '13' is filed with these notes.

Christine Fisher suggested a fourth option for filling the identified governance gap (referred to in paragraph 7 of the report), namely that consideration should be given to establishing a new partnership group to consider governance and delivery issues alongside a separate delivery group.

It was AGREED:

- (i) that the governance of housing issues highlighted in the report be noted; and
- (ii) that a proposed new governance arrangement be developed and presented to the next meeting.

275. Research and Intelligence Review Progress Update

The Executive received a report providing an update on the Research and Intelligence Review that was currently underway. A copy of the report marked '14' is filed with these notes.

It was AGREED that the contents of the report be noted.

276. Minutes of a Meeting of the Leicester and Leicestershire Co-Ordination Group held on 30 June 2009

The Executive received a copy of the minutes of the recent meeting of the Leicester and Leicestershire Co-Ordination Group; a copy of which marked '15' is filed with these notes.

NOTED: the minutes of the meeting of the Co-Ordination Group held on 30 June 2009.

277. Items for Consideration by the Next Meeting of the Leicestershire Together Board

It was AGREED that Andy Robinson would agree with the Chairman the items to be considered by the next meeting of the Strategic Board on 14 September 2009.

278. Date of Next Meeting

It was NOTED that the next meeting of the Leicestershire Together Executive would be held on Wednesday 25 November 2009 at 2.00pm at County Hall.

2.00pm – 4.10pm
2/9/09

CHAIRMAN