

## Learning to Deliver Digest 25

May 2009

*Welcome to the latest of our digests supporting partnership development and performance improvement across LAAs in the West Midlands. Each issue features developments in policy and practice relevant to your roles in driving change and improvement.*

### Next steps on worklessness and regeneration

The **Future Jobs Fund** (FJF) is intended to create 100,000 jobs for young people aged 18-24 who have been out of work for a year and 50,000 jobs in unemployment hotspots. The Fund marks a shift in relationships between DWP and local authorities, with the latter expected to lead on developing creative responses to the impact of the recession, rather than DWP contracting a national programme. DWP have set broad criteria: at a minimum the jobs should last for at least 6 months, the work should benefit local communities and get underway quickly. There is funding of up to £6,500 per job, which may be supplemented from other sources. Bids may be led by local authorities, sub-regional, city region and/or local partnerships, and the process is supported by Government Offices. [www.dwp.gov.uk/campaigns/futurejobsfund/](http://www.dwp.gov.uk/campaigns/futurejobsfund/)

The Government have responded to the Houghton '**Tackling Worklessness Review**', picking up on many of the report's recommendations and setting the context for the introduction of the Future Jobs Fund. This response:

- reinforces the recommendation that LAs should give high priority to tackling worklessness, where necessary making changes to find financial and human resources and doing more in their roles as employers and procurers
- provides further detail on how proposals for devolving DWP budgets will work
- expects areas bidding for the FJF to make a commitment to producing a Work & Skills Plan
- emphasises both outreach and the third sector, with a commitment to explore what more can be done to develop targeted, work-focused outreach services at neighbourhood level

[www.communities.gov.uk/publications/communities/tacklingworklessnessresponse](http://www.communities.gov.uk/publications/communities/tacklingworklessnessresponse)

The Government have also followed up the consultation on the **Regeneration Framework**, clarifying commitments and actions including:

- identifying of priority places for regeneration (based on 'functional economic areas')
- core indicators from the National Indicator set to assess progress on regeneration priorities
- clarifying the respective roles for HCA, RDAs, GOs and central government
- proposing further discussions about how to ensure a more strategic approach to supporting all deprived communities in all areas, building on the experience of neighbourhood renewal.

[www.communities.gov.uk/publications/citiesandregions/transformingplacesframework](http://www.communities.gov.uk/publications/citiesandregions/transformingplacesframework)

RDAs are expected to collaborate on economic plans and investment, and work with localities and the Homes and Communities Agency through the '**single conversation**' approach. There is guidance on this ([www.homesandcommunities.co.uk/singleconversation](http://www.homesandcommunities.co.uk/singleconversation)), with a stress on ensuring that the views of local residents are heard when making decisions about regeneration and investment.

### City Region developments

In various ways, these policy developments are being worked through for a large part of the West Midlands by the City Region Partnership, with agreement of the latest draft of the Multi Area Agreement on learning and skills. This seeks the go-ahead from Government to:

- develop and agree the Adult Employment and Skills Strategy and Delivery Plan
- take responsibility progressively for all regional and national employment and skills funding and commissioning, aligned with local spending

- share personal data required to identify, track and tailor support for all workless individuals
- introduce a single performance management system for all relevant agencies

[www.cityregion.org/CRmainsite/bulletin/mar/City-Region-moves-ahead-to-close-skills-gap-and-reduce-jobless-total.html](http://www.cityregion.org/CRmainsite/bulletin/mar/City-Region-moves-ahead-to-close-skills-gap-and-reduce-jobless-total.html)

More information on the MAA and various aspects of proposals for City Region status can be found in the papers from the March board meeting of the City Region Growth and Prosperity Board.

[www.cityregion.org/CRmainsite/GP%20Meetings/Growth-and-Prosperity-Board-Meeting-Mar2009.html](http://www.cityregion.org/CRmainsite/GP%20Meetings/Growth-and-Prosperity-Board-Meeting-Mar2009.html)

## Operational Efficiency Programme and 'Total Place'

The final report on the **Operational Efficiency Programme** (OEP) was published with the Budget. This has sought to ensure that efforts to drive efficiency in the public sector keep pace with developments in the private sector – all the more pressing given the impact of the recession.

Recommendations relate, eg, to:

- increasing cross-public sector collaboration in purchasing
- greater standardisation and simplification of IT
- stronger mechanisms to challenge efficiency in the use of assets, including property
- greater collaboration and innovation in local partnerships and the delivery 'frontline'

[www.hm-treasury.gov.uk/vfm\\_operational\\_efficiency.htm](http://www.hm-treasury.gov.uk/vfm_operational_efficiency.htm)

A key proposal of the Local Incentives and Empowerment' workstream, led by Sir Michael Bichard, is the roll-out of '**Total Place**', an initiative to map the total public spending in given locality, identify opportunities for efficiencies through public sector collaboration, and bring about change. The analysis may lead to, eg, better targeting of spending, merging management functions, innovation to deliver better services at lower cost, and 'invest to save' projects, looking to achieve benefits across the public sector, not just to individual agencies.

Other recommendations reinforce the policy direction behind LAAs and CAA; support for the use of continuous improvement tools such as lean systems; and place a welcome stress on the need for local services to be horizontally integrated, the better to meet the actual needs of local residents.

The Local Government Leadership Centre is supporting the development of Total Place, working on the mapping and on culture change. Pilots include Birmingham, Coventry & Solihull, and Worcestershire.

