

## Learning to Deliver Digest 28

November 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.

### Information as a strategic asset

*Developing and using customer insight as a strategic asset* describes how councils in Birmingham, Herefordshire, Sandwell, Stratford, Warwick, Walsall, and Worcester, with the support of IEWM, sought to improve their intelligence about service users to inform CAA, strategies and service improvement. The big message from these projects and an earlier region-wide survey is that councils must do more to harness the power of information, viewing data and insight as strategic assets in the same way that they view their human and financial resources. This points to:

- a need for *corporate* customer intelligence functions
- improvements in data sharing and data quality - and action to avoid multiple capture and use of the same customer data across authorities and their partners
- developing more robust capacity and capability to gather and use customer intelligence

[www.westmidlandsiep.gov.uk/index.php?page=374](http://www.westmidlandsiep.gov.uk/index.php?page=374) . IEWM is following up this project with the Local and Regional Intelligence (LARI) project which seeks to promote more effective use of analytical capacity and capability across the region. *Nothing but the truth?* from the Audit Commission) echoes the findings and stresses the risks of poor data undermining accountability, trust and value for money, adversely affecting frontline service delivery and leaving the vulnerable at risk. [www.audit-commission.gov.uk/communitysafety/nationalstudies/Pages/nothingbutthetruth\\_copy.aspx](http://www.audit-commission.gov.uk/communitysafety/nationalstudies/Pages/nothingbutthetruth_copy.aspx)

### LAs & climate change

In *'Lofty ambitions: the role of councils in reducing domestic CO<sub>2</sub> emissions'*, the Audit Commission explores the progress made by local authorities. It gives practical examples to show councils what can be done to tackle several objectives at once: cut emissions, reduce fuel poverty and achieve improvements in value for money. It observes that only one on five LSPs has a stretching CO<sub>2</sub> target and that few areas have ambitious long-term strategies. The report calls on LAs to:

- lead by example
- place obligations on and subsidise social landlords
- improve target of funding (especially at areas and households where incomes are low)
- seek synergies across objectives, eg, health and economic development

The Commission also makes a commitment to ensure that the report informs CAA, in looking at plans and progress made by LAs and LSPs. [www.audit-commission.gov.uk/localgov/nationalstudies/loftyambitions/Pages/Default\\_copy.aspx](http://www.audit-commission.gov.uk/localgov/nationalstudies/loftyambitions/Pages/Default_copy.aspx)

More on the role of LAs in the speech by John Denham, Secretary of State, *'The Green Councils of the Future'* (26 November) [www.communities.gov.uk/speeches/corporate/greencouncilsfuture](http://www.communities.gov.uk/speeches/corporate/greencouncilsfuture) .

IDeA have produced *Climate Change Support for Local Authorities: A directory of the national and regional support* (IDeA) [www.idea.gov.uk/idk/core/page.do?pagelId=14422425](http://www.idea.gov.uk/idk/core/page.do?pagelId=14422425)

Useful contributions to the work on LAs and partners in influencing behaviour change:

\* *The Capital Ambition guide to behaviour change* (Capital Ambition)

[www.youngfoundation.org/files/images/londoncollaborative\\_behaviour.pdf](http://www.youngfoundation.org/files/images/londoncollaborative_behaviour.pdf)

\* *Behaviour Change for a more sustainable London* (papers, presentations and resources from a London Sustainability Exchange event) [www.lsx.org.uk/news/events.aspx?id=3330](http://www.lsx.org.uk/news/events.aspx?id=3330)

## VfM & efficiency at neighbourhood level

*Measuring and valuing public services at the neighbourhood level* is the final output from the value for money strand of CLG's national evaluation of neighbourhood management. This makes the case for improvements in data about local services (eg, on street cleansing, community policing and housing management) and explores how service inputs can be valued, including through use of unit cost assumptions. It concludes that neighbourhood level data *can* be gathered if there are the will and resources to do it, and provides a basis for further exploration of value for money in a Total Place context. [www.communities.gov.uk/publications/communities/measuringpublicservices](http://www.communities.gov.uk/publications/communities/measuringpublicservices)

## Worklessness in the city region

The Audit Commission's Worklessness Inspection of the seven metropolitan councils in the West Midlands highlights much good work in helping disadvantaged people into work while concluding that it is difficult to draw conclusions on value for money, on whether activities match the scale of the problem, and on the potential for systematic replication of what works. [www.audit-commission.gov.uk/localgov/audit/inspection/reports/Pages/westmidlandsregenerationworklessness8oct2009.aspx](http://www.audit-commission.gov.uk/localgov/audit/inspection/reports/Pages/westmidlandsregenerationworklessness8oct2009.aspx)

It calls for:

- LAs to offer more opportunities for priority groups to gain jobs and work experience
- council worklessness strategies to consolidate the ways in which different parts of the LA contribute
- stronger outcomes-based approaches to planning and commissioning
- more direct involvement of users and potential users in evaluation and service development

The City Region Multi Area Agreement provides the vehicle for implementing a number of the recommendations including a single performance management system and cross-boundary working. Final version of the MAA: [www.cityregion.org/CRmainSite/News/pressrelease070909.html](http://www.cityregion.org/CRmainSite/News/pressrelease070909.html)

## Skills: national policy developments

The *National Skills Strategy* sets out to shift national priorities, with commitments including:

- creation of a modern technician class through more advanced apprenticeships
- investment in skills in the sectors on which future growth and jobs depend
- empowerment of individuals through skills accounts, facilitating greater choice backed by better information about courses
- simplifying the 'skills landscape' of publicly funded agencies

