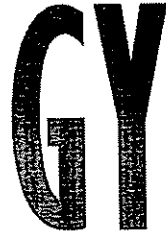


G R E A T Y A R M O U T H



LOCAL STRATEGIC PARTNERSHIP

Working with the Community

A G E N D A

for the

GREAT YARMOUTH LOCAL STRATEGIC PARTNERSHIP EXECUTIVE

14 November 2008

at 10.00 am

**in the Training Room, Cobholm and Lichfield
Resource Centre, Pasteur Road, Great Yarmouth**

G R E A T Y A R M O U T H



LOCAL STRATEGIC PARTNERSHIP

Working with the Community

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MEETING OF THE GREAT YARMOUTH LSP EXECUTIVE

Date: Friday, 14 November 2008
Time: 10.00 am
Venue: The Training Room, Cobholm and Lichfield
Resource Centre, Pasteur Road, Great
Yarmouth*

* Please note the venue

A G E N D A

DECLARATIONS OF INTEREST

Members should declare interests in any items on the agenda when a decision on it could affect the financial position of himself, a relative or friend. Having declared an interest, the Member should not take part in the discussion of, or voting on, the item if the interest is significant. A "significant" interest is one which a member of the public would consider to be so significant as to prejudice the individual's consideration of the public interest.

1. APOLOGIES FOR ABSENCE

2. MINUTES

To confirm the minutes of the meeting held on 17 October 2008 (pages 1-5), together with the minutes of the joint meeting of the Board and the Executive held on 25 September 2008 (pages 6-11).

3. MATTERS ARISING

To consider any matters arising from the above minutes.

ITEMS FOR DECISION/DISCUSSION

4. RESHAPING THE LSP – CHANGE MANAGEMENT PROCESS

The LSP Officer will report further at the meeting and Members are asked to consider the attached draft Change Management Plan (pages 12-17).

5. WORKING NEIGHBOURHOOD FUNDING – COMMISSIONING GROUP

To receive an update in relation to the above.

6. NEIGHBOURHOOD MANAGEMENT – ROLL OUT OF LOCALITY WORKING

The Neighbourhood Manager will report further at the meeting.

7. UPDATE ON OPPORTUNITIES BY CAREERS GUIDANCE EVENT

The organisers will report on the recent Careers Guidance event held for local High Schools at the King's Centre, Gorleston.

8. COMMUNITY VIEWS ON PUBLIC SERVICES

The LSP Officer will report further at the meeting and the Executive will be asked to consider any views received on public services.

9. PERFORMANCE AGAINST TARGETS – CRIME/COMMUNITY SAFETY

Carol Congreve will report further at the meeting.

10. FUTURE AGENDA ITEMS

To agree any future agenda items.

ITEMS FOR INFORMATION

11. enterpriseGY

A verbal update relating to the above will be given at the meeting.

12. FORA UPDATES

Forum Facilitators will report on any activity since the last meeting.

13. DATE AND TIME OF NEXT MEETING

To confirm the date of the next meeting as Friday, 19 December 2008 at 10.00 am.

14. ANY OTHER BUSINESS

To consider any other items of business.

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MEETING OF THE GREAT YARMOUTH LSP EXECUTIVE

17 October 2008 – 9.00 am

PRESENT:

J Ratcliffe (Great Yarmouth Borough Council) (in the Chair); T Aydin (Great Yarmouth People), L Blizzard (Great Yarmouth and Primary Care Trust), M Burns (Great Yarmouth Borough Council), P Cheeseman (Voluntary Sector Partnership), C Congreve (Norfolk Constabulary), J Cook (Norfolk County Council – Adult Services), T Dadoun (GO-East), E Dewsnap (Norfolk County Council), H Foale (Learning and Skills Council), A Forrest (Great Yarmouth Community Trust), J Holt (Jobcentre Plus), B Horner (Norwich and Norfolk Voluntary Services), R Leeke (Norfolk County Council – Children's Services), D Martin (Business Link East).

