



**OFFICER REPORT TO LOCAL COMMITTEE
(Guildford)**

**SURREY'S LOCAL AREA AGREEMENT AND GUILDFORD'S
LOCAL STRATEGIC PARTNERSHIP**

11th March 2009

KEY ISSUE:

For Members to be more informed about the work of countywide and local partnerships and comment on ways in which they might be further informed and involved.

SUMMARY:

The report describes in summary the arrangements for partnership working across Surrey under the Surrey Strategic Partnership and in Guildford under the Guildford Local Strategic Partnership.

OFFICER RECOMMENDATIONS

The Local Committee (Guildford) is asked to:

1. Note the contents of the report,
2. Seek further information and understanding of the partnership arrangements at borough and county level,
3. Comment on how elected Members might contribute to the achievement of Local Area Agreement targets and meeting local LSP priorities.

1.1 BACKGROUND

1.2 Under the Local Government Act 2000 all local authorities were encouraged to bring together public, private and voluntary sector agencies into a 'Local Strategic Partnership' (LSP) to identify priorities for the area, and required to produce and implement a Community Strategy or 'Sustainable Community Strategy'. (In areas of the country subject to Neighbourhood Renewal schemes, the LSP would be responsible for managing Neighbourhood Renewal budgets.)

- 1.3 The benefits of working in this way include:
- Shared vision
 - Co-ordinating services and avoiding duplication
 - Leading to improved outcomes
 - Means for harnessing skills and experience
 - More effective use of resources
 - Pooling of skills and assets
 - Strong voice on local issues

More information about LSPs can be found at <http://www.neighbourhood.gov.uk>.

2.1 SURREY STRATEGIC PARTNERSHIP (SSP)

2.2 The Surrey Strategic Partnership (SSP) is the LSP for Surrey. Over the last 4 years the Partnership has:

- come together to form the SSP
- consulted stakeholders and residents on what sort of place they want Surrey to be in the future, resulting in a Vision for Surrey in the year 2020
- worked together to deliver a number of Local Public Service Agreement (LPSA) targets between 2005-2008
- negotiated with Government a number of National Indicators to form Surrey's Local Area Agreement 2008-2011
- produced a Sustainable Community Strategy for Surrey, recently redrafted and reissued for consultation in light of the LAA, which includes the 2020 Vision and long term objectives as well as the short term (3 years) LAA targets
- developed a structure and governance arrangements to help deliver short and long term objectives
- begun preparations for the Comprehensive Area Assessment in Surrey

Figure 1 below sets out the current structure of the Surrey Strategic Partnership (SSP)