## Equality Bill & Local Government Framework

The Equality Bill features provisions for:

- a single equality duty for public sector organisations, intended to simplify the legislation and focus on results for those experiencing discrimination and disadvantage
- a duty on public authorities to consider socio-economic disadvantage in the planning and monitoring of the services they provide
- stronger measures to address age discrimination and promote fair and equal treatment of workers by public sector contractors
- clarification of the law surrounding positive action to create a more diverse workforce

[www.equalities.gov.uk/equality\\_bill.aspx](http://www.equalities.gov.uk/equality_bill.aspx) and briefing from the Equalities and Human Rights Commission [www.equalityhumanrights.com/en/projects/newequalityact/pages/equalitybillbriefing.aspx](http://www.equalityhumanrights.com/en/projects/newequalityact/pages/equalitybillbriefing.aspx)

The final version of the new **Equality Framework for Local Government** has also been published. It is intended to be simpler, smarter, more proportional and relevant than the previous Equality Standard, and is based on three levels of achievement, 'developing', 'achieving' and 'excellent', rather than the previous five. New features include: a wider definition of equality, based on equal life chances; a new section on 'Knowing your communities and equality mapping'; a focus on equality outcomes for all sections of the community, mapping and narrowing gaps; and a central role for self-assessment and peer challenge. The assessment model is set out in the Key principles documents from IDeA [www.idea.gov.uk/idk/core/page.do?pagelD=9491107](http://www.idea.gov.uk/idk/core/page.do?pagelD=9491107)

## Audit Commission on LSPs

The Audit Commission have published their national study, 'Working better together? Managing local strategic partnerships', accompanied by notable practice case studies. Amongst other things the report:

- calls for more attention to assessing the costs and benefits of partnership working
- advocates 'whole systems' approaches and techniques such as delivery chain and social networking analyses.
- criticises a common lack of mechanisms for assigning mainstream resources to achieving partnership priorities, and little use of scrutiny arrangements on LSP/ partner delivery
- recommends greater engagement of councillors through training and the scrutiny role

[www.audit-commission.gov.uk/localgov/nationalstudies/Pages/workingbettertogether\\_copy.aspx](http://www.audit-commission.gov.uk/localgov/nationalstudies/Pages/workingbettertogether_copy.aspx)

Tools produced by the project, eg, for Delivery Chain analysis, can be found on the Improvement Network website [www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1094655](http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1094655)

## Responses to recession

**Addressing the social impacts on our communities** (presentations and summary - WMLGA)

[www.wmlga.gov.uk/Policy\\_Areas/Recession/Event\\_30\\_March\\_09.aspx](http://www.wmlga.gov.uk/Policy_Areas/Recession/Event_30_March_09.aspx)

+ WMLGA Local Authority Economic Downturn Survey

[www.wmlga.gov.uk/Policy\\_Areas/Recession/Introduction.aspx](http://www.wmlga.gov.uk/Policy_Areas/Recession/Introduction.aspx)

**Recession Impacts on the Economies and Communities of Rural England** (CRC)

[www.ruralcommunities.gov.uk/publications/recessionimpactsoneconomiesandcommunitiesofruralenglandreport6](http://www.ruralcommunities.gov.uk/publications/recessionimpactsoneconomiesandcommunitiesofruralenglandreport6)

and on Rural housing [www.ruralcommunities.gov.uk/events/ourlatestrecessionreporttothesecretaryofstate1](http://www.ruralcommunities.gov.uk/events/ourlatestrecessionreporttothesecretaryofstate1)

**Green Stimulus or Stimulus?** What is the government doing that is new and additional to stimulate the economy by spending on the environment? (NEF)

[www.neweconomics.org/gen/z\\_sys\\_publicationdetail.aspx?pid=285](http://www.neweconomics.org/gen/z_sys_publicationdetail.aspx?pid=285)

**Impact of economic downturn on disadvantaged groups** - Review of evidence (DWP)

[www.dwp.gov.uk/asd/asd5/report\\_abstracts/wp\\_abstracts/wpa\\_068.asp](http://www.dwp.gov.uk/asd/asd5/report_abstracts/wp_abstracts/wpa_068.asp)

**Homeowners Mortgage Support Scheme** - Policy scheme description (CLG)

[www.communities.gov.uk/housing/buyingselling/mortgagesupportscheme/mortgagesupportpolicy/](http://www.communities.gov.uk/housing/buyingselling/mortgagesupportscheme/mortgagesupportpolicy/)

**Housing and the Credit Crunch** (Communities and Local Government Committee)

[www.publications.parliament.uk/pa/cm200809/cmselect/cmcomloc/101/10102.htm](http://www.publications.parliament.uk/pa/cm200809/cmselect/cmcomloc/101/10102.htm)

**Insight Report** - first quarterly report, looking at impacts on individuals and businesses (Experian)

[www.experianbi.co.uk/news/news-item.aspx?ID=29823D75-2B8B-4CE5-8D00-F100D028A2E8](http://www.experianbi.co.uk/news/news-item.aspx?ID=29823D75-2B8B-4CE5-8D00-F100D028A2E8)

**New Industry, New Jobs** – Government policy statement looking towards recovery

[www.dius.gov.uk/news\\_and\\_speeches/press\\_releases/new\\_industry\\_new\\_jobs](http://www.dius.gov.uk/news_and_speeches/press_releases/new_industry_new_jobs)

**Recession monitoring (WMRO):** latest reports on the economy, population, skills and the labour market, and the cultural sector

[www.wmro.org/standardTemplate.aspx/Home/OurResearch/Recessionmonitoring?utm\\_medium=email&utm\\_source=Email+marketing+software&utm\\_content=172431423&utm\\_campaign=Economy+%26+Labour+Force+Newsletter+\(May+2009+\)+tjxb&utm\\_term=View+the+page%26gt%3b%26gt%3b](http://www.wmro.org/standardTemplate.aspx/Home/OurResearch/Recessionmonitoring?utm_medium=email&utm_source=Email+marketing+software&utm_content=172431423&utm_campaign=Economy+%26+Labour+Force+Newsletter+(May+2009+)+tjxb&utm_term=View+the+page%26gt%3b%26gt%3b)

