CUSTOMER AND PARTNERSHIPS COMMITTEE – 11 APRIL 2013

A meeting of the Customer and Partnerships Committee will be held at 5pm on Thursday 11 April 2013 at the Hill Street Youth and Community Centre.

Councillor Claire Edwards
Chair of Customer of Partnerships Committee

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes
   To confirm the minutes of the meeting held on 7 February 2013.

2. Apologies
   To receive apologies for absence from the meeting.

3. Declarations of Interest
   To receive declarations of:

   (a) non-pecuniary interests as defined by the Council’s Code of Conduct for Councillors;

   (b) pecuniary interests as defined by the Council’s Code of Conduct for Councillors;

   (c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.
4. Call Ins
   To receive any Call Ins from Cabinet

5. UHCW Integrated Business Plan - verbal report from Gail Nolan, Chief Finance Officer and Deputy CEO, University Hospitals Coventry and Warwickshire NHS Trust

6. Update from Rugby Youth Council - standing item

7. Follow-up to review of youth provision

8. Feedback from Children and Young People's Champion, Cllr Sally Bragg

9. Committee Work Programme

Any additional papers for this meeting can be accessed via the website.

Membership of the Committee:

Councillors Ms Edwards (Chairman), Mrs Watson (Vice Chairman), M Francis, Mrs Garcia, Gillias, Hazelton, Keeling, Mrs New and Mrs O'Rourke

If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic and Scrutiny Services Officer (01788 533522 or e-mail veronika.beckova@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic and Scrutiny Services Officer named above.
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Customer and Partnerships Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>11 April 2013</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>University Hospitals Coventry and Warwickshire Integrated Business Plan</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
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</tr>
<tr>
<td><strong>Contact Officer</strong></td>
<td>Debbie Dawson, Tel: 01788 533592</td>
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</tbody>
</table>

**Summary**

The Chief Finance Officer and Deputy Chief Executive Officer of the Trust, Gail Nolan, will attend the meeting to provide an update on the work underway on the Integrated Business Plan (IBP). She will also address other matters identified by the Committee for discussion.

**Financial Implications**

There are no financial implications arising from this report.

**Risk Management Implications**

There are no risk management implications arising from this report.

**Environmental Implications**

There are no environmental implications arising from this report.

**Legal Implications**

There are no legal implications arising from this report.

**Equality and Diversity**

No new or existing policy or procedure has been recommended.
Summary

The Chief Finance Officer and Deputy Chief Executive Officer of the Trust, Gail Nolan, will attend the meeting to provide an update on the work underway on the Integrated Business Plan (IBP). She will also address other matters identified by the Committee for discussion.

1. BACKGROUND

This is a resubmission of a report included with the agenda for the committee’s previous meeting (7 February 2013), when the Trust’s Chief Executive submitted his apologies due to an urgent engagement.

The Chief Executive of the University Hospitals Coventry and Warwickshire NHS Trust attended a meeting of the Committee on 2 February 2012 to discuss further the decision to close Birch Ward at the Hospital of St Cross, Rugby, following a special meeting held on 16 December 2011 jointly with the County Council’s Adult Social Services and Health Overview and Scrutiny Committee.

At the time the committee invited Mr. Hardy to return to update the committee on the Integrated Business Plan at a future date. Mr Hardy is unable to attend the meeting, but in his place the Chief Finance Officer and Deputy Chief Executive Officer of the Trust Gail Nolan will give a verbal update to the committee on the work underway on the Integrated Business Plan (IBP).

2. OTHER MATTERS FOR DISCUSSION

The committee identified the following additional points for discussion with the Trust:

Hospital of St Cross
- Update on the impact of the Birch Ward closure
- Plans for the future of St Cross Hospital
- Provision of diagnostic services at St Cross

UHCW Trust
- Progress of the Trust in the application for Foundation status
- Cost improvement savings (what savings have been identified?)
Transport and parking
- Update on how the situation is improving at UHCW as a result of the measures put in place

Discharge of patients into community care

3. HEALTH INDICATORS

At its meeting in November the Committee received a presentation on the 2012 Health Profile for Rugby from the Public Health Intelligence Manager at NHS Warwickshire.

Following that meeting the Public Health Intelligence Manager provided an update of the MOSAIC data to reflect the new ward boundaries in the borough, and additional data on intentional self-harm.

This updated information, together with the most relevant points from the health data, are reproduced at appendix 1 to the report to provide a context to the discussion with the Trust.
Name of Meeting: Customer and Partnerships Committee

Date of Meeting: 11 April 2013

Subject Matter: University Hospitals Coventry and Warwickshire Integrated Business Plan

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.
Rugby Borough Health Profile  
Summary of Key Statistics

1. **Quality of Life Indicators 2012**

As a borough Rugby performed significantly better than the Warwickshire average for child obesity (Reception age) and slightly worse than the county average for alcohol-related hospital admissions.

2. **Mosaic groups**

The revised mosaic data reflecting the new ward boundaries is presented below:

Rugby has significantly more ‘couples and young singles in modern starter homes’ and ‘lower income workers in urban terraces in often diverse areas’ than the Warwickshire average. ‘Wealthy people living in the most sought after neighbourhoods’ and ‘young, well-educated city-dwellers’ are under-represented in the borough compared with the Warwickshire average.
3. **Life expectancy**

Life expectancy in Rugby was just below England average in 2007-09, but is now slightly above. Overall life expectancy is on the increase.

4. **Deprivation**

Two of the borough’s SOAs are in the top 20% most deprived nationally on the Index of Multiple Deprivation 2010: part of ‘Brownsover South Lake District North’ and ‘Town Central’.

The nature of deprivation in these areas is very different:

- Brownsover South Lake District North: highest number of council tax benefit claimants with children, highest free school meal claimants, highest lone parent benefit claimants and highest teenage pregnancy
- Town Central: lowest household income levels, highest pension credit claimants, highest incapacity benefit claimants.