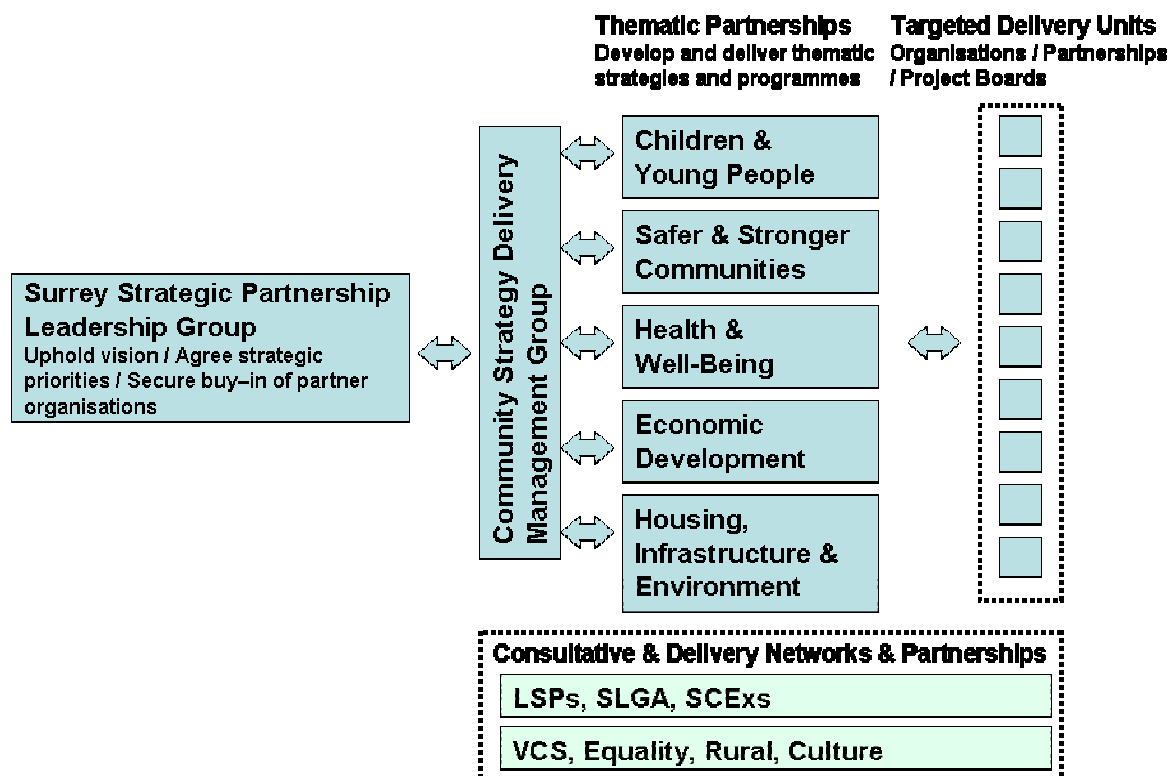


Figure 1: Structure of the Surrey Strategic Partnership

- 2.3 The Partnership is structured to achieve strong political and partner support for agreed Partnership priorities through the Leadership Group, while ensuring that there is a strong focus on key delivery areas through the five Thematic Partnerships. The Leadership Group seeks to ensure that the wider partnership is fully engaged in the work of the Surrey Strategic Partnership and delivery of the Sustainable Community Strategy through the Thematic Partnerships.
- 2.4 A small Delivery Management Group of senior officers from the Thematic Partnerships, drawn from a range of partners including District and Borough Councils, Surrey Police, Surrey Primary Care Trust, Surrey County Council and the business sector drives delivery and manages cross cutting issues. The Chief Executive of Surrey County Council chairs this group.
- 2.5 The Thematic Partnerships are responsible for developing and commissioning programmes of work to deliver Surrey's Community Strategy, including the improvement targets negotiated with Government in the Local Area Agreement. They report progress to the Leadership Group through the Delivery Management Group.
- 2.6 As one of the constituent partners Surrey County Council plays a strong role within the SSP, and provides considerable policy and performance management support, as well as providing a number of services contributing to the Partnership objectives. However it is important to note

that the SSP is made up of a wide range of partners and stakeholders all contributing a range of services, and the future Comprehensive Area Assessment will make a judgment on the performance of this collection of agencies and not Surrey County Council alone. A small and independent business support function supports the SSP.

- 2.7 The Leaders of each of Surrey's borough and district councils are members of the Leadership Group; for Guildford Cllr Andrew Hodges is a member of this group. Two of Surrey's borough council Chief Executives (for Reigate and Banstead, and Runnymede) are represented on the Delivery Management Group. Terms of Reference and membership for the Leadership Group, Delivery Management Group and of each of the Thematic Partnerships are available on request.

3.1 SURREY'S LOCAL AREA AGREEMENT (LAA) 2008/9 – 2010/11

- 3.2 In 2007 Government published the list of 198 National Indicators (NIs) by which it would measure performance of public agencies. These indicators replace a number of previous Performance Indicators against which Local Authorities and other public agencies were obliged to report to Government. While agencies need to consider their performance against all 198 indicators, each (upper tier) Local Authority area now needs to have agreed a shorter list (up to 35) from this list of 198 NIs to form the Local Area Agreement (LAA) for the area. In 2008 the Surrey LAA list of NIs was negotiated and agreed between the SSP and Government and is attached as Annexe A.

4.1 SURREY'S SUSTAINABLE COMMUNITY STRATEGY (SCS)

- 4.2 The plan describing the long-term vision for the county and short and long term objectives are set out in the Sustainable Community Strategy. The Strategy has been updated in response to recent inspections and new LAA priorities and has been circulated for consultation (which ended on 20th February) 2009. For a copy of the Plan and more information Please visit: www.surreycc.gov.uk/communityplanning.