**Support West Midlands** - new content [www.supportwm.co.uk/default.aspx](http://www.supportwm.co.uk/default.aspx)

**Third sector response to the economic downturn** (including briefings) (RAWM)

[www.rawm.org.uk/page/our\\_work/category/projects/call\\_to\\_action\\_a\\_third\\_sector\\_response\\_to\\_the\\_economic\\_downturn](http://www.rawm.org.uk/page/our_work/category/projects/call_to_action_a_third_sector_response_to_the_economic_downturn)

**TUC Recession Reports** [www.tuc.org.uk/economy/index.cfm?mins=594](http://www.tuc.org.uk/economy/index.cfm?mins=594)

**West Midlands Taskforce** latest update [www.advantagewm.co.uk/what-we-do/economic-downturn/west-midlands-taskforce.aspx](http://www.advantagewm.co.uk/what-we-do/economic-downturn/west-midlands-taskforce.aspx)

**West Midlands Regional Committee:** first evidence given to the inquiry into the impact of the current economic and financial situation (including three banks and business representative bodies)

[www.publications.parliament.uk/pa/cm/cmwestmid.htm](http://www.publications.parliament.uk/pa/cm/cmwestmid.htm)

## LAA/LSP Developments

**Are you ready for the Comprehensive Area Assessment?** (IEWM event)

[www.westmidlandsiep.gov.uk/index.php?page=27&iID=778](http://www.westmidlandsiep.gov.uk/index.php?page=27&iID=778)

**CAA guidance for inspectorate staff** (Audit Commission) [www.audit-commission.gov.uk/caa/guidance/index.htm](http://www.audit-commission.gov.uk/caa/guidance/index.htm)

**CAA: Member and peer involvement** (LGA) [www.lga.gov.uk/lga/core/page.do?pagelId=1767203](http://www.lga.gov.uk/lga/core/page.do?pagelId=1767203)

**Joint CAA review procedure** consultation (Audit Commission) [www.audit-commission.gov.uk/localgov/audit/caa/pages/caaconsultation.aspx](http://www.audit-commission.gov.uk/localgov/audit/caa/pages/caaconsultation.aspx)

**Culture and Sport Toolkit** for Local Area Agreements (IDeA) [www.culture-sport-la toolkit.idea.gov.uk/la toolkit](http://www.culture-sport-la toolkit.idea.gov.uk/la toolkit)

**LAA reward guidance: 2009** (CLG)

[www.communities.gov.uk/publications/localgovernment/laarewardguidance2009](http://www.communities.gov.uk/publications/localgovernment/laarewardguidance2009)

**LAAAs 2008 (including 2009 refresh)** and supporting information (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=8399555](http://www.idea.gov.uk/idk/core/page.do?pagelId=8399555)

### **National indicators**

Floor Targets Interactive: update on technical guidance on NI7, 52, 152 and 153

[www.fti.communities.gov.uk/fti/News.htm](http://www.fti.communities.gov.uk/fti/News.htm)

National Survey of Third Sector Organisations (Cabinet Office) – findings for NI7 [www.nstso.com/](http://www.nstso.com/)

Technical Definitions & guidance:

\* NI 32: Repeat Incidents of Domestic Violence [http://police.homeoffice.gov.uk/publications/performance-and-measurement/NI32\\_definition\\_2009\\_10.pdf?view=Standard&pubID=613576](http://police.homeoffice.gov.uk/publications/performance-and-measurement/NI32_definition_2009_10.pdf?view=Standard&pubID=613576)

\* NI38: Drug-related (class A) offending [http://police.homeoffice.gov.uk/publications/performance-and-measurement/NI38\\_definition\\_2009\\_10.pdf?view=Standard&pubID=613579](http://police.homeoffice.gov.uk/publications/performance-and-measurement/NI38_definition_2009_10.pdf?view=Standard&pubID=613579)

\* NI168 & NI169 guidance (DfT)

[www.dft.gov.uk/pgr/roads/network/local/servicelevels/ni168ni169guidance.pdf](http://www.dft.gov.uk/pgr/roads/network/local/servicelevels/ni168ni169guidance.pdf)

## Other New Publications

### Central Government

**Building Britain's future** (Budget report - HM Treasury) [www.hm-treasury.gov.uk/bud\\_bud09\\_repindex.htm](http://www.hm-treasury.gov.uk/bud_bud09_repindex.htm)

**Working Together: Public services on your side** [www.hmg.gov.uk/workingtogether.aspx](http://www.hmg.gov.uk/workingtogether.aspx)

**Innovation across central government** (NAO)

[www.nao.org.uk/publications/0809/innovation\\_across\\_government.aspx](http://www.nao.org.uk/publications/0809/innovation_across_government.aspx)

**Engagement and Aspiration: Reconnecting Policy Making with Front Line Professionals**

(Sunningdale Institute) [www.cabinetoffice.gov.uk/media/182021/sunningdale.pdf](http://www.cabinetoffice.gov.uk/media/182021/sunningdale.pdf)

### Children & Young People

**14-19 Reform** (new DCSF website) [www.dcsf.gov.uk/14-19/](http://www.dcsf.gov.uk/14-19/)

**Better Outcomes: Commissioning Support Community** (DCSF)

[www.commissioningsupport.org.uk/about\\_commissioning.aspx](http://www.commissioningsupport.org.uk/about_commissioning.aspx)