[www.bis.gov.uk/policies/skills-for-growth](http://www.bis.gov.uk/policies/skills-for-growth) (+ TUC briefing [www.tuc.org.uk/skills/tuc-17288-f0.cfm](http://www.tuc.org.uk/skills/tuc-17288-f0.cfm)). This is accompanied by the Skills Investment Strategy, which sets out the government's 2010/11 priorities [www.bis.gov.uk/wp-content/uploads/publications/Skills-Investment-Strategy.pdf](http://www.bis.gov.uk/wp-content/uploads/publications/Skills-Investment-Strategy.pdf) and the 2009 Update of the Regional Skills Partnership Skills Action Plan [www.wmskillspartnership.com/resource-library/default.aspx](http://www.wmskillspartnership.com/resource-library/default.aspx)  
The national strategy has been influenced by UKCES (UK Commission for Employment and Skills) *Towards Ambition 2020: skills, jobs, growth* [www.ukces.org.uk/server.php?show=conFileDoc.167](http://www.ukces.org.uk/server.php?show=conFileDoc.167)

## Responses to recession

**Closer to Crisis? how low earners are coping in the recession** (Resolution Foundation) [www.resolutionfoundation.org/research\\_recession\\_recovery.html](http://www.resolutionfoundation.org/research_recession_recovery.html)

**Communities in recession: the impact on deprived neighbourhoods** (JRF) [www.jrf.org.uk/publications/communities-recession-impact](http://www.jrf.org.uk/publications/communities-recession-impact) & the reality in four neighbourhoods [www.jrf.org.uk/publications/communities-recession-realities](http://www.jrf.org.uk/publications/communities-recession-realities)

**Firm foundations: snapshot of how trusts and foundations are responding to the economic downturn** (Charity Commission) [www.charitycommission.gov.uk/Library/publications/pdfs/foundationtext.pdf](http://www.charitycommission.gov.uk/Library/publications/pdfs/foundationtext.pdf)

**From recession to recovery - the council role** (Midlands event in Birmingham) (LGA) [www.lga.gov.uk/lga/core/page.do?pagelid=4249228](http://www.lga.gov.uk/lga/core/page.do?pagelid=4249228)

**From recession to recovery: Universities' role** (HEFCE)

[www.universitiesuk.ac.uk/Publications/Documents/recession\\_to\\_recovery.pdf](http://www.universitiesuk.ac.uk/Publications/Documents/recession_to_recovery.pdf)

**Recession Britain** (ESRC)

[www.esrc.ac.uk/ESRCInfoCentre/about/CI/CP/Our\\_Society\\_Today/economists/RecessionBritainPublication.aspx](http://www.esrc.ac.uk/ESRCInfoCentre/about/CI/CP/Our_Society_Today/economists/RecessionBritainPublication.aspx)

**Impact on homelessness:** Economic downturn impact on PSA 16 Outcomes (Regional Homelessness Strategy Implementation Group)

[www.wmrhsig.org.uk/forum/viewtopic.php?t=75](http://www.wmrhsig.org.uk/forum/viewtopic.php?t=75)

& Repossession Statistics for the West Midlands [www.wmrhsig.org.uk/forum/viewtopic.php?t=86](http://www.wmrhsig.org.uk/forum/viewtopic.php?t=86)

**Impact of the recession on young people & on their needs for advice & counselling** (Youth Access)

[www.youthaccess.org.uk/publications/upload/impact-of-the-recession-on-young-people.pdf](http://www.youthaccess.org.uk/publications/upload/impact-of-the-recession-on-young-people.pdf)

**The Recession and its Impact** (Experian) <http://publicsector.experian.co.uk/>

+ Insight Report Quarter 4 <http://publicsector.experian.co.uk/Insight%20Reports.aspx>

+ webinar [www.qas.com/uk/emails/archived/2009\\_11/articulate-recession/player.html](http://www.qas.com/uk/emails/archived/2009_11/articulate-recession/player.html)

**Responding to recession: innovation and good practice guide** (London Councils)

[www.londoncouncils.gov.uk/media/current/pressdetail.htm?pk=768](http://www.londoncouncils.gov.uk/media/current/pressdetail.htm?pk=768)

**TUC Recession Reports:** September (adequacy of benefit rates); October (child poverty)

& November (international comparisons) [www.tuc.org.uk/economy/index.cfm?mins=594](http://www.tuc.org.uk/economy/index.cfm?mins=594)

**West Midlands economic update:** October

[www.wmro.org/standardTemplate.aspx/Home/OurResearch/Recessionmonitoring/Impactonregionaleconomy](http://www.wmro.org/standardTemplate.aspx/Home/OurResearch/Recessionmonitoring/Impactonregionaleconomy)

## LAA/LSP Developments

**Future of LAAs** (and Total Place) – ministerial speech by Rosie Winterton

[www.communities.gov.uk/news/corporate/1396200](http://www.communities.gov.uk/news/corporate/1396200)

**Freedom to lead: developing a new accountability framework** (LGA)

[www.lga.gov.uk/lga/core/page.do?pagelid=5104100](http://www.lga.gov.uk/lga/core/page.do?pagelid=5104100)

*Total Place*

**Be Birmingham Public Expenditure and Investment Study**

[www.bebirmingham.org.uk/documents/EKOS\\_Full\\_Doc.pdf](http://www.bebirmingham.org.uk/documents/EKOS_Full_Doc.pdf)

**LGA Group Total Place Conference** (LGA) [www.lga.gov.uk/lga/core/page.do?pagelid=5406507](http://www.lga.gov.uk/lga/core/page.do?pagelid=5406507)