M Hartley, R Read, P Wright and K Edmonds (Borough Council Officials).

T Leonard (LSP Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from A Cousins and P Witcombe.

2. MINUTES

The minutes of the meeting held on 15 August were confirmed, subject to the amendment to the item on the National Apprenticeship Service that this should have stated "full capital programme of development which includes" as this issue was not just around construction industry training.

3. MATTERS ARISING

(a) Membership

The LSP Officer stated that he had been approached by a non-Executive Director of the Probation Service who had asked if the LSP Executive would agree to the Probation Service joining the LSP. It was agreed that the Crime Reduction Manager would deal directly with the Probation Service on this issue.

(b) Attendance at Future Meetings

It was agreed that Tony Dadoun would be invited to attend future LSP Executive meetings.

(c) **National Apprenticeship Service**

The Learning and Skills Council's Representative stated that item 12 on the minutes at the previous meeting should have stated "full capital programme of development which includes" as this issue was not just around construction industry training.

(d) **Sustainable Community Strategy**

The Executive was informed that the Sustainable Communities Strategy was finalised and would be presented to Cabinet and Council and would include the Primary Care Trust's comments.

4. **WORKING NEIGHBOURHOODS FUND**

The Chair detailed the report attached to the agenda stating that the LSP Employment and Skills Working Group had been investigating the investment of the Working Neighbourhoods Fund. The LSP Executive was asked to endorse the recommendations included in the report. It was reported that a small Group would be created which would comprise of organisations that would not financially benefit from the Working Neighbourhood Funds. The Economic Development Officer stated that the last recommendation forwarded to the Employment and Skills Working Group needed to be clarified as to what the LSP Executive would expect from the Employment and Skills Group. The Chair stated that some of the specifications were not achievable by Great Yarmouth Borough Council alone and would need outside organisation skills to be achievable. The Great Yarmouth Community Trust representative spoke of Target Six stating that there were different pathways into work and that it may be possible to have softer skills as well as formal skills. The Chair stated that the skills and support required would be tailored to each individual's needs. It was suggested that funding could be given to Pre-Entry Level and Level One skills and it was agreed that this would be built into the programme. A Member also asked if instead of aiming at the 25 plus age group if this could include the 16 plus age group and this was agreed. The Economic Development Officer stated that there was a need to identify the gaps and to then address them. The LSP Officer asked what outcomes would be recommended for softer skills and it was reported that these had not been determined yet. This would now need to be carried out. It was agreed that evidence needed to be provided to show that people were working along a pathway towards a goal and not necessarily achieving the overall goal of employment.

The LSP Officer stated that the Audit Commission's visit to Great Yarmouth Borough Council to look at NRF had been successful due to the outcome evidence provided. It was reported that provision of ESOL needed to be investigated in case there was a possibility that the demand was not met. Concern was raised at how progress could be made with people on Incapacity Benefit and the Chairman stated that this could be done by working alongside GPs and the PCT. The LSP Officer stated that transition money amounting to £500,000 had been allocated so far. Tony Dadoun pointed out that other LSP's throughout the country had been criticised in the press about how they spent WNF money and so there was a need for Great Yarmouth Borough Council to be aware of this.

Trish Aydin stated that there were a number of community people wishing to know how they could access WNF funding as they were currently waiting for training. She also stated that a measurement of outcomes was currently carried out by service providers. It was agreed that the discipline of NRF administration needed to be adopted for WNF funding. The Representative for Norfolk County Council Children's Services stated that the range of opportunities available in the Borough was good and that there was a need to clarify how

providers would be held to account to ensure that progress would be made and that this could be linked to the outcomes. The Chair stated the cost of the plans would be presented at the next meeting for approval and that all comments that had been made today would be included in the Delivery Plan.

5. EMPLOYMENT AND SKILLS SUB-GROUP

The LSP Officer reported that it was agreed that the Strategy should be amended to not detail providers' names. It was reported there should be linkages between LEGI and Working Neighbourhoods Fund. The Economic Development Officer stated that it would be a joined-up delivery. It was reported that the Resources Advisory Group would be chaired by an Elected Member, Councillor Ames. The LSP Officer stated that there was a need to ensure that jobs were retained or created in the Borough. The LEGI Scheme was primarily working with employers, WNF could be used primarily to work on the client group who were unemployed.