**DCSF research:** \* Breaking the link between disadvantage and low attainment

<http://publications.dcsf.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DCSF-00357-2009&>

\* Influences and leverage on low levels of attainment

[www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15697&type=5&resultspage=11](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15697&type=5&resultspage=11)

\* Nurturing Parenting Capability - the early years

[www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15680&type=5&resultspage=1](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15680&type=5&resultspage=1)

\* Parenting Fund - Evaluation of the Fundholder Model and sector provision

[www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=14384&type=5&resultspage=1](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=14384&type=5&resultspage=1)

#### **Improvement and Efficiency West Midlands**

Regional Partnership Centre, Albert House, Quay Place,  
92-93 Edward Street, Birmingham B1 2RA

tel: 0121 245 0226 | web: [www.westmidlandsiep.gov.uk](http://www.westmidlandsiep.gov.uk)



**Learning  
to Deliver**

Improvement and  
Efficiency  
**West Midlands**

\* Targeted Youth Support final evaluation

[www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=14880&type=5&resultspage=1](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=14880&type=5&resultspage=1)

**Lost talent: Not in Education, Employment and Training** (BCC)

[www.britishchambers.org.uk/6798219246751575012/publications.html](http://www.britishchambers.org.uk/6798219246751575012/publications.html)

**Ethnicity and child poverty** (DWP) [www.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_576.asp](http://www.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_576.asp)

**Living standards of families with children reporting low incomes** (DWP)

[www.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_577.asp](http://www.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_577.asp)

**Quality and impact of youth work** (Ofsted) [www.ofsted.gov.uk/Ofsted-home/News/The-quality-and-impact-of-youth-work](http://www.ofsted.gov.uk/Ofsted-home/News/The-quality-and-impact-of-youth-work)

## Climate Change

**A sustainable new deal** (SDC) [www.sd-commission.org.uk/publications.php?id=928](http://www.sd-commission.org.uk/publications.php?id=928)

**Addressing environmental impacts of Government procurement** (NAO)

[www.nao.org.uk/publications/0809/addressing\\_sustainable\\_procure.aspx](http://www.nao.org.uk/publications/0809/addressing_sustainable_procure.aspx)

**Assessing the impacts of climate change** (OECD literature review)

[www.oalis.oecd.org/olis/2009doc.nsf/linkto/eco-wkp\(2009\)32](http://www.oalis.oecd.org/olis/2009doc.nsf/linkto/eco-wkp(2009)32)

**Carbon Budgets** (DECC)

[http://decc.gov.uk/en/content/cms/what\\_we\\_do/lc\\_uk/carbon\\_budgets/carbon\\_budgets.aspx](http://decc.gov.uk/en/content/cms/what_we_do/lc_uk/carbon_budgets/carbon_budgets.aspx)

**Carbon Capture & Storage** (DECC)

[http://decc.gov.uk/en/content/cms/what\\_we\\_do/uk\\_supply/energy\\_mix/ccs/ccs.aspx](http://decc.gov.uk/en/content/cms/what_we_do/uk_supply/energy_mix/ccs/ccs.aspx)

**Changing Work in a Changing Climate** (TUC) [www.tuc.org.uk/extras/adaptation.pdf](http://www.tuc.org.uk/extras/adaptation.pdf)

**Climate change in Europe White Paper** [http://ec.europa.eu/environment/climat/adaptation/index\\_en.htm](http://ec.europa.eu/environment/climat/adaptation/index_en.htm)

**Going the distance: low carbon economy routemap** (CBI) <http://climatechange.cbi.org.uk/>

**Government Response to Report on The Economics of Renewable Energy** (House of Lords

Economic Affairs Committee) [www.publications.parliament.uk/pa/ld200809/ldselect/ldeconaf/33/3302.htm](http://www.publications.parliament.uk/pa/ld200809/ldselect/ldeconaf/33/3302.htm)

**Investing in a Low Carbon Britain** (BERR/DECC) <http://interactive.berr.gov.uk/lowcarbon/>

**Local Air Quality Management** guidance (Defra)

[www.defra.gov.uk/environment/airquality/local/guidance/index.htm](http://www.defra.gov.uk/environment/airquality/local/guidance/index.htm)

**Low Carbon Housing** - developing a baseline for refurbishment in the West Midlands (WMRA)

<http://wmro.wordpress.com/2009/04/09/low-carbon-housing-in-the-west-midlands/>

**Low Carbon Industrial Strategy: A vision** (BERR)

[www.berr.gov.uk/whatwedo/sectors/lowcarbon/lowcarbonstrategy/page50105.html](http://www.berr.gov.uk/whatwedo/sectors/lowcarbon/lowcarbonstrategy/page50105.html)

**Preparing Local Authorities for the Carbon Reduction Commitment** (presentations)

(LGA/DECC) [www.lga.gov.uk/lga/core/page.do?pageId=1847358](http://www.lga.gov.uk/lga/core/page.do?pageId=1847358)

**Prosperity without Growth?** (Sustainable Development Commission)

[www.sd-commission.org.uk/pages/redefining-prosperity.html](http://www.sd-commission.org.uk/pages/redefining-prosperity.html)

**Public Sector Food Procurement Initiative evaluation** (Defra)

[www.defra.gov.uk/farm/policy/sustain/procurement/index.htm](http://www.defra.gov.uk/farm/policy/sustain/procurement/index.htm)

## Community Empowerment

**Assertive Citizens: New relationships in the public services** (SMF) <http://smf.co.uk/assertive-citizens.html>

**Disconnected Citizens: Is Community Empowerment the Solution?** (SMF)

<http://smf.co.uk/disconnected-citizens.html>

**Practical guide to developing your comprehensive community engagement strategy**

[www.urbanforum.org.uk/handy-guides/a-practical-guide-to-developing-your-comprehensive-community-engagement-strategy](http://www.urbanforum.org.uk/handy-guides/a-practical-guide-to-developing-your-comprehensive-community-engagement-strategy)