*CAA & scrutiny*

**Take your partners: overview and scrutiny and the Comprehensive Area Assessment** (CfPS)

[www.cfps.org.uk/what-we-do/publications/cfps-general/?id=109](http://www.cfps.org.uk/what-we-do/publications/cfps-general/?id=109)

**Signposting Sustainability through CAA** (Improvement Network)

[www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=1090833](http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=1090833)

**The future of scrutiny - tackling the big issues** (LGA)

[www.lga.gov.uk/lga/core/page.do?pagelid=5273471](http://www.lga.gov.uk/lga/core/page.do?pagelid=5273471)

*Indicators*

**Fuel poverty statistics 2009** (DECC)

[www.decc.gov.uk/en/content/cms/statistics/fuelpov\\_stats/fuelpov\\_stats.aspx](http://www.decc.gov.uk/en/content/cms/statistics/fuelpov_stats/fuelpov_stats.aspx)

**Guidance on how to measure and report your greenhouse gas emissions** (also guide for small businesses) (DECC)

[www.defra.gov.uk/environment/business/reporting/index.htm](http://www.defra.gov.uk/environment/business/reporting/index.htm)

**National Survey of Third Sector Organisations** - detailed analysis (OTS) [www.nstso.com/analysis/](http://www.nstso.com/analysis/)

**NI 71: Children Missing from Home or Care:** LA self-evaluation scores of measures to monitor, respond to and address runaway cases (DCSF)

[www.dcsf.gov.uk/rsgateway/DB/STR/d000875/index.shtml](http://www.dcsf.gov.uk/rsgateway/DB/STR/d000875/index.shtml)

**People, perceptions and place** (IPSOS-MORI) [www.ipsos-mori.com/DownloadPublication/1270\\_sri-localgov-peopleperceptionsplace-revisedsept.pdf](http://www.ipsos-mori.com/DownloadPublication/1270_sri-localgov-peopleperceptionsplace-revisedsept.pdf)

**PE and Sport Survey 2008/09** (DCSF)

[www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15612&type=5&resultspage=1](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15612&type=5&resultspage=1)

**Place Survey:** Developing the new Place Survey 2008: Final Report (CLG)

[www.communities.gov.uk/publications/localgovernment/placesurveyreport1](http://www.communities.gov.uk/publications/localgovernment/placesurveyreport1)

& [www.communities.gov.uk/publications/localgovernment/placesurveyreport2](http://www.communities.gov.uk/publications/localgovernment/placesurveyreport2)

\* Place Survey 2008: further results (including citizens' priorities for their local area, perceived quality of local services; and crime and anti-social behaviour) (CLG)

[www.communities.gov.uk/publications/corporate/statistics/placesurvey2008update](http://www.communities.gov.uk/publications/corporate/statistics/placesurvey2008update)

[www.communities.gov.uk/publications/corporate/statistics/placesurvey2008update](http://www.communities.gov.uk/publications/corporate/statistics/placesurvey2008update)

**Improvement and Efficiency West Midlands**

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## Other New Publications

### Children & Young People

- Children, their World, their Education:** The Primary (Alexander) Review [www.primaryreview.org.uk/](http://www.primaryreview.org.uk/)
- Children's services in the spotlight** (LGA conference) [www.lga.gov.uk/lga/core/page.do?pagelid=4134978](http://www.lga.gov.uk/lga/core/page.do?pagelid=4134978)
- Insights from users and providers of Children's Centres in rural communities** (CRC) [www.ruralcommunities.gov.uk/publications/crc111insightsfromusersandprovidersofchildrene28099scentresinruralcommunitiessummary](http://www.ruralcommunities.gov.uk/publications/crc111insightsfromusersandprovidersofchildrene28099scentresinruralcommunitiessummary)
- LGA National Children and Adult Services Conference 2009:** presentations [www.lga.gov.uk/lga/core/page.do?pagelid=5102231](http://www.lga.gov.uk/lga/core/page.do?pagelid=5102231)
- National Commissioning Framework:** Consultation (DCSF) <http://publications.dcsf.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DCSF-00933-2009&>
- Children's Trust Guidance & Children and Young People's Plan Regulation:** consultation (DCSF) [www.commissioningsupport.org.uk/resource-bank/childrens-trusts/governance.aspx](http://www.commissioningsupport.org.uk/resource-bank/childrens-trusts/governance.aspx)  
*Child poverty*
- C4EO Child Poverty Conference** presentations; also 'online progress map' on child poverty strategies and research review [www.c4eo.org.uk/themes/poverty/default.aspx?dm\\_i=7SL,22RI,12Q3IL,6N5A,1#resources](http://www.c4eo.org.uk/themes/poverty/default.aspx?dm_i=7SL,22RI,12Q3IL,6N5A,1#resources)
- Poverty of Ambition: why we need a new approach to tackling child poverty** (Policy Exchange) [www.policyexchange.org.uk/publications/publication.cgi?id=139](http://www.policyexchange.org.uk/publications/publication.cgi?id=139)  
*Families*
- Anti-Social Behaviour Family Intervention Projects:** Monitoring and Evaluation (DCSF) [www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15883&type=5&resultspage=1](http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15883&type=5&resultspage=1)
- Early Learning Partnership Project** (Family & Parenting Institute) [www.familyandparenting.org/item/publication/74](http://www.familyandparenting.org/item/publication/74)
- Thinking Family: a new approach for tackling social breakdown** - Westminster City Council's Family Recovery Programme (Leadership Centre for Local Government). [www.localleadership.gov.uk/images/thinkingfamily.pdf](http://www.localleadership.gov.uk/images/thinkingfamily.pdf)  
14-19
- Employer engagement self-assessment toolkit** (DCSF 14-19 Reform) [www.dcsf.gov.uk/14-19/index.cfm?go=site.home&sid=57&pid=496&lid=679&ctype=Text&ptype=Single](http://www.dcsf.gov.uk/14-19/index.cfm?go=site.home&sid=57&pid=496&lid=679&ctype=Text&ptype=Single)
- Getting back on track:** Helping NEET young people - guide for funders & charities (New Philanthropy Capital) [www.philanthropycapital.org/research/research\\_reports/education/NEETS.aspx?dm\\_i=59B,21K6,KFP1P,6IPR,1](http://www.philanthropycapital.org/research/research_reports/education/NEETS.aspx?dm_i=59B,21K6,KFP1P,6IPR,1)
- Hidden Talents: II** - getting the best out of Britain's young people (LGA) [www.lga.gov.uk/lga/core/page.do?pagelid=4919744](http://www.lga.gov.uk/lga/core/page.do?pagelid=4919744) & case studies [www.lga.gov.uk/lga/core/page.do?pagelid=5202270](http://www.lga.gov.uk/lga/core/page.do?pagelid=5202270) & LGA/IDeA/NAS conference [www.lga.gov.uk/lga/core/page.do?pagelid=5366283](http://www.lga.gov.uk/lga/core/page.do?pagelid=5366283)
- Lessons from history: Increasing 16 & 17 year olds in education & training** (CfE) [www.cfe.org.uk/page.php?p=232](http://www.cfe.org.uk/page.php?p=232)
- Quality, Choice & Aspiration:** strategy for young people's information, advice & guidance (DCSF) <http://publications.dcsf.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DCSF-00977-2009>
- Realising young potential: supporting care leavers into education, employment and training** (Social Exclusion Task Force) [www.cabinetoffice.gov.uk/media/310305/eet\\_report.pdf](http://www.cabinetoffice.gov.uk/media/310305/eet_report.pdf)