6. ITEMS FROM GYP/COMMUNITY PARTNERSHIP

Trish Aydin tabled a document showing two models of rolling out Neighbourhood working along with comments which were from workshop sessions held by community groups.

The LSP and GYP joint event would be held on Saturday, 7 March 2009 and the LSP Executive Members were asked for volunteers to attend the event. The LSP Executive was informed that a Community Cohesion Survey had been completed and that the results of this would be e-mailed to all Members of the Executive after the meeting.

The Executive was informed of the Norfolk Unite Consortium stating that this was a partnership including voluntary sector and learning providers. It was reported that mechanisms needed to be in place to engage residents in the Council's services. It was reported that there was now a need to ensure that Council services were taken to the community by locality working and it was also noted that it would not be possible to roll out Neighbourhood Management to the whole of the Borough as it would be unmanageable initially.

7. LSP RESHAPING – CHANGE IN MANAGEMENT PLAN

The LSP Officer reported that all organisations needed to be reviewed and reshaped periodically and that the LSP was no exception. The Change Management Plan would be discussed at the next LSP Executive meeting. The following recommendations or uses have resulted from the LSP Stocktake:-

- (i) The LSP Executive and Board memberships are too large.
- (ii) How can we best change the Forums to Delivery Groups ensuring that effective delivery was carried out.
- (iii) Resource Management needs to be investigated to establish how to fit the Resources Advisory Group into the process.

- (iv) Work needed to be carried out on locality neighbourhood structures and work currently being carried by Rob Gregory on this issue.

Tim Leonard reported that the Change Management Group would discuss the following items:-

- Terms of Reference – Membership of Board and Executive.
- Ensure specialist advice and expertise is included.
- Ensure that the Forums be called Delivery Partnerships, would have the ability to deliver.

It was reported at the next LSP Executive meeting following items would be discussed:-

- To discuss the minutes of the recent joint meeting and what outcomes were agreed.
- Performance Management and how this will be implemented.

8. **DATE AND TIME OF NEXT MEETING**

The LSP Executive was informed that the next meeting would be held on Friday, 14 November 2008 at 10.00 am at the Cobholm and Lichfield Resource Centre, Pasteur Road, Great Yarmouth.

9. **ANY OTHER BUSINESS**

(a) **Out There**

Marie Hartley reported on the International Arts Festival and a booklet on this was tabled.

(b) **Second Homes Council Tax**

Eve Dewsnap from Norfolk County Council stated that local people were being asked to decide on how to spend the County Strategic LAA Second Homes Tax Funds. It was reported that up to 200 members of the public would be asked to vote on 6 December 2008 on the Community Projects they would like the money to be spent on.

(c) **NRF Final Report**

It was reported that the NRF Final report had been e-mailed out to Members. Any questions should be addressed to the NRF Manager.

(d) **Review of Education and Training**

The Learning and Skills Council Representative stated that a Review had been managed by the Learning Skills Council looking at education, training and any areas for development. It was reported that there were areas of similarity between Great Yarmouth and Lowestoft and

that the recommendations from this Review were now being produced and would be presented at their second meeting which would be held in the second week of December.

(e) Opportunities Week

It was reported that the Opportunities Week would be held on Monday, 27 October 2008 from 9.00 am to 7.00 pm in the Priory Centre and that all the schools in the Borough were engaged.

(f) Funding Available

It was reported that funding was currently available via NHS Great Yarmouth and Waveney to be spent on improving the health of people in the community.

10. CLOSURE

The meeting ended at 10.50 am.