The Town Centre SOA is in the most deprived 10% nationally in the health domain, pointing to the health needs of an older deprived population.

5. **Educational attainment**

This is the most important wider socio-determinant of health. Between 2007 and 2011 results improved across all Warwickshire districts except Rugby Borough, which saw a slight dip in attainment although its results continue to be above the national average.

6. **Obesity**

Adults

- Obese Adults - Rugby = 25.8% (20,700 adults)
- Obese Adults - Warwickshire = 25.5%

Children

- Obese Children (Year 6) = 13.9% (Statistically significantly better than England average)
- Physically Active Children = 51.8% (Statistically significantly worse than England average)

7. **Alcohol**

Rugby showed the sharpest increase in the rate of alcohol related hospital admissions rose dramatically in Rugby between 2007/08 (when it had the lowest rate in the county) and 2010/11 (when it had the second highest rate in the county).

Rugby Borough has the second highest proportion of increasing risk (18.1%) and higher risk (5.5%) drinkers in the county, higher than the percentages for the West Midlands region (14.9% and 4.3%).
8. Smoking

<table>
<thead>
<tr>
<th>Population (16 years and over)</th>
<th>% Smoking Prevalence</th>
<th>No. of Smokers</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Warwickshire</td>
<td>51,000</td>
<td>22.3</td>
</tr>
<tr>
<td>Nuneaton &amp; Bedworth</td>
<td>101,400</td>
<td>22.4</td>
</tr>
<tr>
<td>Rugby</td>
<td>81,100</td>
<td>19.7</td>
</tr>
<tr>
<td>Warwick</td>
<td>100,400</td>
<td>15.5</td>
</tr>
<tr>
<td>Stratford-on-Avon</td>
<td>114,100</td>
<td>18.9</td>
</tr>
<tr>
<td>Warwickshire</td>
<td>448,200</td>
<td>19.76</td>
</tr>
</tbody>
</table>


Overall figures hide differences in prevalence rates amongst specific types of residents. For example, there are considerably higher rates amongst routine and manual workers in the borough:

<table>
<thead>
<tr>
<th>2010-11 Rates (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Warwickshire</td>
</tr>
<tr>
<td>Nuneaton &amp; Bedworth</td>
</tr>
<tr>
<td>Rugby</td>
</tr>
<tr>
<td>Warwick</td>
</tr>
<tr>
<td>Stratford-on-Avon</td>
</tr>
<tr>
<td>Warwickshire</td>
</tr>
</tbody>
</table>


9. Teenage Conceptions

Overall, Rugby experienced the largest fall in the under-18 conception rate in the period 98/00 – 08/11, with a 33% fall in rate per 1,000 female pop 15-17. However, three wards in borough still feature within highest 20% in England and the top 10 in Warwickshire (Brownsover South, Newbold and Benn).

10. Health Profile

This table below highlights those health indicators where Rugby borough performs significantly worse than the England average:
11. Hospital admissions due to intentional self-harm, 2010/11

The following additional information on this indicator has been provided by the Public Health Intelligence Manager:

<table>
<thead>
<tr>
<th>Area Name</th>
<th>Number of Admissions</th>
<th>Resident Population</th>
<th>Rate</th>
<th>England Average Rate</th>
<th>Significance Compared to England</th>
<th>Region Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Warwickshire</td>
<td>114</td>
<td>61,872</td>
<td>197.0</td>
<td>212.0</td>
<td>none</td>
<td>220.3</td>
</tr>
<tr>
<td>Nuneaton and Bedworth</td>
<td>295</td>
<td>122,181</td>
<td>255.6</td>
<td>212.0</td>
<td>worse</td>
<td>220.3</td>
</tr>
<tr>
<td>Rugby</td>
<td>223</td>
<td>94,188</td>
<td>257.2</td>
<td>212.0</td>
<td>worse</td>
<td>220.3</td>
</tr>
<tr>
<td>Stratford-on-Avon</td>
<td>151</td>
<td>118,985</td>
<td>149.4</td>
<td>212.0</td>
<td>better</td>
<td>220.3</td>
</tr>
<tr>
<td>Warwick</td>
<td>162</td>
<td>138,756</td>
<td>120.1</td>
<td>212.0</td>
<td>better</td>
<td>220.3</td>
</tr>
</tbody>
</table>
AGENDA MANAGEMENT SHEET

Name of Meeting: Customer and Partnerships Committee

Date of Meeting: 11 April 2013

Report Title: Follow-up to review of youth provision

Ward Relevance: All

Contact Officer: Debbie Dawson, Tel: 01788 533592

Summary: The Committee undertook a light touch review of youth provision in the borough, which reported to Cabinet on 6 February 2012 and was also considered by the Board of Rugby Local Strategic Partnership. The outcomes were reported to the committee in April 2012 and it was agreed that a follow-up to the review should be scheduled for this meeting.

Financial Implications: There are no financial implications arising from this report.

Risk Management Implications: There are no risk management implications arising from this report.

Environmental Implications: There are no environmental implications arising from this report.

Legal Implications: There are no legal implications arising from this report.

Equality and Diversity: No new or existing policy or procedure has been recommended.
Summary

The Committee undertook a light touch review of youth provision in the borough, which reported to Cabinet on 6 February 2012 and was also considered by the Board of Rugby Local Strategic Partnership. The outcomes were reported to the committee in April 2012 and it was agreed that a follow-up to the review should be scheduled for this meeting.

1. BACKGROUND

Customer and Partnerships Committee scheduled a special meeting on 13 October 2011 to look at youth provision in the borough. The Committee wished to consider the potential impact in the borough of reduced budgets for youth services, and to establish what plans were in place to support ongoing provision.