### Climate Change/ Sustainable Development

- Benefits of third sector organisations in waste management** (Defra) <http://blogs.defra.gov.uk/3rd-sector/2009/11/defra-research-published-benefits-of-third-sector-organisations-in-waste-management/>
- Implementing the Carbon Reduction Commitment:** Consultation on the Draft Order [www.decc.gov.uk/en/content/cms/consultations/crc/crc.aspx](http://www.decc.gov.uk/en/content/cms/consultations/crc/crc.aspx)

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**Energy and climate change strategy** (CRC Meeting Paper: November 2009) [www.ruralcommunities.gov.uk/publications/commissionmeetingpapernovember2009energyandclimatechangestrategy](http://www.ruralcommunities.gov.uk/publications/commissionmeetingpapernovember2009energyandclimatechangestrategy)

**Measurement of Sustainable Procurement** (emda) [www.impactmeasurement.net/Downloads.aspx](http://www.impactmeasurement.net/Downloads.aspx)

**Low Carbon Communities Challenge** (DECC) [www.decc.gov.uk/en/content/cms/what\\_we\\_do/consumers/lc\\_communities/lc\\_communities.aspx](http://www.decc.gov.uk/en/content/cms/what_we_do/consumers/lc_communities/lc_communities.aspx)

**Local low carbon economies** (new content) (IDeA) [www.idea.gov.uk/idk/core/page.do?pagelD=9580749](http://www.idea.gov.uk/idk/core/page.do?pagelD=9580749)

**Pulling ahead: innovating for low carbon leadership** (CBI) [www.cbi.org.uk/pdf/20090907-cbi-pulling-ahead-innovation-for-low-carbon-leadership.pdf](http://www.cbi.org.uk/pdf/20090907-cbi-pulling-ahead-innovation-for-low-carbon-leadership.pdf)

**The Future's Green: Jobs and in the UK low carbon transition** (IPPR) [www.ippr.org.uk/publicationsandreports/publication.asp?id=712](http://www.ippr.org.uk/publicationsandreports/publication.asp?id=712)

**The journey to 2020: reducing carbon emissions through local transport policies** (LGA) [www.lga.gov.uk/lga/core/page.do?pagelD=5529746](http://www.lga.gov.uk/lga/core/page.do?pagelD=5529746)

**The wider costs of transport in English urban areas in 2009** (Strategy Unit) [www.cabinetoffice.gov.uk/media/307739/wider-costs-transport.pdf](http://www.cabinetoffice.gov.uk/media/307739/wider-costs-transport.pdf)

## Community Empowerment

**Building Community Capacity:** guidance for staff working with communities (Scottish Gov't) [www.scotland.gov.uk/Topics/Education/Life-Long-Learning/LearningConnections/policytopractice/ccb](http://www.scotland.gov.uk/Topics/Education/Life-Long-Learning/LearningConnections/policytopractice/ccb)

**Empowerment skills for all:** gaps & learning framework (HCA Academy) [www.hcaacademy.co.uk/empowerment-skills-for-all?utm\\_medium=email&utm\\_source=Emailbulletin&utm\\_content=14711777&utm\\_campaign=Empowermentskillforall+&utm\\_term=viewthereportsfindings](http://www.hcaacademy.co.uk/empowerment-skills-for-all?utm_medium=email&utm_source=Emailbulletin&utm_content=14711777&utm_campaign=Empowermentskillforall+&utm_term=viewthereportsfindings)

**Improving outcomes? Engaging local communities in the NDC programme** (CLG) [www.communities.gov.uk/publications/communities/improvingoutcomesndcp](http://www.communities.gov.uk/publications/communities/improvingoutcomesndcp)