## Community Safety

**2008 drug strategy: one year on** (Home Office) <http://drugs.homeoffice.gov.uk/publication-search/drug-strategy/drug-strategy-2008-one-year-on>

**Breaking the cycle: Charities working with people in prison and on release:** An update for donors, funders and charities (New Philanthropy Capital) (registration needed) [www.philanthropycapital.org/download/default.aspx?id=991](http://www.philanthropycapital.org/download/default.aspx?id=991)

**New single national target for police** (Home Office) <http://press.homeoffice.gov.uk/press-releases/Police-single-confidence-targets>

**Positive activities for young people in our communities:** guidance and good practice on commissioning for the most challenging young people (presentations) (LGA) [www.lga.gov.uk/lga/core/page.do?pagelId=1850230](http://www.lga.gov.uk/lga/core/page.do?pagelId=1850230)

**Public perceptions of the police and local partners** – results from the BCS year ending September 2008 (Home Office) [www.homeoffice.gov.uk/rds/pdfs09/hosb0109supp.pdf](http://www.homeoffice.gov.uk/rds/pdfs09/hosb0109supp.pdf)

**Tackling crime during a recession** (event) (LGA) [www.lga.gov.uk/lga/core/page.do?pagelId=1843825](http://www.lga.gov.uk/lga/core/page.do?pagelId=1843825)

**Violence against women** (Home Office) [www.homeoffice.gov.uk/crime-victims/reducing-crime/violence-against-women1/](http://www.homeoffice.gov.uk/crime-victims/reducing-crime/violence-against-women1/)

**Youth Crime Action Plan: Handbook for Practitioners** (Home Office) [www.crimereduction.homeoffice.gov.uk/youth/youth085.htm](http://www.crimereduction.homeoffice.gov.uk/youth/youth085.htm)

## Economic Development, Employment & Skills

**Ambition 2020: World Class Skills and Jobs** (UKCES) [www.ukces.org.uk/Default.aspx?page=5](http://www.ukces.org.uk/Default.aspx?page=5)

**Carrot or stick? Jobcentre Plus cannot do both** (CLES) [www.cles.org.uk/information/103796/carrot\\_or\\_stick\\_jobcentre\\_plus\\_cannot\\_do\\_both/](http://www.cles.org.uk/information/103796/carrot_or_stick_jobcentre_plus_cannot_do_both/)

**Causes and Dynamics of Worklessness:** Literature Review (WMRO) [www.wmro.org/resources/res.aspx?p=/CmsResource/resourceFilename/2520/Causes-Worklessness-Lit-Review\\_report\\_d2.0\\_RD.pdf](http://www.wmro.org/resources/res.aspx?p=/CmsResource/resourceFilename/2520/Causes-Worklessness-Lit-Review_report_d2.0_RD.pdf)

**DWP Bidding opportunities – Welfare to Work services** [www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/opportunities\\_to\\_tender.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/opportunities_to_tender.asp)

**Economic Inclusion: Baseline Report** for the West Midlands (WMRO) [www.wmro.org/standardTemplate.aspx/Home/OurResearch/People/Economicinclusionresearchpublications](http://www.wmro.org/standardTemplate.aspx/Home/OurResearch/People/Economicinclusionresearchpublications)

**Employability Challenge:** report and case studies (UKCES) [www.ukces.org.uk/Default.aspx?page=5](http://www.ukces.org.uk/Default.aspx?page=5)

**Flexible New Deal phase 1 competition: Lessons learnt review** (DWP) [www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/notice\\_to\\_providers\\_lessons200209.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/notice_to_providers_lessons200209.asp)

**Geography of Unemployment** (Work Foundation) [www.theworkfoundation.com/research/publications/publicationdetail.aspx?oltemId=217&parentPageID=102&PubType](http://www.theworkfoundation.com/research/publications/publicationdetail.aspx?oltemId=217&parentPageID=102&PubType)

**HCA/RDA Statement of joint working** [www.englandsrdas.com/files/2009/4/28/ufm\\_49f6bafb908d5.pdf](http://www.englandsrdas.com/files/2009/4/28/ufm_49f6bafb908d5.pdf)

**Innovation by Adoption** (NESTA) [www.nesta.org.uk/innovation-by-adoption-measuring-and-mapping-absorptive-capacity-in-uk-nations-and-regions-pubs/](http://www.nesta.org.uk/innovation-by-adoption-measuring-and-mapping-absorptive-capacity-in-uk-nations-and-regions-pubs/)

**Local Variations:** A follow up study of new arrangements for Connexions, Careers, IAG Services [www.cfbt.com/evidenceforeducation/what\\_we\\_offer/resources/research\\_papers/local\\_variations.aspx](http://www.cfbt.com/evidenceforeducation/what_we_offer/resources/research_papers/local_variations.aspx)

**Northern Way Worklessness and Employment Workstream:** Final Evaluation (main report and learning lessons document) [www.thenorthernway.co.uk/news.asp?id=692](http://www.thenorthernway.co.uk/news.asp?id=692)

**Promoting skills through public procurement** (OGC) [www.dius.gov.uk/skills/public\\_procurers](http://www.dius.gov.uk/skills/public_procurers)

**RDA Impact Evaluation** (BERR) [www.berr.gov.uk/whatwedo/regional/regional-dev-agencies/Regional%20Development%20Agency%20Impact%20Evaluation/page50725.html](http://www.berr.gov.uk/whatwedo/regional/regional-dev-agencies/Regional%20Development%20Agency%20Impact%20Evaluation/page50725.html)