The evidence gathered was reviewed at the next scheduled meeting of the Committee, and four recommendations for action were agreed to address the issues and concerns that emerged. The final draft report was presented to the LSP Board in December 2011, and the report was submitted to Cabinet for consideration on 6 February 2012. A copy of the review report is attached at appendix 1.

The outcomes of the LSP Board and Cabinet considerations of the review report were reported to the Committee in April 2012 and it was agreed then that a follow-up to the review should be scheduled for this meeting.

2. REVIEW RECOMMENDATIONS

A key issue highlighted in the review was the lack of clear strategic leadership around youth provision in the borough, and the review recommendations attempted to address this.

The review recommendations are outlined below for ease of reference:

*Significant proposals which will require commitment of time or financial resources*

1. A strategic group should be established, sitting above the Youth Consortium, to coordinate youth provision, align available resources and provide a clear long-term vision. (RBC and Rugby LSP)
2. The strategic group should have specific responsibility for ensuring that robust processes are in place for safeguarding young people and ensuring those delivering youth work are subject to relevant checks. (Rugby LSP)

*Improvements that could be made quickly and at low cost*

3. Young people should be represented on the strategic group, and on the Youth Consortium. (RBC and Rugby LSP)

*Modifications of existing policies and procedures*

4. A Rugby Borough Council Steering Group should be established to coordinate and provide a strategic lead to the Council’s work in relation to youth provision. (RBC)

The review recommendations were broadly supported by both Cabinet and the LSP Board, though clearly there were aspects that each body considered to be outside of their responsibility. Recommendations 1, 3 and 4 were all endorsed by one or both bodies, and it was suggested that recommendation 2 (regarding safeguarding procedures) was a matter for the Safeguarding Children Board.

3. **FOLLOW-UP EXERCISE**

The purpose of this item is to revisit the issues that were considered by the Committee in the light touch review last year, to consider current youth provision in the borough, and to review progress against the review recommendations.

Cllr Leigh Hunt, as Chair of Rugby LSP and the council’s Sustainable Inclusive Communities Portfolio Holder, will give a verbal update on the work arising from the review and what is now being done to ensure a more strategic approach to youth services in the borough and to coordinate the work of different agencies.

Steve Bell from Warwickshire County Council has also been invited to brief the Committee on targeted youth service provision in the borough.
Name of Meeting: Customer and Partnerships Committee
Date of Meeting: 11 April 2013
Subject Matter: Follow-up to review of youth provision

### LIST OF BACKGROUND PAPERS

<table>
<thead>
<tr>
<th>Document No.</th>
<th>Date</th>
<th>Description of Document</th>
<th>Officer’s Reference</th>
<th>File Reference</th>
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<tr>
<td>1. 13</td>
<td>October 2011</td>
<td>Agenda papers and minutes of special meeting of Customer and Partnerships Committee</td>
<td><a href="http://www.rugby.gov.uk">www.rugby.gov.uk</a></td>
<td>Committee papers system</td>
</tr>
<tr>
<td>2. 3</td>
<td>November 2011</td>
<td>Agenda item 6 and minutes of Customer and Partnerships Committee meeting</td>
<td><a href="http://www.rugby.gov.uk">www.rugby.gov.uk</a></td>
<td></td>
</tr>
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<td>3. 6</td>
<td>February 2012</td>
<td>Agenda item 10 and minutes of Rugby Borough Council meeting of Cabinet</td>
<td><a href="http://www.rugby.gov.uk">www.rugby.gov.uk</a></td>
<td></td>
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<td>4. 13</td>
<td>December 2011 and 14 February 2012</td>
<td>Minutes and agenda papers of Rugby Local Strategic Partnership Board meeting</td>
<td><a href="http://www.rugby.gov.uk/lsp">www.rugby.gov.uk/lsp</a></td>
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</tr>
</tbody>
</table>
1. RECOMMENDATIONS

The Committee wishes to make the following recommendations to Rugby Borough Council’s Cabinet and to Rugby Local Strategic Partnership, as indicated below:

**Significant proposals which will require commitment of time or financial resources**

1. A strategic group should be established, sitting above the Youth Consortium, to coordinate youth provision, align available resources and provide a clear long-term vision. (RBC and Rugby LSP)

2. The strategic group should have specific responsibility for ensuring that robust processes are in place for safeguarding young people and ensuring those delivering youth work are subject to relevant checks. (Rugby LSP)

**Improvements that could be made quickly and at low cost**

3. Young people should be represented on the strategic group, and on the Youth Consortium. (RBC and Rugby LSP)

**Modifications of existing policies and procedures**

4. A Rugby Borough Council Steering Group should be established to coordinate and provide a strategic lead to the Council’s work in relation to youth provision. (RBC)

The Committee also decided that it would include a follow-up to the review in its timetable for spring/summer 2012, and that this would be submitted to the overview and scrutiny work programme workshop in the New Year. The Committee has also made a commitment to include a standing item on their meeting agendas inviting the Youth Council to attend and make any representations.

2. OBJECTIVES

The purpose of the review was to consider the potential impact in the borough of reduced budgets for youth services, and to establish what plans are in place to support ongoing provision. The Committee was also interested to explore the change in service model by the County Council from universal services to early intervention services, and to consider how the universal service will be delivered in the future.

A one page strategy for the review was agreed by the Committee, setting out a number of questions the Committee wished to address. The review findings are presented below in response to those questions.