**Public services and civil society working together:** think piece (Young Foundation) [www.youngfoundation.org/general/-/all/news/public-services-and-civil-society-working-together-initial-think-piece](http://www.youngfoundation.org/general/-/all/news/public-services-and-civil-society-working-together-initial-think-piece)

## Community Safety

**Children, young people and alcohol:** how they learn & how to prevent excessive use (JRF) [www.jrf.org.uk/publications/young-people-alcohol-excessive-prevention](http://www.jrf.org.uk/publications/young-people-alcohol-excessive-prevention)

**Crime and disorder reduction partnership survey 2009** (LGA) [www.lga.gov.uk/lga/publications/publication-display.do?id=4856280](http://www.lga.gov.uk/lga/publications/publication-display.do?id=4856280)

**CrimeMapper** (Home Office) <http://maps.police.uk/>

**Crimewatch: effective scrutiny of police & crime** (LGA) [www.lga.gov.uk/lga/core/page.do?pagelD=4484005](http://www.lga.gov.uk/lga/core/page.do?pagelD=4484005)

**Perceptions of crime and anti-social behaviour:** British Crime Survey Findings (Home Office) [www.homeoffice.gov.uk/rds/pdfs09/hosb1709.pdf](http://www.homeoffice.gov.uk/rds/pdfs09/hosb1709.pdf)

**Reducing gang-related crime:** systematic review of 'comprehensive' interventions (EPPI-Centre) <http://eppi.ioe.ac.uk/cms/LinkClick.aspx?fileticket=Ce3G9%2byfR2o%3d&tabid=2444&mid=4556&language=en-US>

## Economic Development, Employment & Skills

**Higher Ambitions** (the Higher Education White Paper) [www.bis.gov.uk/policies/higher-ambitions](http://www.bis.gov.uk/policies/higher-ambitions)

**How to do a local economic assessment** (IDeA) [www.idea.gov.uk/idk/core/page.do?pagelD=13992067](http://www.idea.gov.uk/idk/core/page.do?pagelD=13992067)

**How can the UK achieve sustainable economic growth in the future?** (Strategy Unit seminar) [www.cabinetoffice.gov.uk/strategy/seminars/sustainable-economic.aspx](http://www.cabinetoffice.gov.uk/strategy/seminars/sustainable-economic.aspx)

**Impact of Train to Gain on skills in employment:** review to follow up the 2007/08 survey (Ofsted) [www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Thematic-reports/The-impact-of-Train-to-Gain-on-skills-in-employment-a-review-to-follow-up-the-2007-08-survey](http://www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Thematic-reports/The-impact-of-Train-to-Gain-on-skills-in-employment-a-review-to-follow-up-the-2007-08-survey)

**LA views on the future of EU Funds** (LGA) [www.lga.gov.uk/lga/core/page.do?pagelD=5563443](http://www.lga.gov.uk/lga/core/page.do?pagelD=5563443)

**Proposals for adult and community learning inspections from 2010** (Ofsted) [www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Consultations/Proposals-for-adult-and-community-learning-inspections-from-2010](http://www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Consultations/Proposals-for-adult-and-community-learning-inspections-from-2010)

**RegenWM Prizes 2009** (good practice in regeneration) [www.regenwm.org/prizes2009/](http://www.regenwm.org/prizes2009/)

**Stoke-on-Trent City Council & Economic Regeneration** – Audit Commission Inspection [www.audit-commission.gov.uk/localgov/audit/inspection/reports/Pages/stokeontrenteconomicregeneration8oct2009.aspx](http://www.audit-commission.gov.uk/localgov/audit/inspection/reports/Pages/stokeontrenteconomicregeneration8oct2009.aspx)  
**The Innovation Index** (NESTA) [www.nesta.org.uk/assets/features/the\\_innovation\\_index](http://www.nesta.org.uk/assets/features/the_innovation_index)

## Employment & Worklessness

**Benefits that work: The social value of the Community Allowance** (New Economics Foundation) [www.neweconomics.org/publications/benefits-work?utm\\_source=nef+%28the+new+economics+foundation%29+List&utm\\_campaign=c19991c2a5-eletter-november&utm\\_medium=email](http://www.neweconomics.org/publications/benefits-work?utm_source=nef+%28the+new+economics+foundation%29+List&utm_campaign=c19991c2a5-eletter-november&utm_medium=email)

**Business case for apprenticeships** (Capital Ambition) [www.londoncouncils.gov.uk/capitalambition/projects/apprenticeships/BusinessCase.htm](http://www.londoncouncils.gov.uk/capitalambition/projects/apprenticeships/BusinessCase.htm)

**Common Approach to Assessment: Meeting the employability needs of our clients** (Scottish Government) [www.scotland.gov.uk/Publications/2009/10/05085743/0](http://www.scotland.gov.uk/Publications/2009/10/05085743/0)

**Commissioning what works: the economic and financial case for supported employment** (SMCH) [www.scmh.org.uk/news/2009\\_commissioning\\_what\\_works.aspx](http://www.scmh.org.uk/news/2009_commissioning_what_works.aspx)

**Delivering employment & skills programmes to vulnerable groups in rural England** (CRC) [www.ruralcommunities.gov.uk/publications/deliveringnationalemploymentandskillsprogrammestovulnerablegroupsinruralengland](http://www.ruralcommunities.gov.uk/publications/deliveringnationalemploymentandskillsprogrammestovulnerablegroupsinruralengland)

**DWP research:** Delivering better housing and employment outcomes for offenders on probation [http://research.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_610.asp](http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_610.asp)