5.1 COMPREHENSIVE AREA ASSESSMENT (CAA)

- 5.2 The SSP is currently preparing for the new national Comprehensive Area Assessment (CAA) inspection regime which formally begins on 1 April 2009. The CAA is the new means by which the performance of all public agencies operating in an area will be assessed by Government (replacing Comprehensive Performance Assessment). CAA will have formed its judgement on Surrey's joint partnership working by the summer 2009 and deliver its first assessment in November 2009.

- 5.3 While CAA in two-tier areas operates primarily at the level of the upper tier, the assessment will consider how well partnerships are working at the borough/district level.
- 5.4 The key CAA tests for partnership working in an area are:
- Understanding of local needs and translation into local priorities
 - The delivery of improvements and outcomes in the area
 - Prospects for future improvement.
- 5.5 A more detailed report will be brought to a future meeting of the Committee updating the Committee on progress under the LAA and implications of the CAA process for Guildford borough.

6.1 GUILDFORD'S LOCAL STRATEGIC PARTNERSHIP (LSP)

- 6.2 In 2002 partner agencies conducted a wide-ranging consultation and produced Guildford's first Community Plan. A Local Strategic Partnership for Guildford was formed to deliver the Community Plan which was structured around a number of themes:
- Traffic and Transport¹
 - Environment and Sustainability¹
 - Disadvantaged and Vulnerable people²
 - Health²
 - Housing
 - Culture and Leisure
 - Community wellbeing³
 - Public Safety
 - Business and Local Economy

The aspirations of the first Community Plan are attached as Annexe B

- 6.3 The Membership of the Guildford LSP includes representation from the following organisations or sectors:
- Guildford Borough Council
 - Surrey County Council
 - Parish Councils
 - Guildford Youth Council
 - Surrey Police and Surrey Police Authority
 - Surrey Fire and Rescue Service
 - Surrey Primary Care Trust

¹ subsequently merged to form the 'TEST' group

² subsequently merged to form the 'Health and Social Care' group

³ subsequently dissolved

- Voluntary sector
- Faith sector
- Guildford Business Forum
- Guildford Environmental Forum
- Guildford Community Learning Partnership

Surrey County Council is represented on the Guildford LSP by Cllr Bill Barker (as nominated by the Local Committee). The Area Director and Local Committee and Partnership Officer also attend as support officers at LSP Executive, Operations Group and Action Group meetings.

6.4 It is fair to say that the Guildford LSP, like many other such partnerships without dedicated budgets, and LSPs across Surrey, has not been able to add considerable value to the partnership working in Guildford that already goes on to deliver joint strategies between agencies in existing partnerships e.g. the Safer Guildford Partnership, the Local Committee, the Culture Strategy, the Healthy Living Programme.

6.5 It has though provided an umbrella under which those partnerships now take place, and given a profile or prominence to a number of past and current initiatives, or enabled close partnerships to engage with a wider group of stakeholders:

- Smoke Free Guildford and Waverley
- Keep Guildford and Waverley Clean
- Safer Guildford Partnership
- Stronger Communities Project
- Guildford 2012 Games Partnership

More details on these initiatives area attached at Annexe C.

6.6 In 2008 the LSP commissioned a review of its working and its performance with a view to producing an updated Community Plan or 'Sustainable Community Strategy'. The review found a number of areas of concern:

- No collective vision
- Lack of consensus on purpose/objectives of LSP
- Limited knowledge of Community Strategy
- Limited internal and external communication
- Weak links with local community
- Limited decision making
- Limited impact on organisations and quality of life
- Limited ambition and drive
- Lack of common understanding of issues facing Guildford
- Operational rather than strategic focus
- Weak links to other partnerships and plans
- Insufficient high level support
- Preoccupation with lack of dedicated resources

The review also identified a number of strengths of the LSP:

- People still participating
- Wide range of representatives
- Membership regularly refreshed
- Strong commitment to addressing disadvantage
- Detailed consultation on community strategy
- Advocates on local issues
- Amicable relations
- LSP provides good networking
- Meetings well managed and informative
- Honesty on progress and willingness to change

6.7 In September 2008 a workshop was conducted with the review team and short presentations were given about the strategic challenges facing the borough. These presentations are summarised at Annexe D.