It was recognised that the Committee would only be able to gain a snapshot of what was happening in a rapidly evolving landscape.
3. METHODOLOGY

The Committee held a special meeting at the Lawrence Sheriff School on 13 October 2011. This was attended by more than 30 individuals. A number of key contributors were invited to give evidence to the Committee and to take part in the discussion. These included:

- Rugby Youth Council: Chloe Nichols, Josh Newman, and Robert Harling
- Warwickshire County Council
  - Councillor Heather Timms, Warwickshire County Council Portfolio Holder for Child Safeguarding, Early Intervention and Schools
  - Mark Gore, Head of Service, Learning and Achievement Division, Warwickshire County Council and Lead Officer for the Children and Young People’s Theme Group of Rugby Local Strategic Partnership
  - Stephen Bell, Rugby Area Team Leader, Youth and Community Services
- Martin Green, Community Development Officer, RBC
- Gareth Hopkins, Rugby Youth Consortium
- Phil Hopner, Coventry and Warwickshire YMCA
- Andy Winter, Chief Executive, Coventry and Warwickshire YMCA
- Victoria Jones, Manager, Warwickshire Children and Voluntary Youth Services
- Paul Tolley, Chief Executive, Warwickshire Community and Voluntary Action
- Kevin Brookes, Positive Futures Co-ordinator, RBC
- William Clemmey, Chief Executive, Warwickshire Association of Youth Clubs
- Anna Andrews, Targeted Support Youth Worker, WCC
- Revd Dr Mark Beach
- Dr Rex Pogson, Bradby Club
- Councillor Leigh Hunt, Portfolio Holder for Sustainable Inclusive Communities, Rugby Borough Council

Contributors were invited to submit written evidence to be circulated in advance of the meeting. Documentation was received from Rugby Youth Council, Rugby Youth Consortium, Coventry and Warwickshire YMCA, RBC Positive Futures team and Warwickshire Association of Youth Clubs.

At their scheduled meeting on 3 November 2011 the Committee reviewed the evidence they had received and developed the conclusions and recommendations of the review. Representatives from Rugby Youth Council attended the meeting and were given the opportunity to help shape the outcomes of the review.

All of the papers relating to this review can be found online at www.rugby.gov.uk, by following the links to the Committee Papers system and then clicking on Customer and Partnerships Committee and selecting the 13 October 2011 meeting.

4. FINDINGS

4.1 What is the latest position with regard to the proposals in the ‘Facing the Challenge – Youth Services’ consultation by Warwickshire County Council and what are the implications of the policy shift towards more targeted services with an early intervention model?

Warwickshire County Council has had to make significant savings within its youth services budget. This has required a radically new approach to deliver the most from the funding
available. The model chosen is one of a small number of Centres of Excellence (now termed as local authority satellite centres) across the county supporting local youth provision, which will be less focused around premises.

The County Council has identified four strands in their commitment to “transforming Youth Services in Warwickshire”:

- Continuing to ensure that young people have a voice through representative bodies and through area and locality forums
- Enabling and developing capacity within the voluntary sector
- Developing a flexible youth worker work-force that can meet some of the needs of young people in areas where there is no other provision
- Focusing direct work on young people ‘at risk’.

Within Rugby, it was reported to the Committee that:

- By removing the time spent on centre management, it is hoped that the average time spent by the full-time staff in direct work with young people will be doubled. The aim is to ensure they spend 60-65% of their time interfacing with young people.
- A Senior Practitioner post was created in September 2011 to support community-led provision and build capacity within the voluntary sector.
- Full-time youth workers will be targeted at the most vulnerable (shifting away from universal services).
- Full-time staff have been reorganised and a more flexible body of part-time youth workers is expected to be in place by December 2011.
- 9 youth workers and 4 locality workers have been lost from a complement of 38 youth workers, with most taking voluntary redundancy or retirement.

The Committee learnt of a number of examples of communities rallying to preserve youth provision in their local areas. There has been a groundswell of enthusiasm and commitment from communities in Rugby. However, a key challenge to this arises from the uncertainty regarding youth work staffing and how the provision will be delivered in the New Year.

In response to the County Council’s youth premises consultation, five expressions of interest have been received, and business cases are being developed. The latest update from the County Council (October 2011) states that:

- Talks are on-going as to whether Hill Street Youth and Community Centre will transfer to the community.
- Dunchurch Youth Centre is to cease operations and the building returned to the landlord.
- Brownsover Youth and Community Centre is subject to on-going discussions regarding transfer.
- Fareham Youth Centre community youth provision will continue at another centre.
- Discussions are taking place about a community group continuing youth provision at Binley Woods Youth Centre.
- Wolston Youth Club premises have returned to the landlord but a local group has expressed an interest in continuing provision.
Rugby Borough Council has been able to make £30,000 from unallocated community grants available to Hill Street Youth and Community Centre as seed funding. Another £20,000 will be made available in grants to new and existing groups in the borough. The Council’s Grants Working Party will be meeting to decide on the grant awards before Christmas, and two members of the Youth Council are to be invited to sit on the Working Party.

The representatives of the Youth Council who contributed to the review raised concerns about the exclusive nature of targeted provision. They argued that all young people are vulnerable, and that youth provision should be accessible to all, not just those already “in the system” and identified as being vulnerable. They also raised concerns that there may be some who slip through the net, who need support but are not identified as being “vulnerable enough” to access targeted provision.

4.2 How are partners working together to respond to the financial challenges?

The main forum for this partnership working appears to be through the Youth Consortium, although in the different localities where youth premises are under review there are examples of partners working together creatively to find ways of continuing youth provision in the local area. These include the establishment of a management board for Hill Street Youth and Community Centre, and work in Hillmorton to continue the provision offered at Fareham Youth Centre through a community group operating at 2 other centres.

Details of the work and role of the Youth Consortium can be found in section 4.6.

4.3 Are there any known gaps in provision, and needs that are not being met under the proposed new arrangements?

Rugby Youth Consortium has been working with IT technicians at Rugby Borough Council to map youth provision in the borough and link this to an electronic database of all youth-orientated activities. This has the potential to be used for identifying gaps in youth provision and helping to match available resource to needs.