\* Evaluation of the Race Equality Procurement pilots [http://research.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_600.asp](http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_600.asp)

\* Provider-led Pathways: Experiences and views of early implementation [http://research.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_595.asp](http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_595.asp)

\* Work-focused services in children's centres pilot: evaluation baseline report [http://research.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_602.asp](http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_602.asp)

**Employability in Scotland:** learning network & resources (Scottish Government) [www.employabilityinscotland.com/](http://www.employabilityinscotland.com/)

**Future Jobs Fund** briefing (TUC) [www.tuc.org.uk/welfare/tuc-17271-f0.cfm](http://www.tuc.org.uk/welfare/tuc-17271-f0.cfm)

**Future Jobs Fund: Extending the net** - introduction for prospective bidders and partners (GOWM/IEWM) [www.westmidlandsiep.gov.uk/index.php?page=27&iID=946](http://www.westmidlandsiep.gov.uk/index.php?page=27&iID=946)

**Good Jobs** (Work Foundation exploration of employer interest in 'good jobs') [www.theworkfoundation.com/research/publications/publicationdetail.aspx?oltemId=226&parentPageID=102&PubType](http://www.theworkfoundation.com/research/publications/publicationdetail.aspx?oltemId=226&parentPageID=102&PubType)

**Securing employment for offenders with mental health problems** (SCMH) [www.scmh.org.uk/pdfs/securing\\_employment\\_for\\_offenders.pdf](http://www.scmh.org.uk/pdfs/securing_employment_for_offenders.pdf)

**Understanding and tackling worklessness** - Vol1: Worklessness, employment and enterprise: Patterns and change (CLG) [www.communities.gov.uk/publications/communities/worklessnessvol1](http://www.communities.gov.uk/publications/communities/worklessnessvol1)  
 & Vol2: Neighbourhood level problems, interventions, and outcomes [www.communities.gov.uk/publications/communities/worklessnessvol2](http://www.communities.gov.uk/publications/communities/worklessnessvol2)

Lessons and policy implications [www.communities.gov.uk/publications/communities/worklessnesslessons](http://www.communities.gov.uk/publications/communities/worklessnesslessons)

**WMRO spotlights:** Mental ill-health and employment; Older people and economic inclusion [www.wmro.org/standardTemplate.aspx/Home/OurResearch/Economicinclusion/Economicinclusionspotlightreports](http://www.wmro.org/standardTemplate.aspx/Home/OurResearch/Economicinclusion/Economicinclusionspotlightreports)

**Work and worklessness in deprived neighbourhoods** (report & film) (JRF) [www.jrf.org.uk/publications/work-worklessness-deprived-neighbourhoods](http://www.jrf.org.uk/publications/work-worklessness-deprived-neighbourhoods)

## Equality, Diversity & Cohesion

**Building Cohesive Communities: What frontline staff & community activists need to know** (CLG) [www.communities.gov.uk/publications/communities/buildingcohesion](http://www.communities.gov.uk/publications/communities/buildingcohesion)

**Cohesion and Equality: Guidance for funders** (EHRC) [www.equalityhumanrights.com/uploaded\\_files/PSD/cohesion\\_and\\_equality\\_-\\_guidance\\_for\\_funders.pdf](http://www.equalityhumanrights.com/uploaded_files/PSD/cohesion_and_equality_-_guidance_for_funders.pdf)

**Diverse Interventions** (HCA Single Equality Scheme) [www.homesandcommunities.co.uk/equality.htm](http://www.homesandcommunities.co.uk/equality.htm)

**Equality + Efficiency = Excellence: local perspectives on tackling inequality for greater efficiency** (Capital Ambition) [www.londoncouncils.gov.uk/capitalambition/news/news.htm?pk=822](http://www.londoncouncils.gov.uk/capitalambition/news/news.htm?pk=822)

## Health & Care

**Communities for Health: unlocking the energy within communities to improve health** (includes Birmingham, Coventry, Sandwell, Stoke-on-Trent, Telford & Wrekin, Walsall and Wolverhampton) (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_107093](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_107093)

**Creating a stronger information, advice and advocacy system for older people** (JRF)

[www.jrf.org.uk/publications/information-advice-advocacy-for-older-people](http://www.jrf.org.uk/publications/information-advice-advocacy-for-older-people)

**Future of mental health** (conference) (LGA) [www.lga.gov.uk/lga/core/page.do?pageId=4310612](http://www.lga.gov.uk/lga/core/page.do?pageId=4310612)

**Integration and mental health** (DH Care Networks)

[www.dhcarenetworks.org.uk/icn/Topics/Type/ICNResource/?cid=6344](http://www.dhcarenetworks.org.uk/icn/Topics/Type/ICNResource/?cid=6344)

**Journeys to Home: Care leavers' successful transition to independent accommodation** (DH)

[www.leavingcare.org/professionals/whoarewe/projects/accommodation/accomresources/journeystohome](http://www.leavingcare.org/professionals/whoarewe/projects/accommodation/accomresources/journeystohome)

**Let's Get Moving: physical activity care pathway for the NHS:** Commissioning guidance

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_105945](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_105945)

**Means to an end: Joint financing across health and social care** (Audit Commission) [www.audit-commission.gov.uk/health/nationalstudies/financialmanagement/Pages/91029meanstoanend\\_copy.aspx](http://www.audit-commission.gov.uk/health/nationalstudies/financialmanagement/Pages/91029meanstoanend_copy.aspx)