KE/SYB

30 October 2008

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**JOINT MEETING OF THE
GREAT YARMOUTH LOCAL STRATEGIC PARTNERSHIP
BOARD AND EXECUTIVE**

25 September 2008 – 10.00 am

PRESENT:

Representing Great Yarmouth Borough Council: Councillor Barry Coleman (in the Chair)
Representing Great Yarmouth People: Michael Hewitt, Lindsey Seward and Trish Aydin
Representing Great Yarmouth and Waveney NHS: Bernard Williamson
Representing Norfolk Constabulary: Carol Congreve
Representing Norfolk Police Authority: Sue Brady
Representing the Economic Forum: Councillor Graham Plant
Representing the Social Forum: Jim West
Representing the Parishes: Malcolm Scott and John Leadbeater
Representing the Business Sector: Caroline Williams
Representing EEDA: Paul Witcombe
Representing the Learning Forum: Teresa Gonzalez

Paul Cheeseman (GYP Officer), Andrew Forrest (Great Yarmouth Community Trust), David Martin (Business Link), Howard Foale (Learning and Skills Council), Brian Horner (Norfolk Voluntary Services), Jane Ratcliffe, Rob Gregory, Robert Read, Simon Mutton and Mark Burns (Great Yarmouth Borough Council), Amanda Cousins and Lyn Blizzard (NHS Great Yarmouth and Waveney) attended as LSP Executive Members.

Councillor Ames attended by invitation.

Richard Packham, Peter Wright, Denis Gilbert, Marie Hartley, Pam Fox and Sarah Davis (Great Yarmouth Borough Council Officials) and Tim Leonard (LSP Officer).

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Chris Mowle, Mike Jackson, Jo Cook, Eve Dewsnap and Ray Leeke (Norfolk County Council), Michael Pearson (Environmental Forum Chairman), Patrick Hacon (Norfolk Police Authority), Brian McDonnell and Peter Paine (Great Yarmouth People) and Jim Smurden (Norfolk Constabulary).

2. SUSTAINABLE COMMUNITY STRATEGY (SCS)

The joint meeting of LSP Board and Executive received the report by Pam Fox, interim LGR Adviser, together with the latest draft of the above Strategy. Pam gave the background into the reason for refreshing the first draft of the Strategy document and also detailed the feedback received following consultation on the revised draft. She stressed that the document needed to be read in conjunction with the report on the LSP "Stocktake".

Whilst the original Strategy had been very comprehensive, it had been felt that several shortcomings needed to be addressed as it did not meet Government guidance on Sustainable Community Strategies, was too lengthy and was not user-friendly. Pam stated that she felt the document had been unbalanced with more focus given to "place" issues rather than "people" issues and this had to be changed. She also felt that there was a lack of emphasis on social cohesion and tackling inequalities etc. The draft had been refreshed and re-published for consultation in July and the resulting comments had been included in the latest revised document. Pam concluded that she hoped that the document was now compliant and that partners would want to own and implement the Strategy. Members received details of the five main chapters within the revised Strategy and it was noted that the Delivery Plan, once agreed by the Board at a future meeting, would be regularly updated.

It was noted that the NHS Great Yarmouth and Waveney Board had not been able to consider the Strategy to date but their comments would be directed to the Interim LGR Adviser shortly. Reference was made to the Economic Forum's comments on the document and Pam reported that they had been incorporated into the latest version. The point was made that the document needed to relate to the LAA and it was noted that the County Council had endorsed the document, seeing it as a major

improvement and the main document for delivering LAA targets. A suggestion was made that a version number be put on the draft and it be redistributed once updated. Members were informed that NHS Great Yarmouth and Waveney would be publishing their Five Year Strategic Vision in the Autumn and would like the contents to be aligned with the Strategy. It was also noted that many Voluntary Sector Networks had been consulted recently and the document had been endorsed particularly in relation to redressing the balance of the "people" focus and the pursuance of key aims.

RESOLVED:

That the SCS be endorsed in principle subject to minor amendments as detailed above and it being further refreshed once the NHS Great Yarmouth and Waveney Five Year Strategy was published in the Autumn.