The database will be promoted through social networking sites and made available to the community, and linked to council websites. There is a similar database project underway for the whole of Warwickshire (The Zone) and it was suggested that links should be made to this.

The Youth Consortium has also used evidence from the Borough Regeneration Strategy about areas of deprivation to identify and address gaps in provision. This has led to the development of open access provision in Overslade.

The issue of access to youth provision by young people living in rural areas was identified, particularly with the reduction in bus services. The County Council reported that they are looking to work with local communities to continue provision, and are also committed to retaining a mobile facility, able to bring youth provision to an area for a limited time.

Other gaps identified by contributors include the town centre (outside McDonalds) and ‘focused support’.

The point was made that there is a lot of short-term thinking in the current climate, whereas the work of engaging disadvantaged young people requires longer-term
relationship-building. There was concern that a key gap in the proposed new arrangements was in the continuity of staffing and the potential for longer-term relationship building with young people.

In their submission to the Committee, Coventry and Warwickshire YMCA made the following point:

“The question is not so much about what are the gaps but how can a strategic approach be developed to share resources and prioritise need, for example significant funds are required to develop Hill Street as a long term youth provision while at the same time there has been a proposal to develop a youth cafe in the town centre to work with young people hanging out outside McDonalds. Are there enough resources for the 2 to co-exist? What is the priority? Is there a way to bring the 2 projects together?”

4.4 What role are young people playing in informing decisions and shaping future youth provision in the borough?

In their presentation to the Committee, the representatives of the Youth Council said that communication “has been slow and fragmented and we don’t seem to have been listened to. Our questions were misinterpreted or deliberately avoided, showing a lack of respect for young people’s voices and echoing fears that our views, although well presented, were not appreciated or valued”.

This point was echoed in the submission to the Committee from Coventry and Warwickshire YMCA, who stated that “young people have been excluded and marginalised by the transformation agenda” and questioned whether decision-makers are “prepared to really listen and act on young people’s ideas/contributions”.

The County Council for their part expressed a genuine desire to ensure that the voice of young people was captured to inform the way forward and expressed regret that this had not been the perception of the young people represented. It was recognised that there remains a challenge to reassure young people and their local communities that services for young people will continue to be delivered.

The Youth Consortium has been involved in developing Youth Forums in the north and west of the borough, and links were being forged with the existing Community Forums, with young people attending meetings and making presentations.

There was a consensus that young people needed to have a specific role within the Youth Consortium, and there had already been discussions about having young people represented on the Consortium and changing meeting times to facilitate this. Young people are the informed users of youth provision and best placed to identify gaps in provision.

4.5 What capacity does the wider voluntary and community sector have to fill any gaps in services?

Questions were raised by contributors around the long-term sustainability of greater community-led youth provision. Communities have rallied around a concern for local buildings, and many are seeking funding to pay youth workers – but the challenge is to make this sustainable and encourage more community volunteers. There was concern that the new arrangements may be too reliant on volunteers.
Similarly, with the assets of existing youth centres and consequent liabilities being passed to community groups, there is a question as to whether this is sustainable in the longer-term. There are inherent risks in this approach.

In their submission to the Committee, Coventry and Warwickshire YMCA stated:

“A lot of expectation is being placed on the Third Sector. Do we have the capacity to fill all the gaps? Undoubtedly the sector will try but whether this response can be long term and sustainable is unlikely, unless there is a recognition that significant funds are made available. Volunteers and the voluntary sector should not be seen as a cheap alternative to the statutory sector.”

Concerns were also raised regarding voluntary workers with regard to safeguarding young people. Statutory agencies support the voluntary sector to ensure that voluntary workers undergo CRB checks and the right procedures are in place, and it is important to provide ongoing supervision and training. WCVYS have a key role in promoting the 'safeguarding' agenda within voluntary sector youth work, and helping to ensure that small grassroots organisations delivering youth provision are supported in this.

In a number of areas faith-based groups and churches are playing a key role in plugging gaps and helping to facilitate ongoing provision. The Rugby Youth Council members raised concerns about faith provision replacing local authority youth work. In response a number of contributors emphasised the positive role that churches and faith-based organisations were playing. They stressed that faith-based organisations are supporting youth work with open access provision and they do not see this as an opportunity to indoctrinate.

4.6 What is the strategic role of the Youth Consortium in response to these challenges?

The Youth Consortium was initially established four years ago to bring together groups, agencies and individuals delivering work with young people across Rugby to co-ordinate provision, identify gaps in provision and develop a collective response. It is operating in three main areas:

- Coordination
- Volunteer programmes
- Youth forums

The overall view from the contributors was that the Youth Consortium has been effective and successful in establishing strong partnership working in the youth sector, and has become a strong and independent organisation. The model is unique in Warwickshire and the presence of the Youth Consortium has made Rugby well-placed to respond to the challenges of the transformation agenda.

Although the original project funding for the Consortium ends in August 2012, strong partnership working has been an important bi-product which should outlive the original project. The Youth Consortium is now entering a new phase, partly as a result of the transformation agenda, and a visioning document submitted to the Committee demonstrated its potential to respond to the changes to youth services.
Partnership working is a key function of the Consortium, and increasingly it has an important role to play in looking strategically at how to use available resources and in developing a long-term vision for youth work.

4.7 What is the role of Positive Futures and what are the future plans for this service?

Positive Futures is a social inclusion project run by Rugby Borough Council which specifically aims to support, develop and motivate young people in priority areas. Positive Futures has been established in Rugby since 2002, originally based in Newbold but now having venues for regular activities in Newbold, Brownsover and Overslade.

Positive Futures provides youth clubs and recreational activities as well as educational programmes within both school and youth club settings to provide young people with alternative provisions. They have increased their activities from 6 to 15 sessions a week, including some at the weekend.