**Making it personal** (Commission on Personalisation) (ACEVO)

[www.acevo.org.uk/captest/download\\_file.cfm?filename=Making\\_it\\_Personal\\_-\\_Commission\\_on\\_Personalisation.pdf](http://www.acevo.org.uk/captest/download_file.cfm?filename=Making_it_Personal_-_Commission_on_Personalisation.pdf)

**NHS Trust performance** in the West Midlands (CQC)

[www.cqc.org.uk/guidanceforprofessionals/healthcare/nhsstaff/annualhealthcheck2008/09/regionalinfo.cfm](http://www.cqc.org.uk/guidanceforprofessionals/healthcare/nhsstaff/annualhealthcheck2008/09/regionalinfo.cfm)

**Putting patients at the heart of care** (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_106038](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_106038)

**Scrutiny toolkit for adult services** (LGA) [www.idea.gov.uk/idk/core/page.do?pageId=1462904](http://www.idea.gov.uk/idk/core/page.do?pageId=1462904)

**Supporting Learning Disability Partnership Boards to implement the Carers Strategy** (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_106396](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_106396)

**Tackling demand together: a toolkit for improving urgent and emergency care pathways** by understanding increases in 999 demand (DH)

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_106925](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_106925)

**The Human Factor** (patient-centred services in the health sector) (NESTA) [www.nesta.org.uk/the-human-factor/](http://www.nesta.org.uk/the-human-factor/)

## Housing

**Accommodation self assessment toolkit for the Socially Excluded Adults PSA** (CLG)

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

**Key messages and evidence on the housing market renewal pathfinder programme** (CLG)

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

**No One Left Out: communities ending rough sleeping:** annual progress report (CLG)

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

**Supporting People Programme** (CLG Committee)

[www.publications.parliament.uk/pa/cm200809/cmselect/cmcomloc/649/64902.htm](http://www.publications.parliament.uk/pa/cm200809/cmselect/cmcomloc/649/64902.htm)

## Local & Regional Government

**DataViz: improving data visualisation for the public sector** (CLG)

[www.communities.gov.uk/publications/corporate/datavizimprovedatavisual](http://www.communities.gov.uk/publications/corporate/datavizimprovedatavisual) & website [www.improving-visualisation.org/](http://www.improving-visualisation.org/)

**Leading from the Front** (DEMOS) [www.demos.co.uk/publications/leading-from-the-front](http://www.demos.co.uk/publications/leading-from-the-front)

**Localism: Unravelling the supplant state** (New Economics Foundation)

[www.neweconomics.org/publications/localism?utm\\_source=nef+%28the+new+economics+foundation%29+List&utm\\_campaign=c19991c2a5-eletter-november&utm\\_medium=email](http://www.neweconomics.org/publications/localism?utm_source=nef+%28the+new+economics+foundation%29+List&utm_campaign=c19991c2a5-eletter-november&utm_medium=email)

**The Bottom Line: A vision for local government** (Localis)

[www.localis.org.uk/images/articles/localis%20KPMG\\_final%20text.pdf](http://www.localis.org.uk/images/articles/localis%20KPMG_final%20text.pdf)

## Neighbourhoods

**Can neighbourhood working do more for less?** (presentations) (NANM)

[www.neighbourhoodmanagement.net/downloads/eventbriefings/presentation%20links.pdf](http://www.neighbourhoodmanagement.net/downloads/eventbriefings/presentation%20links.pdf)

**Homelessness prevention and meeting housing need for (ex)offenders: guide**

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

**Housing and neighbourhoods monitor** (+ new interactive website, [www.hnm.org.uk](http://www.hnm.org.uk)) (JRF)

[www.jrf.org.uk/publications/housing-neighbourhoods-monitor](http://www.jrf.org.uk/publications/housing-neighbourhoods-monitor)

**Link Up Link In** (new Social Exclusion Task Force website on PSA16) [www.hmg.gov.uk/linkuplinkin.aspx](http://www.hmg.gov.uk/linkuplinkin.aspx)

**Neighbourhood working in Wolverhampton** (IDeA)

[www.idea.gov.uk/idk/core/page.do?pageId=13445498&aspect=full](http://www.idea.gov.uk/idk/core/page.do?pageId=13445498&aspect=full)

**New Deal for Communities national evaluation** (CLG) [http://extra.shu.ac.uk/ndc/ndc\\_reports\\_02.htm](http://extra.shu.ac.uk/ndc/ndc_reports_02.htm)

\* Four Years of Change? Understanding the experiences of the 2002-06 New Deal for Communities panel - Main report; \* Transformational Change? A synthesis of new evidence 2008-09; also reports on NDC outputs and expenditure; Cross-sectional Change Data 2002-08; Residential Mobility and Outcome Change in Deprived Areas

**Raising Educational Attainment in Deprived Areas:** The challenges of geography and residential mobility [www.communities.gov.uk/publications/communities/educationndcp](http://www.communities.gov.uk/publications/communities/educationndcp)

**Street cleanliness in deprived and better-off neighbourhoods** (JRF)

[www.jrf.org.uk/publications/street-cleanliness-neighbourhoods](http://www.jrf.org.uk/publications/street-cleanliness-neighbourhoods)

## Voluntary and Community Sector

**Choosing to collaborate: How to succeed** (Charity Commission)

[www.charitycommission.gov.uk/enhancingcharities/colltoolkit.asp](http://www.charitycommission.gov.uk/enhancingcharities/colltoolkit.asp)

**Defra Third Sector Strategy: One year on** <http://blogs.defra.gov.uk/3rd-sector/2009/11/third-sector-strategy-one-year-on-report-published/>