3. "STOCKTAKE" OF THE GREAT YARMOUTH LOCAL STRATEGIC PARTNERSHIP

The joint meeting received a copy of the report from Pam Fox, Interim LGR Adviser on a "stocktake" of the Local Strategic Partnership. Members were reminded that the Comprehensive Area Assessment now put the spotlight firmly on LSP's and, bearing in mind new Government guidance and the possibility of Local Government Re-organisation, Great Yarmouth needed a strong and robust LSP. The Partnership also needed to reflect the change of emphasis to local people. Pam reported that she had met over 30 stakeholders to ask how the LSP was working and where there were possibilities for development and improvement. Almost universally there had been support for the LSP but there was an apparent appetite for improvement.

The meeting discussed the report and in particular the proposals for moving forward. Concern was expressed particularly in relation to the proposals for the Economic Forum which had recently reviewed itself and agreed to create four focus groups which would deliver the economic element of the SCS. The point was made that the Economic Forum was visionary whilst delivery boards only delivered, and it was felt, therefore, that the Economic Forum should not be disbanded. It was also clear that the vision needed to be shared across all the LSP Partners and that not everyone needed to sit around a table in order to progress issues. It was stressed that the LSP Board had to attract the

right people who could make decisions. It was unlikely, however, that the Board would be able to create a vision for all the elements especially Economic as this was so fast moving, although clearly the issues should be discussed at Board level. Clarification was sought as to the definition of Delivery Partnerships and it was pointed out that in order to manage performance there had to be a vision and measured outcomes. There also needed to be expertise that could inform the LSP Board and Executive as to developments, and the ability to lobby and make recommendations.

It was felt that one of the main risks at present was that there was lots going on but there were insufficient links across each of the themed fora. A further problem was the lack of facilitation due to inadequate resources/capacity which meant that work was not always carried out in between forum meetings or links made to other fora. The point was made that the model would still need expertise of local businesses so it was not felt that the proposal was incompatible. It was stressed that there was a need to ensure that the right people sat at the right strategic level and each forum needed to assess if they had the right people at the table. Pam stated that she had tried to free the Board up from day to day operational issues so that it could be more strategic in future. Clarification was sought as to whether the delivery partnerships had any terms of reference and Pam responded that none had been written to date but it was felt that they would co-ordinate and deliver specific sections of the SCS.

The Economic Development Officer clarified that the Economic Forum had suggested the need for an overseeing reference group for each of the four topic areas for the individual elements of the SCS to report back into and to enable cross referencing and discussions on cost cutting issues. It was suggested that one of the main issues was around Performance Management and it was felt that if the right performance indicators and measurements were in place then delivery should inform future strategy. Reference was made to the Social Forum which it was felt had recently become a "talking shop" and did not have the resources available to achieve delivery. The LSP needed people to work together rather than informing partners of what they were doing on an individual basis. It was also felt that there should be stronger links with other groups such as the Children and Young People Partnership Board. It was suggested that the LSP Board should be small and dynamic which could challenge and motivate the other groups whilst also showing leadership. It was also felt that the LSP should be accountable to

residents. It was suggested that Terms of Reference be created and the strategic and advisory roles of the fora be expanded to include the delivery and monitoring role. It was also agreed that the membership of the Board and Executive needed to be reviewed in order to drive forward this process. Pam drew attention her recommendation that a Change Management Plan be implemented to drive forward the detailed process for achieving the changes. Clarification was sought as to who would review the change process and it was suggested that this should be done externally, possibly by using Community Panels.

RESOLVED:

That the LSP "Stocktake" Document, including the suggested recommendations, be approved.

4. AREA BASED GRANT FUNDING (WNF/COHESION ETC)

Jane Ratcliffe reported that the Employment & Skills Working Group was currently looking at how to allocate Working Neighbourhood Funding. They had considered how the funding could be linked in with LEGI, the SCS, and other research recently carried out. The Working Group wished to commission further work to ensure a co-ordinated picture was understood. Reference was made to the ongoing funding of some of the transitional projects which would need to be extended whilst the further research was being carried out. She concluded that recommendations would be put forward to a future meeting of the Executive and Board.