**Regional Funding Allocation 2009-19** (WMLGA) [www.wmlga.gov.uk/Policy\\_Areas/Regional\\_Funding\\_Allocation.aspx](http://www.wmlga.gov.uk/Policy_Areas/Regional_Funding_Allocation.aspx)

**Skills for Life: Changing lives** (DIUS) [www.dius.gov.uk/news\\_and\\_speeches/press\\_releases/skills\\_strategy](http://www.dius.gov.uk/news_and_speeches/press_releases/skills_strategy)

**Worklessness 'How to' guides** (IDeA) [www.idea.gov.uk/idk/core/page.do?pagelId=9487771#contents-3](http://www.idea.gov.uk/idk/core/page.do?pagelId=9487771#contents-3)

## Equality, Diversity & Cohesion

**Developing a framework for measuring equality:** substantive freedoms for adults and children  
[www.equalityhumanrights.com/en/publicationsandresources/Pages/Alistofsubstantivefreedomforadultsandchildren.aspx](http://www.equalityhumanrights.com/en/publicationsandresources/Pages/Alistofsubstantivefreedomforadultsandchildren.aspx)

**Equalities Evidence Guide on cross-cutting equality and social justice issues** arising from direct and indirect impacts of climate change, flood risks and flooding (Wales Assembly Gov't)  
<http://new.wales.gov.uk/caec/research/ocsro/2952716/climate?lang=en>

**Gypsies and Travellers** - simple solutions for living together (EHRC)  
[www.equalityhumanrights.com/en/publicationsandresources/Pages/GypsiesandTravellers-simplesolutionsforlivingtogether.aspx](http://www.equalityhumanrights.com/en/publicationsandresources/Pages/GypsiesandTravellers-simplesolutionsforlivingtogether.aspx)

+ Inequalities experienced by Gypsy and Traveller communities: A review (EHRC)  
[www.equalityhumanrights.com/en/publicationsandresources/Pages/InequalitiesGypsyandTraveller.aspx](http://www.equalityhumanrights.com/en/publicationsandresources/Pages/InequalitiesGypsyandTraveller.aspx)

**Improving Opportunity, Strengthening Society:** A third progress report (CLG)  
[www.communities.gov.uk/publications/communities/raceequalitythirdreport](http://www.communities.gov.uk/publications/communities/raceequalitythirdreport)

**Tackling race inequalities: A discussion document** (CLG)  
[www.communities.gov.uk/publications/communities/tacklingraceinequalities](http://www.communities.gov.uk/publications/communities/tacklingraceinequalities)

**Understanding Muslim Ethnic Communities** (Somali, Algerian, Pakistani, Bangladeshi, etc)  
[www.communities.gov.uk/communities/racecohesionfaith/research/understandingmuslimcommunities/](http://www.communities.gov.uk/communities/racecohesionfaith/research/understandingmuslimcommunities/)

**What Works in Enabling Cross-Community Interactions?** Perspectives on Good Policy & Practice (CLG) [www.communities.gov.uk/publications/communities/enablingcrosscommunity](http://www.communities.gov.uk/publications/communities/enablingcrosscommunity)

## Health & Care

**Adult social care workforce strategy** (DH)  
[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098481](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098481)

**Catalyst for Change II:** tackling the long ascent of improving commissioning (DH)  
[www.dhcarenetworks.org.uk/library/Resources/BetterCommissioning/Catalyst\\_II\\_-\\_version\\_6\\_release\\_2\\_Spring\\_2009.pdf](http://www.dhcarenetworks.org.uk/library/Resources/BetterCommissioning/Catalyst_II_-_version_6_release_2_Spring_2009.pdf)

**Changing social care: an inclusive approach** (SCIE)  
[www.scie.org.uk/publications/guides/guide29/index.asp](http://www.scie.org.uk/publications/guides/guide29/index.asp)

**Choice, control and individual budgets: emerging themes** (updated research briefing) (SCIE)  
[www.scie.org.uk/publications/briefings/briefing20/index.asp](http://www.scie.org.uk/publications/briefings/briefing20/index.asp)

**Co-production: an emerging evidence base for adult social care transformation** (SCIE)  
[www.scie.org.uk/publications/briefings/briefing31/index.asp](http://www.scie.org.uk/publications/briefings/briefing31/index.asp)

**Creating an innovative culture** (DH)  
[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098540](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098540)

**Health & Wellbeing Plan Indicators** (WMPHO) [www.wmpho.org.uk/publications/collection.aspx?id=1730](http://www.wmpho.org.uk/publications/collection.aspx?id=1730)

**Intergenerational Demonstrator Programme:** generations together (DH)  
[www.dh.gov.uk/en/SocialCare/Deliveringadultsocialcare/Olderpeople/DH\\_097784](http://www.dh.gov.uk/en/SocialCare/Deliveringadultsocialcare/Olderpeople/DH_097784)

**Linkage Plus: Capacity building** – enabling and empowering older people (DWP)  
[www.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_571.asp](http://www.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_571.asp)

**Listening, learning, working together?** A national study of how well healthcare organisations engage local people in planning and improving their service (Healthcare Commission)  
[www.cqc.org.uk/db/documents/Engaging\\_patients\\_&\\_public\\_national\\_report.pdf](http://www.cqc.org.uk/db/documents/Engaging_patients_&_public_national_report.pdf)

**Local authority health profile pack** (WMPHO) [www.wmpho.org.uk/resources/LAProfile\\_Pack.pdf](http://www.wmpho.org.uk/resources/LAProfile_Pack.pdf)