**Personalisation: Rhetoric to Reality** (NCVO) [www.ncvo-vol.org.uk/sites/www.ncvo-vol.org.uk/files/UploadedFiles/NCVO/What\\_we\\_do/Sustainable\\_Funding/Public\\_Service\\_Delivery/NC501\\_PSD\\_N\\_Pers\\_Article\\_final.pdf](http://www.ncvo-vol.org.uk/sites/www.ncvo-vol.org.uk/files/UploadedFiles/NCVO/What_we_do/Sustainable_Funding/Public_Service_Delivery/NC501_PSD_N_Pers_Article_final.pdf)

**Public Service Delivery Network papers and articles** (NCVO) [www.ncvo-vol.org.uk/advice-support/public-service-delivery-network/papers-and-articles](http://www.ncvo-vol.org.uk/advice-support/public-service-delivery-network/papers-and-articles)

**Solutions for entrenched deprivation in very local estates** (Young Foundation)

[www.youngfoundation.org/our-work/local-innovation/strands/neighbourhoods/solutions-local-estates/solutions-entrenched-depriv](http://www.youngfoundation.org/our-work/local-innovation/strands/neighbourhoods/solutions-local-estates/solutions-entrenched-depriv)

**Testing Different Models of Support (for third sector organisations)** (Capacitybuilders)

[www.improvingsupport.org.uk/resources\\_by\\_topic/evaluation\\_and\\_learning/uploaded\\_resources/news/el\\_2509\\_09\\_testing.aspx](http://www.improvingsupport.org.uk/resources_by_topic/evaluation_and_learning/uploaded_resources/news/el_2509_09_testing.aspx)

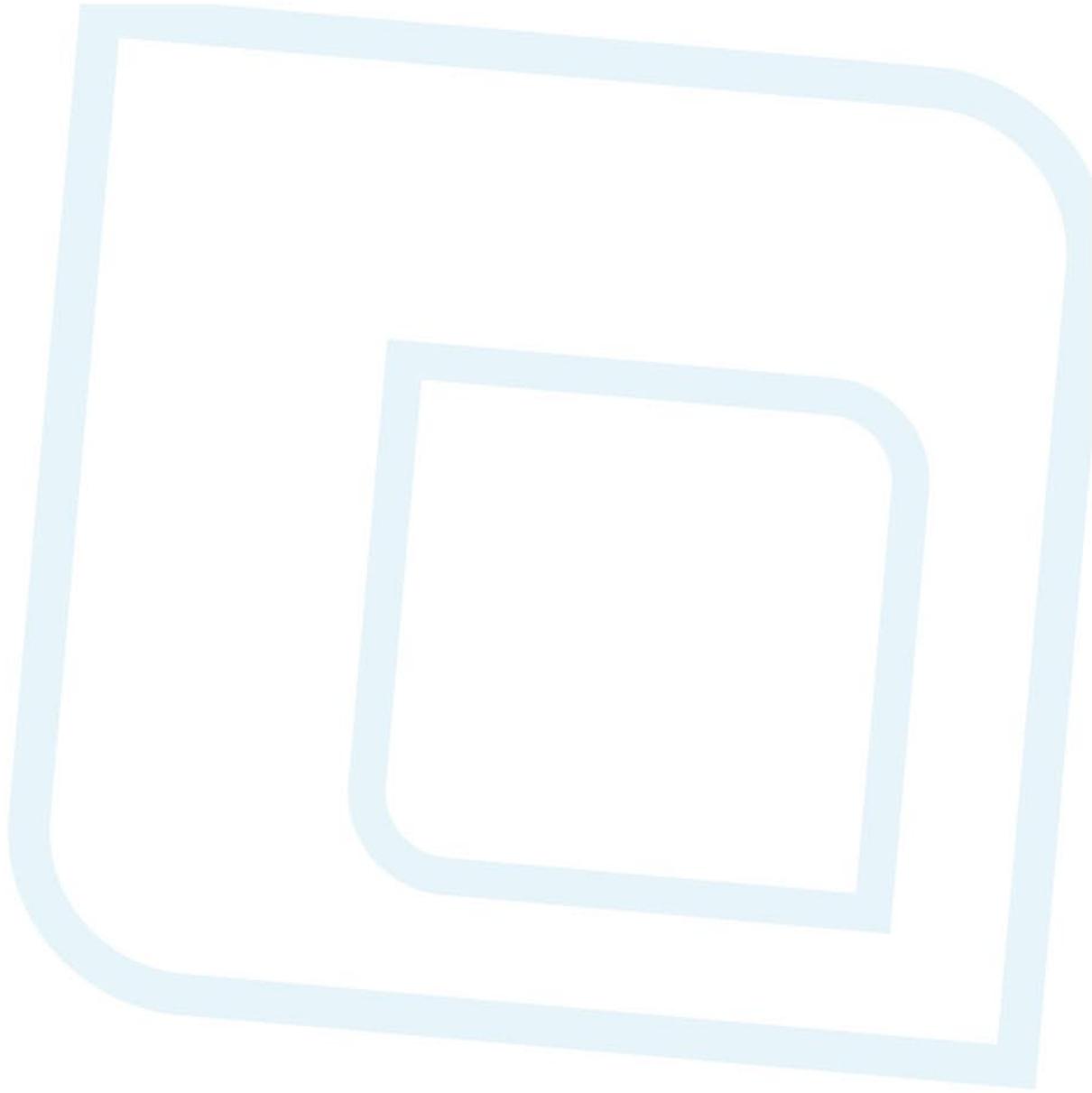
### Learning to Deliver (L2D) Programme

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.

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# digest



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