6.8 In February 2009 a stakeholder or 'Community Assembly' event was held to help develop a vision for the borough, a draft version of which can be found at Annexe E. The main themes of the vision are:

- Sustainable Communities
- Supporting People
- Maintaining Prosperity

6.9 Further work is to be carried out and agreed by the LSP Executive towards agreeing new governance arrangements (a model similar to that of the SSP is proposed) and a new Sustainable Community Strategy for Guildford by October 2009 (see timetable attached as Annexe F). A further report will be brought to this Committee with details of the Strategy and with an opportunity for Members to comment on specific Delivery Plans in September 2009.

7.1 FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

7.2 The Guildford Local Strategic Partnership itself has no budget although it receives officer support and time from SCC, GBC, Surrey PCT and Surrey Police. The Partnership has yet to fully realise considerable savings and efficiencies that partnership working makes possible.

8.1 EQUALITIES AND DIVERSITY IMPLICATIONS

8.2 Both the Surrey Strategic Partnership and the Guildford Local Strategic Partnership make specific reference to the groups in Surrey's communities who experience the most disadvantage.

9.1 CRIME AND DISORDER IMPLICATIONS

9.2 Both the Surrey Strategic Partnership and the Guildford Local Strategic Partnership make specific reference to crime and disorder through The Safer and Stronger Communities thematic partnership and the Safer Guildford Partnership respectively.

10.1 CONCLUSION AND REASONS FOR RECOMMENDATIONS

10.2 The report summarises the further evolution of partnership working in Surrey and Guildford over the last few years. This represents a considerable departure from previous ways of working, which saw service delivery, government inspection and governance arrangements, including the role of elected Members, of public agencies in isolation. Members are therefore encouraged to seek further information about the various partnerships now operating, and to understand ways in which they might use their position and role with communities and in their organisations to contribute to the shared objectives of these partnerships.

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Indicators included in Surrey's Local Area Agreement 2008-11

Surrey Local Area Agreement	
NI	Indicator
Children & Young People	
56	NI 56 Obesity among primary school age children in Year 6
65	NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time
79	NI 79 Achievement of a Level 2 qualification by the age of 19
111	NI 111 First time entrants to the Youth Justice System aged 10 – 17
112	NI 112 Under 18 conception rate
117	NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
	Plus a number of statutory indicators relating to educational attainment
Health & Wellbeing	
39	NI 39 Alcohol-harm related hospital admission rates
123	NI 123 16+ current smoking rate prevalence
125	NI 125 Achieving independence for older people through rehabilitation/ intermediate care
130	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
135	NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information
145	NI 145 Adults with learning disabilities in settled accommodation
Safer & Stronger Communities	
4	NI 4 % of people who feel they can influence decisions in their locality
5	NI 5 Overall/general satisfaction with local area
7	NI 7 Environment for a thriving third sector
21	NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police
30	NI 30 Re-offending rate of prolific and priority offenders
32	NI 32 Repeat incidents of domestic violence
36	NI 36 Protection against terrorist attack
141	NI 141 Number of vulnerable people achieving independent living
Housing, Infrastructure & Environment	
154	NI 154 Net additional homes provided (New build complete, Demolitions, Change of use (net gain), Conversions (net gains))
155	NI 155 Number of affordable homes delivered (gross)
169	NI 169 Non-principal roads where maintenance should be considered
186	NI 186 Per capita CO2 emissions in the LA area
192	NI 192 Household waste recycled and composted

Indicators included in Surrey's Local Area Agreement

Economic Development	
163	NI 163 Working age population qualified to at least Level 2 or higher
164	NI 164 Working age population qualified to at least Level 3 or higher
171	NI 171 New business registration rate
152	NI 152 Working age people on out of work benefits
*	Monitoring rates of business start ups as a measure of economic performance
*	Monitoring business survival rates at 12 and 24 months as a measure of economic performance
*	Increasing the number of businesses supported
*	Monitoring the GVA growth of businesses intensively assisted
*	Monitor Gross Value Added (GVA) per capita as a measure of economic wellbeing

* 'Undesignated' targets I.e. LAA targets (considered under CAA) but not National Indicators or for reporting to Government