5. A ROLL OUT OF NEIGHBOURHOOD MANAGEMENT ACROSS GREAT YARMOUTH: A BUSINESS CASE

Rob Gregory reported that consideration was being given to the future of neighbourhood management in Great Yarmouth and how it could be rolled out to other parts of the Borough. A small working group was being created to look at how to maximise external resources and develop a model for the roll out on a phased basis. There was a need for a framework where decision-making was devolved and gave accountability to local people. It was hoped that the neighbourhood management concept would be rolled out to two or three areas in April 2009. It was noted that the local Safer Neighbourhood Teams fitted in well with the neighbourhood management concept and the Police Green Paper endorsed the neighbourhood approach and integrated the

services with local authority and other agencies. The point was also made that there was a need to work with existing agencies such as Parish Councils if the roll out of neighbourhood management was to be successful. There was also a need to bear in mind the likely costs and resources required from all the stakeholders.

RESOLVED:

That the general principle of rolling out neighbourhood management across the Borough be endorsed and a formal proposal be considered at a future meeting.

6. DATE OF NEXT MEETING

It was noted that the next scheduled meeting of the LSP Board would take place on 12 January 2009 as the meeting on 6 October 2008 had been cancelled.

7. CLOSURE OF MEETING

The meeting ended at 11.45 am.

Draft Change Management Plan for Great Yarmouth LSP

Task	Date	Lead Responsibility
1.1 Change Management Group		
1.1.1 Draw up terms of reference for the Change Management Group	November 2008	
1.2 Identify membership of Change Management Group	November 2008	
1.3. Establish reporting lines and arrange for regular updates on progress to be submitted	November 2008	
1.4. Identify how the group will be resourced and supported, its meeting scheduled, etc.	November 2008	
1.5 Undertake a review of the effectiveness of the new arrangements	November 2009	
2 LSP Board		
2.1 Revise terms of reference reinforcing leadership role	October 2008	
2.2. Develop proposals for new membership of the Board	October 2008	
2.3 Recruit and induct new Board members	November 2008	
2.4 Develop "Leadership Agenda" for new Board based on contents of the SCS	December 2008	
2.5 Draw up forward plan for Board meetings	December 2008	
3 LSP Delivery Executive		
3.1 Revise terms of reference for the Delivery Executive reinforcing its role in implementing the SCS	November 2008	

AGENDA
ITEM

4

3.2 Review membership of the Delivery Executive	November 2008	
3.3. If relevant, recruit and induct new members of Delivery Executive	November 2008	
3.4. Draw up Forward Plan for Delivery Executive meetings	Mid- late November 2008	
3.5. Establish arrangements for the Delivery Executive to make regular progress reporters to the Board	Late November 2008	
4. Thematic Delivery Partnerships		
4.1 Draw up terms of reference for new Thematic Delivery Partnerships	November 2008	
4.2 Agree number of Thematic Delivery Partnerships	November	
4.3 Agree membership of Thematic Delivery Partnerships	Late October	
4.4. Map the partnerships, networks and for a to which the Thematic Delivery Partnerships will relate, where possible identifying opportunities for rationalisation	November - January 2009	
4.5. Establish arrangements for regular reporting of progress by Thematic Delivery Partnerships to Delivery Executive	November 2008	
5. Community Conference		
5.1 Draw up terms of reference for the Community Conference	November 2008	
5.2 Agree membership of the Community Conference	November 2008	
5.3 Identify a date for meeting of the Community Conference to disseminate information on the new SCS and Delivery Plan, identify topics for scrutiny, means for improving stakeholder communication and involvement, etc.	November 2008	