**Managing long-term sickness absence and incapacity for work** (NICE)  
[www.nice.org.uk/nicemedia/pdf/PH19Guidance.pdf](http://www.nice.org.uk/nicemedia/pdf/PH19Guidance.pdf)

**Mental Health, Resilience and Inequalities** (Mental Health Foundation/WHO)  
[www.mentalhealth.org.uk/publications/?entryid5=68603](http://www.mentalhealth.org.uk/publications/?entryid5=68603)

**NHS Performance Framework: Implementation guidance**  
[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098525](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098525)

**Shaping PCT Provider Services:** The future for community health (Kings Fund)  
[www.kingsfund.org.uk/research/projects/the\\_future\\_of\\_community\\_health\\_services/](http://www.kingsfund.org.uk/research/projects/the_future_of_community_health_services/)

**Strategic Review of Health Inequalities in England Post 2010** (Marmot Review)  
[www.ucl.ac.uk/gheg/marmotreview](http://www.ucl.ac.uk/gheg/marmotreview)

**Sustaining Healthy Communities in Hard Times: The Information Needs** (WMPHO)

[www.wmpho.org.uk/publications/collection.aspx?id=1663](http://www.wmpho.org.uk/publications/collection.aspx?id=1663)

**Tackling health inequalities: 10 years on** (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098936](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098936)

**Transforming Adult Social Care: Access to information, advice and advocacy** (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=9454439](http://www.idea.gov.uk/idk/core/page.do?pagelId=9454439)

**Transforming Adult Social Care: Local authority circular LAC** (DH)(2009)1

[www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/LocalAuthorityCirculars/DH\\_095719](http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/LocalAuthorityCirculars/DH_095719)

**Valuing People Now resource pack** (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_097669](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_097669)

## Housing

**Future Communities** (HCA/ Young Foundation) [www.futurecommunities.net/](http://www.futurecommunities.net/)

**Housing Market Renewal: Programme review 2008/09** (Audit Commission) [www.audit-commission.gov.uk/housing/marketrenewalpathfinders/Majorperiodicreports/Pages/200809programmereview.aspx](http://www.audit-commission.gov.uk/housing/marketrenewalpathfinders/Majorperiodicreports/Pages/200809programmereview.aspx)

**Regional Housing Action Plan** [www.homesandcommunities.co.uk/housing\\_boost\\_west\\_midlands](http://www.homesandcommunities.co.uk/housing_boost_west_midlands)

## Local & regional government

**Delivering Public Service Transformation - Front Office Shared Services 2009** (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=6440077](http://www.idea.gov.uk/idk/core/page.do?pagelId=6440077)

**IDeA for councillors:**

\* Ambitious local government: changes since the 2006 White Paper [www.idea.gov.uk/idk/aio/9581310](http://www.idea.gov.uk/idk/aio/9581310)

\* Councillor Call for Action best practice guidance [www.idea.gov.uk/idk/aio/9410414](http://www.idea.gov.uk/idk/aio/9410414)

\* Equalities councillor workbook [www.idea.gov.uk/idk/core/page.do?pagelId=9758429](http://www.idea.gov.uk/idk/core/page.do?pagelId=9758429)

\* Giving councillors the tools for the job [www.idea.gov.uk/idk/core/page.do?pagelId=9109742](http://www.idea.gov.uk/idk/core/page.do?pagelId=9109742)

**IDeA Knowledge** – new content on

\* Community empowerment [www.idea.gov.uk/idk/core/page.do?pagelId=7381994](http://www.idea.gov.uk/idk/core/page.do?pagelId=7381994)

\* Customer insight [www.idea.gov.uk/idk/core/page.do?pagelId=8998865](http://www.idea.gov.uk/idk/core/page.do?pagelId=8998865)

\* Environmental sustainability and climate change [www.idea.gov.uk/idk/core/page.do?pagelId=80829](http://www.idea.gov.uk/idk/core/page.do?pagelId=80829)

\* Partnerships and partnership working [www.idea.gov.uk/idk/core/page.do?pagelId=1174236](http://www.idea.gov.uk/idk/core/page.do?pagelId=1174236)

**Improvement & Efficiency West Midlands Annual Report** (IEWM)

[www.westmidlandsiep.gov.uk/index.php?page=26&iID=879](http://www.westmidlandsiep.gov.uk/index.php?page=26&iID=879)

**Leading Lights:** Research into councillors and third sector representatives in community leadership

[www.urbanforum.org.uk/research-reports/leading-lights](http://www.urbanforum.org.uk/research-reports/leading-lights)

**Local Spending Reports** (Sustainable Communities Act 2007) (CLG): analysis for England 2006-07; formal arrangements and further consultation

[www.communities.gov.uk/publications/corporate/statistics/localspendingreports200607](http://www.communities.gov.uk/publications/corporate/statistics/localspendingreports200607)

[www.communities.gov.uk/publications/localgovernment/localspendingreportsarrange09](http://www.communities.gov.uk/publications/localgovernment/localspendingreportsarrange09)

[www.communities.gov.uk/publications/localgovernment/localspendingreportssors1](http://www.communities.gov.uk/publications/localgovernment/localspendingreportssors1)

[www.communities.gov.uk/publications/localgovernment/localspendingreportsconsultation](http://www.communities.gov.uk/publications/localgovernment/localspendingreportsconsultation)

**More than good ideas: the power of innovation in local government** (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=9524948](http://www.idea.gov.uk/idk/core/page.do?pagelId=9524948)

**Moving forward together: integrated workforce strategy** project final report (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=8934627](http://www.idea.gov.uk/idk/core/page.do?pagelId=8934627)

