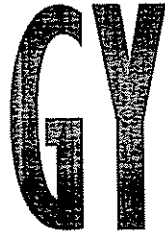


G R E A T Y A R M O U T H



LOCAL STRATEGIC PARTNERSHIP

*Working with the Community*

## **ADDITIONAL PAPERS**

**for the**

# **GREAT YARMOUTH LOCAL STRATEGIC PARTNERSHIP BOARD**

**12 January 2009 at 3.30 pm**

**in the Supper Room, Town Hall,  
Great Yarmouth**

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**GREAT YARMOUTH LSP BOARD**

**12 January 2009**

**ADDITIONAL PAPERS**

**2. MINUTES**

... The minutes of the meeting held on 7 July 2008 are attached (pages 14-22).

... **5. LSP CHANGE MANAGEMENT – ROLL OUT OF LOCALITY WORKING**

A report on the consultation feedback on locality working across Great Yarmouth is attached (pages 23-25).

**11. EXTERNAL FUNDING**

The enterprise-GY Manager's confidential report is attached (pages 26-30, green paper).

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**LOCAL STRATEGIC PARTNERSHIP BOARD**

**7 July 2008 – 3.30 pm**

**PRESENT:**

Representing Great Yarmouth Borough Council:  
Councillor Barry Coleman (in the Chair)

Representing Great Yarmouth People:  
Brian McDonnell, Michael Hewitt and Peter Paine

Representing Norfolk County Council:  
Chris Mowle

Representing JobCentre Plus:  
David Baldry

Representing Great Yarmouth and Waveney PCT:  
Bernard Williamson

Representing Norfolk Constabulary:  
Carol Congreve

Representing Norfolk Police Authority:  
Patrick Hacon

Representing Norfolk Chamber of Commerce  
Caroline Williams

Representing Social Forum:  
Jim West

Representing Learning Forum:  
Teresa Gonzalez

Representing Environmental Forum:  
Michael Pearson

Paul Cheeseman and Trish Aydin (GYP Officers), Sue Jewkes (Audit Commission), Mike Jackson and Eve Dewsnap (Norfolk County Council), Sue Brady (Norfolk Police Authority) and Rob Gregory (Comeunity/Neighbourhood Management Board) attended by invitation.

Jane Ratcliffe, Peter Warner, Peter Wright, Sandra Goodrum, Rachael Darnell, Pam Fox and Sarah Davis (Great Yarmouth Borough Council Officials) and Tim Leonard (LSP Officer) also attended.

### 1. APOLOGIES FOR ABSENCE

An apology for absence was received from Jim Smurden (Norfolk Constabulary).

### 2. MINUTES

The minutes of the meeting held on 16 April and not 6 April as stated on the agenda, were confirmed.

### 3. COMPREHENSIVE AREA ASSESSMENT UPDATE

The Board received a presentation from Sue Jewkes, the Comprehensive Area Assessment Lead (Norfolk). Previously, Councils and PCT's had been audited annually but this was now changing and the next assessment would focus on areas and be forward rather than backwards looking. Sue Jewkes reported that this was a pilot which would cover Norfolk and the Local Area Agreement and would also assess local issues through LSP's. The aim was to try to pull together all the information from the different organisations and to assess them against the Norfolk indicators. It was hoped that the annual report concerning each area would be available from November.

Clarification was sought as to whether the Comprehensive Area Assessment would be an assessment of the LSP or how well the Local Authority interacted with its partners. Sue Jewkes responded that this was about the LSP and based on the Local Area Agreement, Sustainable Community Strategy and Partnerships. Notwithstanding this, she stated she did not know exactly how the assessment would work especially in two tier areas as this was still being discussed. The

point was made that GO-East's Aspire to Perform was also a Performance Assessment.

RESOLVED:

That Sue Jewkes be thanked for her presentation in relation to Comprehensive Area Assessment.

#### **4. PERFORMANCE AGAINST ECONOMIC TARGETS**

The Board received information on performance against the following economic indicators:-

- Working age employment rate (%)
- Average Total Income (£ per annum)
- VAT Stock per 10,000 population

It was noted that overall the employment rate for the Borough was slightly down and income for residents and the workplace was positive. Other ways of measuring business growth to more accurately reflect the economic growth of the Borough other than VAT registrations were currently being looked at.

#### **5. WORKLESSNESS – GREAT YARMOUTH DATA BY BENEFIT AND BY LOWER SUPER OUTPUT AREA**

The Board received comparative data for the above for November 2006 and November 2007. Members were reminded that NI152 was the LAA target to reduce worklessness by 1%. GO-East wanted to see specific measurement in the 31 lower super output areas with a reduction of approximately 3% which was why Great Yarmouth had received LEGI and WNF to address some of the issues. It was noted that the number of incapacity benefit claimants was significantly higher than those on jobseekers allowance. The biggest reason for claiming incapacity benefit was around mental health issues. Reference was made to the fact that the national target for employment rate was 80% but locally the target was to increase employment by 3% from 69% to 72% although this was unlikely to be achieved. It was suggested therefore that the Board should continue to look at the indicators to assess trends whilst bearing in mind that the main targets were those within the Local Area Agreement.