They have worked alongside the Community Safety Partnership on issues of drugs and gang culture, and anti-social behaviour. Since they started to provide youth services on Fridays and Saturdays, there has been a 30% decrease in anti-social behaviour in Brownsover.

The plans for the future of Positive Futures include:
- Consolidating work in Brownsover, Newbold and Overslade, with expansion in Overslade
- More work in secondary schools to replace loss of mentoring projects
- Work with those pupils who would previously have gone to the Pupil Referral Unit
- Alternative education programmes which offer nationally recognised accreditation, eg. Sports Leaders, Art Awards, Youth Achievement Awards through UK Youth
- Exploration of alternative funding streams in conjunction with Community and Housing Associations, eg. Orbit and Affinity Sutton
- Expansion of work into Benn Ward
- Specific targeted work in primary schools to support the transition of Year 6 pupils to secondary school
- Work in conjunction with other partner agencies and members of Rugby’s Youth Consortium to ensure gaps in provision are addressed and share good practice
- Provision of a volunteer strategy and programme to develop young people who want to play a more proactive role
- Development of young people to become part of youth forums and represent their peers at Locality Meetings

4.8 How will co-ordination and assessment of youth services be delivered in the future?

An important theme emerging from the discussion at the review meeting was that there is a need for a mechanism to coordinate and align resources to sustain youth provision, and prevent voluntary and community sector groups from competing with one another for the same funding. It was suggested that this could take the form of a slim line, strategic group sitting above the Youth Consortium.
There are a number of pockets of work across the Borough Council that contribute to youth provision, and there is also a need for better coordination of this work. It was suggested that a Steering Group for youth provision, similar to the Rugby Area Play Partnership, would be a helpful way of providing this strategic coordination at the Borough Council level.

4.9 How will future youth provision relate to the borough’s Regeneration Strategy priorities?

Although this question was not explicitly addressed, the Committee received evidence to demonstrate that the work of the Youth Consortium has centred largely on the four priority neighbourhoods identified in the Regeneration Strategy. The Consortium has used the evidence from the Regeneration Strategy about areas of deprivation to identify and address gaps in provision.

5. CONCLUSIONS

The Committee drew the following conclusions from the evidence gathered at the review meeting:

- The reduced budgets for youth services have created new opportunities to engage with the wider community around youth provision.

- The Youth Consortium has been effective and successful in establishing strong partnership working in the youth sector, which consequently has been well-placed to respond to the challenges of service changes. This model is unique in Warwickshire.

- High expectations are now being placed on the Youth Consortium to provide coordination and strategic overview of youth services. The distinction between commissioner and provider is in danger of being confused.

- It can no longer be expected that local authorities will take a lead in coordinating youth provision, and so there is a need for different leadership and management structures, operating on a partnership basis.

- There needs to be a mechanism in place to coordinate and align resources to sustain youth provision, and prevent voluntary and community sector groups from competing with one another for the same funding. This could take the form of a slim line, strategic group sitting above the Youth Consortium, allowing the Consortium to continue its role in delivery.

- There are questions around the long-term sustainability of greater community-led youth provision and there is a challenge to encourage more community volunteers over the longer-term. There is concern that the new arrangements may be too reliant on volunteers.

- Similarly, with the assets of existing youth centres and consequent liabilities being passed to community groups, there is a question as to whether this is sustainable in the longer-term. There are inherent risks in this approach.
• There are some concerns in the community regarding the plans for a pool of part-time youth workers, with particular issues around the continuity of staff working with young people.

• There is a need for a clearer overall vision and for more consistent messages about what the new model looks like. This sits alongside a need for more long-term thinking and resourcing of youth provision.

• There is a balance to be struck between open access and early intervention.

• Young People need to have a role within the Youth Consortium, and on the suggested strategic group. Young people are the informed users of youth provision and best placed to identify gaps in provision.

• It is important to ensure robust processes are in place for safeguarding young people as more provision transfers to the voluntary and community sector.

• There is a need for agencies to communicate effectively and work closely together to avoid duplication and keep on working with communities to give the support needed.

• Appropriate support and training for youth workers, particularly volunteers, is crucial.

• There remains a challenge to reassure young people and their local communities that services for young people will continue to be delivered.

• There is a need for better coordination of the Borough Council’s contribution to youth provision and the Council should establish a Steering Group for youth provision, similar to the Rugby Area Play Partnership.

• It is important not to lose momentum, and to encourage the groups who attended the special meeting to continue working together. The Committee should follow up on the review, and include this in its timetable for spring/summer 2012. This should be submitted to the overview and scrutiny work programme workshop in the New Year.
COMMITTEE MEMBERS

The members of the Customer and Partnerships Committee who undertook the review were:

Councillor Ms Claire Edwards (Chairman)
Councillor Mrs Claire Watson (Vice Chairman)
Councillor Graham Francis
Councillor Robin Hazelton
Councillor Miss Kathryn Lawrence
Councillor Tom Mahoney
Councillor Mrs Noreen New
Councillor Bill Sewell
Councillor Adrian Warwick

FOR FURTHER INFORMATION

Please contact:

Debbie Dawson
Democratic and Scrutiny Services
tel: 01788 533592
e-mail: debbie.dawson@rugby.gov.uk

ACKNOWLEDGEMENTS

The Committee wishes to thank all those who attended and contributed to the special meeting on 13 October 2011 and those who submitted written evidence to the review.
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Customer and Partnerships Committee</th>
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</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>11 April 2013</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>Committee Work Programme</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Contact Officer</strong></td>
<td>Debbie Dawson, Tel: 01788 533592</td>
</tr>
</tbody>
</table>

**Summary**

The report presents the recommendations from the Overview and Scrutiny Management Board for the committee’s future work programme, following the annual work programme planning process. It also updates the committee on the progress of task group reviews within its remit and provides details of the forward work programme for the committee’s scheduled meetings.