**It's the System Stupid! Radically Rethinking Advice** (Advice UK)

[www.adviceuk.org.uk/DisplayPage.asp?pageid=12831](http://www.adviceuk.org.uk/DisplayPage.asp?pageid=12831)

**Setting the pace: developing a framework for sector-led help** (consultation) (IDeA)

[www.idea.gov.uk/idk/core/page.do?pagelId=9650498](http://www.idea.gov.uk/idk/core/page.do?pagelId=9650498)

**Roots Review:** Review of arrangements for efficiencies from smarter procurement in local government (CLG) [www.communities.gov.uk/publications/localgovernment/rootsreview](http://www.communities.gov.uk/publications/localgovernment/rootsreview)

**Strategic Commissioning Beacons** (IDeA) <http://beacons.idea.gov.uk/idk/core/page.do?pagelId=9415804>

**Think Twice: the role of elected members in commissioning** (Unison)

[www.lgiu.gov.uk/admin/images/uploaded/Think%20Twice%20the%20role%20of%20elected%20members%20in%20commissioning.pdf](http://www.lgiu.gov.uk/admin/images/uploaded/Think%20Twice%20the%20role%20of%20elected%20members%20in%20commissioning.pdf)

## Neighbourhood renewal & social exclusion

### Mixed Communities Initiative (CLG)

\* Learning the Lessons from Existing Programmes

[www.communities.gov.uk/publications/housing/deliveringmixedcommunities](http://www.communities.gov.uk/publications/housing/deliveringmixedcommunities)

\* Evaluation of Demonstration Projects - Initial Report: Baseline & Early Process Issues

[www.communities.gov.uk/publications/housing/evaluationmixedcommunities](http://www.communities.gov.uk/publications/housing/evaluationmixedcommunities)

### Inspiring Communities Grant Programme: Information Pack for Applicants (CLG)

[www.communities.gov.uk/publications/communities/inspiringcommunities](http://www.communities.gov.uk/publications/communities/inspiringcommunities)

### Typology of the functional roles of deprived neighbourhoods (CLG)

[www.communities.gov.uk/publications/communities/functionalesdeprived](http://www.communities.gov.uk/publications/communities/functionalesdeprived)

## Planning & Transport

### A New Planning Policy Statement 4: Planning for Prosperous Economies consultation (CLG)

[www.communities.gov.uk/publications/planningandbuilding/consultationeconomicpps](http://www.communities.gov.uk/publications/planningandbuilding/consultationeconomicpps)

### Planning Together: Updated practical guide for local strategic partnerships and planners (CLG)

[www.communities.gov.uk/publications/localgovernment/planningtogether](http://www.communities.gov.uk/publications/localgovernment/planningtogether)

### World class places: The Government's strategy for improving quality of place (CLG)

[www.communities.gov.uk/publications/planningandbuilding/worldclassplaces](http://www.communities.gov.uk/publications/planningandbuilding/worldclassplaces)

## Rural

### Matthew Taylor review of Rural Affordable Housing and Economy: Government response

[www.communities.gov.uk/publications/planningandbuilding/responsematthewtaylor](http://www.communities.gov.uk/publications/planningandbuilding/responsematthewtaylor)

### Rural Proofing Toolkit (CRC) [www.ruralcommunities.gov.uk/publications/crc97ruralproofingtoolkit](http://www.ruralcommunities.gov.uk/publications/crc97ruralproofingtoolkit)

## Voluntary and Community Sector

### Accountability and Learning: Developing Monitoring and Evaluation in the Third Sector (CES)

[www.ces-vol.org.uk/index.cfm?pg=424](http://www.ces-vol.org.uk/index.cfm?pg=424)

### Granting success: Lessons from funders and charities (New Philanthropy Capital) (registration needed) [www.philanthropycapital.org/research/research\\_reports/other/Granting\\_success\\_2.aspx](http://www.philanthropycapital.org/research/research_reports/other/Granting_success_2.aspx)

### Guide to Social Return on Investment (Cabinet Office)

[www.cabinetoffice.gov.uk/third\\_sector/news/news\\_stories/090512\\_sroi.aspx](http://www.cabinetoffice.gov.uk/third_sector/news/news_stories/090512_sroi.aspx)

### Mapping the Voluntary & Community Sector 2009 (RAWM)

[www.rawm.org.uk/page/our\\_work/category/research\\_and\\_mapping/mapping\\_the\\_voluntary\\_community\\_sector\\_2009](http://www.rawm.org.uk/page/our_work/category/research_and_mapping/mapping_the_voluntary_community_sector_2009)

### Real Help for Communities: Targeted Support Fund Guidance

[www.cdf.org.uk/bfora/systems/xmlviewer/default.asp?arg=DS\\_CDF\\_TECHART\\_23/page.xml/27&xsl\\_argx=5](http://www.cdf.org.uk/bfora/systems/xmlviewer/default.asp?arg=DS_CDF_TECHART_23/page.xml/27&xsl_argx=5)

### Volunteering works: making a real difference in your community during recession and beyond (presentations) (LGA)

[www.lga.gov.uk/lga/core/page.do?pagelid=1854250](http://www.lga.gov.uk/lga/core/page.do?pagelid=1854250)

### Learning to Deliver (L2D) Programme

Learning to Deliver supports the development of LAAs and LSPs in the West Midlands. It is a programme of Improvement and Efficiency West Midlands.

Each Digest brings together developments in policy and practice relevant to managers and practitioners whose roles concern driving change and improvement in partnership settings.

If you have any questions or suggestions about the Digest, please contact Derrick Johnstone (editor) 01954 251315; e-mail: [derrick.johnstone@educ.co.uk](mailto:derrick.johnstone@educ.co.uk)