5.4 Hold Community Conference	January 2009
6 Delivery Focus	
6.1 Finalise the Delivery Plan and formally adopt at the first meeting of the refreshed Delivery Executive	November 2008
6.2 Publicise contents of the Delivery Plan	November 2008
6.3 Devise new performance management system in consultation with NCC to establish integrated arrangements for monitoring implementation of the SCS and the LAA	January 2009
7. Resource management	
7.1 Place Resources Advisory Group on a formal Footing	November 2008
7.2 Finalise membership of RAG	Mid October 2008
7.3 Agree programme of work for RAG	December 2008
7.4 Agree how the work will be conducted and resourced	November 2008
7.5 Draw up a Resources Strategy to support the implementation of the SCS	January 2009
7.5 Establish arrangements for regular reporting to Delivery Executive	November 2008
8 Locality working	
8.1 Draw up business case for roll out of locality working	October 2008
8.2 Revise paper in the light of feedback	December 2008
8.3 Carry out wide consultation on business case	
8.4 Submit the paper for formal decision making (LSP, GYBC, other relevant sector partners)	December 2008/January

8.5 Start work on developing detail of the arrangements for the three additional pilot areas including membership of the locality boards, possible community hubs, support arrangements, etc.	2009 November 2008	
8.6 Refine funding requirements and draw up more detailed budgets in the light of the further planning	December 2008	
8.7 Put in place relevant arrangements in pilot areas including the commissioning of community development support for the new locality boards, establishing a community hub, recruiting relevant support staff, developing monitoring systems, initial engagement with local community, relevant infrastructure such as local information systems, etc.	February 2009	
8.8 Establish relevant capacity building activities	February 2009 onwards	
8.9 Launch new arrangements	March 2009	
8.10 Support the transition of community partnerships to locality boards throughout the Borough incorporating Key Individual Networks and Area Housing Panels	February to October 2009	
8.11 Establish arrangements to ensure that the new locality boards are an integral part of the LSP, coordinate their own activities and are fully linked to both people and thematic partnerships	April 2009	
8.12 Commence process of local visioning	April 2009	
8.13 Establish relevant thematic locality working groups established	July 2009 onwards	
8.14 Develop Locality Plans	October 2008-December 2009	
8.15 Ongoing monitoring and learning	March 2009 onwards	
8.16 carry out six month evaluation (possibly including some form of external assessment) of the operation of new locality boards	September 2009	
8.17 In the light of the six month evaluation, start detailed planning for full roll out of locality working in 2010	October 2009	

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8.18 Put in place relevant support arrangements and infrastructure including commissioning relevant support, staff recruitment of staff	November 2009 - February 2010	
8.19 Launch extended locality arrangements	March 2010	
9 People partnerships		
9.1 Agree role of people partnerships and their relationship with the LSP and its constituent bodies	November 2008	
9.2 Establish how they will be resourced and supported	November 2008	
9.3 Agree rolling programme of activities to establish people partnerships	November 2009	
10 Governance arrangements		
10.1 Draw up Partnership Agreement and consult on its content	January 2009	
10.2 Submit for ratification to Board and Delivery Executive	March 2009	
10.3 Clarify reporting arrangements	January 2009	
10.4 Establish scrutiny arrangements in consultation with NCC	March 2009	
11 Community Empowerment and Engagement		
11.1 Distil the learning from current community empowerment activities and map current arrangements	January 2009	
11.2 Use this information to inform discussions on how a more concerted approach might be taken to community empowerment	February 2009	
11.3 Produce a draft cross agency "Community Empowerment Strategy" setting out aims, objectives, intended outcomes and a delivery plan	February 2009	
11.4 Consult on draft strategy and delivery plan	February – April 2009	
11.5 Submit to LSP Board and Delivery Executive for ratification	May 2009	
11.6 Board to develop arrangement for overseeing implementation of the strategy and for	May 2009	

carrying out periodic review of its impact and outcomes		
12. Other actions		
12.1 Establish programme of learning events	March 2009	
12.2 Increase member involvement in the activities of the LSP	October 2008- January 2	
12.3 Develop and implement an internal and external communications plan	January – March 2009	
12.4 Develop a common evidence base to support the work of the LSP and inform performance management , commissioning additional research where relevant	January- March 2009	
12.5 Develop a commissioning approach across the LSP	January- March 2009	

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