**Financial Implications**

There is a budget of £1,000 available to the Overview and Scrutiny Management Board in 2012/13 and again in 2013/14 to spend on the delivery of the overview and scrutiny work programme.

**Risk Management Implications**

There are no risk management implications arising from this report.

**Environmental Implications**

There are no environmental implications arising from this report.

**Legal Implications**

There are no legal implications arising from this report.

**Equality and Diversity**

No new or existing policy or procedure has been recommended.
Summary

The report presents the recommendations from the Overview and Scrutiny Management Board for the committee’s future work programme, following the annual work programme planning process. It also updates the committee on the progress of task group reviews within its remit and provides details of the forward work programme for the committee’s scheduled meetings.

1. PROGRESS ON SCRUTINY REVIEWS

The final reports of the reviews of Housing Income Protection and Inward Investment were considered by Cabinet on Monday 11 March 2013. In both cases the review recommendations were accepted in full.

The committee currently has no other scrutiny reviews underway within its remit.

2. REVIEW PROPOSALS AND COMMITTEE WORK PROGRAMME FOR 2013/14

2.1 Task group reviews

The Overview and Scrutiny Work Programme Workshop took place on 4 March 2013, to draw up a programme of scrutiny reviews for 2013/4. The outcomes of the workshop were considered by the Overview and Scrutiny Management Board on 18 March 2013 and the following reviews were allocated to this committee:

<table>
<thead>
<tr>
<th>Carry out as first priority</th>
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<tbody>
<tr>
<td>Universal credit and welfare reforms</td>
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<table>
<thead>
<tr>
<th>To be included in the work programme</th>
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<tbody>
<tr>
<td>Fixed-term tenancies</td>
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<tr>
<td>Health services</td>
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<tr>
<td>Road surface condition and response of Warwickshire County Council, and footpath and pavement repairs. (Because responsibility lies with WCC a joint review is proposed.)</td>
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<tr>
<td>Neighbourhood planning – light touch review. (January 2014 or whenever there are outcomes to report from the Coton pilot.)</td>
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</table>

The Board asked that the universal credit and welfare reforms task group should be appointed and begin work as soon as possible, and that scoping work should be carried out by the committee at this meeting. Accordingly, a draft one page strategy will be tabled at the meeting and the committee will be asked to agree the scope of this review as the...
basis for recruiting task group members as soon as possible after the annual council meeting in May.

It is proposed that the fixed-term tenancies and health services reviews should be scoped at the Committee’s June meeting.

Since the OSMB meeting on 18 March scrutiny officers have been in contact with colleagues at Warwickshire County Council regarding the proposed joint review regarding road and pavement condition and repairs. It transpires that the County Council’s Communities Overview and Scrutiny Committee carried out work in 2012 on the new highway maintenance contract, including updates on the performance of the new contractor. The Communities OSC is scheduled to look at the performance of the contract again in September 2013. It is proposed that in June officers will give a more detailed update on work already carried out by the County Council and explore the scope for further joint scrutiny work on the topic.

2.2 Committee overview items

Amongst those review proposals not included in the work programme, the Board identified a further piece of work to be included as an agenda item at a future meeting of the committee. The topic was disused garages, and it was reported that work is being done on a case by case basis, though the housing service does not have the capacity to undertake a comprehensive review on this topic. It was therefore proposed that a report should be made to this committee in November 2013 on the action that is being taken.

In addition, one of the actions included in the action plan for the review of inward investment was that the working group established in relation to the Rugby World Cup events in 2013 and 2015 should provide feedback to this committee, by November 2013, on activities to promote economic development opportunities arising from the events.

The committee continues to include the following routine items on its meeting agendas:

- Six-monthly review of progress against scrutiny review action plans (June and November
- Standing update from Rugby Youth Council
- Standing health and wellbeing update, including feedback from the council’s representative on the Warwickshire County Council Adult Social Care and Health Overview and Scrutiny Committee, and Health champion
- Air quality monitoring annual report
- Feedback from the council’s Children and Young People’s Champion

The committee is asked to confirm these future work programme items, as detailed in appendix 1.

3. PLANNING FOR FUTURE MEETINGS

The items included in the work programme for the Committee’s meeting on 20 June 2013 are detailed in the future work programme at appendix 1. Further explanations of the agenda items for that meeting are given below, where necessary.
3.1 Healthwatch Warwickshire

This item has been put back from this meeting as appointments to key positions in Healthwatch Warwickshire were only made in late March.

The new Healthwatch Warwickshire, which is replacing the LINk, is in operation from 1 April 2013. HealthWatch is the new, independent consumer champion for health and social care in England. In Warwickshire, the contract to set up the local Healthwatch was awarded to a local consortium led by Warwickshire Community and Voluntary Action (WCAVA).

The new Chairperson (tbc) and Chief Executive (Deb Saunders) will be invited to attend the meeting in June to talk to the Committee about their role and plans. It is suggested that the Committee may wish to explore with them opportunities to work in partnership with Healthwatch in their scrutiny and accountability role. The committee chairmen have also suggested that Dr Adrian Canale-Parola, the Chair of Coventry and Rugby Clinical Commissioning Group, should be invited to attend the meeting to advise the Committee on the new commissioning arrangements.

3.2 Town Centre

During the work programme planning process for 2012/13 it was noted that the Planning Services Working Party would be working on the production of a development plan document for the town centre. It was agreed at the time that the committee would schedule a themed meeting on the town centre in June 2013 to consider progress on the development plan document and also to assess the impact of the major events staged in the town centre in 2012 (following a recommendation of a previous scrutiny review).

The town centre development plan document is due to be considered at a meeting of the Planning Services Working Party at the end of March 2013, and by June will be subject to public consultation. At the committee meeting in June the Development Strategy Manager will present the document and explain the background behind it. The Economic Development Officer will outline the key events held in the town centre in 2012 and assess the impact of these events for the borough.