The First Guildford Community Plan

- Guildford Community Plan published in 2003 under nine themes (now being reviewed)
- Arising from the Community Plan, the LSP adopted the following themes:
 - Fostering business enterprise and initiative in ways consistent with sustainable development
 - Improving the health, well-being and quality of life of the community
 - Improving access through integrated transport systems
 - Protecting and enhancing the Borough's natural and built environment
 - Making communities safe and feel safe
 - Providing access to affordable sports, arts and lifelong learning activities
 - Enabling the provision of decent affordable homes for all
 - Addressing the needs of disadvantaged and vulnerable people
 - Improving the satisfaction of people with the area they live in
- ... and cross-cutting priorities
 - Addressing recruitment and retention difficulties ... by providing affordable housing for all
 - Enabling young people to have a voice ... and influence areas such as transport, safety and health
 - Developing community responsibility through lifestyle changes to bring about sustainable development
 - Joining up service provision to enable a whole system approach to health and support
 - Promoting alternatives to car use, particularly public transport

Guildford LSP – Examples of Partnership Projects:

Keep Guildford and Waverley Clean

Campaign to engage local communities and address specific environmental issues, including community clean-ups, public nominations, environmental improvements and education and enforcement

Stronger Communities Project

Improving quality of life and community cohesion in the Borough's most deprived areas and reducing inequality relating to children and young people, health, crime and anti-social behaviour

Guildford 2012 Games Partnership

Promoting Guildford as a training camp for Olympic teams and planning events and opportunities for participation that will leave a legacy after the Games (including benefits in terms of economic development, tourism, children and young people, sporting gain and participation in sport, culture and volunteering)

Smoke Free Guildford and Waverley

Preparing for, implementing and enforcing the smoke-free legislation across Guildford and Waverley

Safer Guildford Partnership

The crime and disorder reduction partnership for Guildford Borough

Key challenges identified by Guildford LSP:

Housing, Infrastructure and Environment

- Planning for housing and other developments to meet local needs
- Planning the infrastructure necessary to support positive change
- Safeguarding the built and natural environment

Safer and Stronger Communities

- Reducing perceptions that the town centre is a place to avoid at night
- Reducing violent crime and repeat victimisation
- Focusing on reducing crime and incivility in identified hotspots

Health and Well-Being

- Reducing obesity by increasing physical activity levels in children
- Reducing alcohol misuse by reducing hazardous drinking by adults
- Reducing smoking prevalence by targeting specific wards

Children and Young People

- Better services for children and young people with greatest needs
- Children and young people in certain wards face particular challenges
- There aren't enough places for young people to go

Local Economy:

- Maintaining Guildford's economic vitality by encouraging investment
- Keeping Guildford moving (congestion, junctions, park and ride)
- Providing housing to help resolve skills shortages.

PROPOSED VISION FOR GUILDFORD BOROUGH 2026

Guildford Borough 2026

An attractive, sustainable and prosperous Borough in which people fulfil their potential and the disadvantaged and vulnerable receive the support they need.

Sustainable Communities

A Borough where:

- sustainable, integrated, communities feel empowered and engaged;
- people live sustainable lifestyles;
- people feel safe and proud of where they live; and
- our local heritage is respected and the natural and built environment is protected from inappropriate development.

Supporting People

A Borough where:

- all children and young people are able to fulfil their potential;
- older people are supported in living dignified, independent lives;
- disadvantage and relative deprivation, including health inequalities, are tackled; and
- all people can access services and facilities and can participate in leisure and cultural activities.

Maintaining Prosperity

A Borough where:

- the local economy is competitive and sustainable;
- the range of housing accommodates all ages, abilities and lifestyles and more affordable housing is available; and
- integrated, reliable and affordable public transport reduces traffic congestion.

Preparation of New Sustainable Guildford Strategy – Timetable:

- (1) “State of Borough” report to LSP to inform refreshed Sustainable Guildford Strategy (January 2009)
- (2) Long-term vision for Guildford to be prepared through Community Assembly (February 2009)
- (3) Draft vision and priorities to be presented to the LSP (April 2009)
- (4) New Sustainable Guildford Strategy to be drafted (April 2009) identifying:
 - the long-term vision for the Borough
 - the current challenges and issues to be addressed to achieve the vision
 - a three year strategy consisting of key aims and objectives
- (5) Consultation on draft Sustainable Guildford Strategy (May to June 2009)
- (6) Approval of new Sustainable Guildford Strategy, together with revised LSP governance arrangements (July 2009)
- (7) Approval of Delivery Plan setting out short-term actions to achieve the Sustainable Guildford Strategy (October 2009).