3.3 Air quality

A previous scrutiny review recommended that the council’s annual Air Quality Progress Report should be subject to scrutiny by the Committee. At the meeting in June, officers will be able to present the latest annual progress report to the Committee for scrutiny. In addition, officers will update members on other work over the past year in relation to air quality monitoring and management.

The Government has formally published its intention to “review the role and responsibilities of local authorities to help ensure that action is taken by those with relevant powers to address the key issues (eg. transport emissions)” and to launch a consultation on options (including the potential transfer of responsibility for air quality monitoring to upper tier authorities) in May 2013. It is hoped that the consultation document, and the council’s draft comments in response, could be presented to the committee for their consideration in June. The Government’s implementation plan envisages that regulations would be published in late 2013 or early 2014, with a target implementation date of October 2014.
4. CONCLUSION

The Committee is asked to:

- agree the focus of items for the 20 June meeting of the Committee; and
- determine and approve the forward work programme for the Committee.
Name of Meeting: Customer and Partnerships Committee

Date of Meeting: 11 April 2013

Subject Matter: Committee Work Programme

**LIST OF BACKGROUND PAPERS**

<table>
<thead>
<tr>
<th>Document No.</th>
<th>Date</th>
<th>Description of Document</th>
<th>Officer’s Reference</th>
<th>File Reference</th>
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<tbody>
<tr>
<td>1.</td>
<td>18 March</td>
<td>Overview and Scrutiny Management Board, agenda and minutes</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>2013</td>
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<td>2012</td>
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## Customer and Partnerships Committee – Work Programme

### 11 April 2013 (to be held at Hill Street Youth and Community Centre)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Who to involve</th>
<th>Budget considerations</th>
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</table>
| UHCW Integrated Business Plan| Integrated Business Plan highlighted by Mr Hardy in discussion at Committee meeting February 2012. Also to include:  
- Update on the impact of the Birch Ward closure  
- Plans for the future of St Cross Hospital  
- Provision of diagnostic services at St Cross  
- Progress of the Trust in the application for Foundation status  
- Transport and parking at UHCW (how is the situation improving as a result of the measures put in place?)  
- Discharge of patients into community care  
- Cost improvement savings (what savings have been identified?) | Gail Nolan, Chief Finance Officer and Deputy Chief Executive Officer, UHCW |            |
| Rugby Youth Council | Standing Item
Report back from outgoing VOX members and MYP on the campaigns they have been working on over past year and to talk more about plans for a youth café. | Retiring youth council members |
|---------------------|-------------------------------------------------------------------------------------------------|----------------------------------|
| Review of Youth Provision follow-up | To receive an update on youth provision in the borough and progress made in relation to the recommendations to Cabinet and the LSP Board arising from the committee’s light touch review | Cllr Leigh Hunt
Lead Officer for Children and Young People’s Theme Group of Rugby LSP
Peter Hatcher, Targeted Youth Services, Warwickshire County Council |
<p>| Feedback from Children and Young People’s Champion | | Councillor Sally Bragg |
| Health and wellbeing update | Standing item | Councillor Health Champion and council representative on WCC Adult Social Services and Health OSC |
| 2013/14 Committee Work Programme | To consider recommendations from OSMB regarding the draft work programme for the coming year | |</p>
<table>
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<th>Budget considerations</th>
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<tbody>
<tr>
<td>Rugby Youth Council</td>
<td>Standing Item</td>
<td>Councillor Health Champion and council representative on WCC</td>
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<td></td>
<td></td>
<td>Chief Executive and Chairman Healthwatch Warwickshire</td>
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<td>Chair of Coventry and Rugby</td>
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<td></td>
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<td>Clinical Commissioning Group</td>
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<tr>
<td>Health and wellbeing update</td>
<td>Standing item</td>
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<td></td>
<td>Focus on Healthwatch</td>
<td></td>
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<tr>
<td>Air quality monitoring annual report</td>
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<td>Regulatory Services Manager</td>
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<tr>
<td>Government consultation on transfer of responsibility for air quality monitoring</td>
<td>The Government intends to consult on transferring responsibility for air quality monitoring to the authority with power to influence the main pollutant (ie. the county council) in April 2012. Consultation document to come to CUSP for comment.</td>
<td>Regulatory Services Manager</td>
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<td>Progress against scrutiny review action plans</td>
<td>Routine 6-monthly review, as agreed at OSMB (agenda item 11) 19 March 2012</td>
<td>Scrutiny officers Heads of Service and responsible officers as required</td>
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### 12 September 2013

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### 14 November 2013

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<td>Scrutiny officers and Heads of Service and responsible officers as required</td>
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<tr>
<td>Disused Garages</td>
<td>Officer report on work undertaken by the housing service in relation to garage sites owned by the council.</td>
<td>Housing and Regeneration Manager</td>
<td></td>
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<tr>
<td>Rugby World Cup 2013 and 2015 events</td>
<td>Feedback from working group on activities to promote economic development opportunities arising from the events</td>
<td>Economic Development Officer</td>
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30 January 2014

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<thead>
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**Customer and Partnerships Committee – Programme of Reviews**

<table>
<thead>
<tr>
<th>Review title</th>
<th>Start date</th>
<th>Progress</th>
<th>Expected report date</th>
<th>Budget considerations</th>
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<tbody>
<tr>
<td>Housing income protection – minimising council rent arrears</td>
<td>July 2012</td>
<td>Reported to Cabinet, 11 March 2013</td>
<td>February 2013</td>
<td>Around £30 spent on refreshments and venue hire for focus groups.</td>
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<tr>
<td>Inward Investment</td>
<td>September 2012</td>
<td>Reported to Cabinet, 11 March 2013</td>
<td>February 2013</td>
<td>None anticipated.</td>
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