Members noted that the BETA model would try to gauge the level of success of the LEGI programme by tracking the number of new business start ups (currently over 100) which would not necessarily be measured under the VAT registration data. It was recognised that the VAT target was an inadequate measure which was why the new LAA measure included PAYE participants thereby showing a truer picture. It was suggested that the Economic Forum needed to look into the issue of confidence in the business community rather than waiting for statistics. Caroline Williams reported that currently businesses were feeling quite positive and some areas were showing growth. Whilst it was agreed that there was a need to attract high income earners to live in the Borough, there was a fine balance between the need for affordable and more "high class" housing. Reference was made to the potential loss of 140 jobs from Great Yarmouth following the future move of the HMRC offices to Norwich and it was noted that the LSP had expressed concern at the loss of this large number of jobs for Great Yarmouth together with the loss of a valuable service to the economic migrants in the town. The point was also made that there was a need to channel investment into getting people back into work and creating communities that people wanted to live in.

Concern was expressed at the performance against the economic targets and it was suggested that these should be reviewed at a future meeting to assess any trends. A discussion ensued on the need to up skill the local workforce to enable residents to access better paid jobs particularly in time for the new largescale developments taking place in the town ie Outer Harbour and Casino. It was reported that this issue was being considered by the Employment and Skills Working Group.

## 6. MEMBERSHIP OF THE BOARD

The Board considered a proposal to increase the number of Borough Council representatives by including one member of the opposition party bearing in mind the large amount of money being overseen by the LSP and the significance of the LSP to the whole community.

### RESOLVED:

That it be agreed a member of the opposition party of the Borough Council be invited to become a member of the LSP Board.

## **7. GREAT YARMOUTH SUSTAINABLE COMMUNITY STRATEGY**

The Board received a report from Jane Ratcliffe, Chairman of the LSP Executive detailing the arrangements for finalising the Great Yarmouth Sustainable Community Strategy. Jane Ratcliffe reported that it had become apparent that some work still remained to be carried out to ensure the Strategy complied with Government guidance, met the requirements of the new Comprehensive Area Assessment and was a practical document that would inform the actions of all those agencies involved in the LSP. It was suggested that a joint meeting of the Board and Executive be held to finalise the work programme and identify lead partners. It had also been felt important to undertake a "stocktake" of the LSP to identify any key changes that were needed to increase its effectiveness, to improve its focus on delivery and to equip it to play a leadership role in the event of any changes to Local Government arrangements in Norfolk. In addition, Pam Fox had also been working with relevant stakeholders to develop proposals on rolling out neighbourhood management arrangements and developing a resources strategy.

In relation to the proposed roll out of the neighbourhood management model, the point was made that local arrangements must reflect the people who lived in the area and their local Members, therefore, the structure needed to ensure there was interaction between agencies and Councillors etc.

**RESOLVED:**

That the report be approved.

## **8. NORFOLK LOCAL AREA AGREEMENT, TARGETS AND PERFORMANCE MANAGEMENT**

The Board received a document entitled "Next Steps – Implementing Norfolk Action" from the Norfolk LAA team which gave details of the governance arrangements, the action plan and performance monitoring and management of the LAA.

**RESOLVED:**

That the report be noted.

## 9. GREAT YARMOUTH PEOPLE/COMMUNITY PARTNERSHIPS

Trish Aydin reported that she was currently working on a revised Community Strategy, and the GYP Sub-Group had received training which had helped in developing an action plan.

## 10. EMPLOYMENT AND SKILLS UPDATE

### (a) Action Plan

The Board received the latest draft action plan which included details of research on employer needs and community engagement which was currently out to tender; the PCT's Fit for Work Programme; and the development of a delivery framework and commissioning for Working Neighbourhoods Funding. Reference was made to the need to provide training for residents to enable them to apply for casino jobs etc and it was noted that JobCentre Plus was currently discussing this issue with potential casino operators and the college.

### (b) Working Neighbourhood Fund (WNF)

#### (1) Needs Analysis

The Board received copies of a presentation recently given by Holden McAllister relating to their research on the above. It was hoped that the final report would be available by the end of July.

#### (2) Delivery Framework

The Board received a report giving details of the proposed delivery framework for spending WNF. Members also received a diagram of the proposed delivery model which tied in with the Sustainable Community Strategy, Comprehensive Area Assessment and Local Area Agreement. It was suggested that community engagement should be included as this was vital to ensure delivery.

#### (3) Transitional Funding of Projects

The Board received details of the allocations and spend for NRF Year 7 which showed that the percentage spend of the funding available in 2006/08 was 98.76%. An output report would be created to show what had been delivered and a celebration evening would be held on 10 July

at The Priory Centre. It was noted that GO-East and IDeA had expressed an interest in showcasing some of the successful NRF projects. It was also suggested that an external evaluation of the scheme be commissioned which would also include the impact of longer term outputs which could be assessed in a few years time.

The LSP Officer reported that it was proposed to agree six months transitional funding to keep some NRF projects alive until the end of September although some of these may need to be reshaped. A suggestion was made that the Employment and Skills Sub-Group be asked to consider the proposed projects and transitional funding prior to the Borough Council making a decision. Reference was made to the Opportunities-GY event held in March which had been funded by NRF. It was now proposed to run a similar event in October at a cost of £16,500. It was suggested that this project be supported subject to more detailed information being provided to the Employment and Skills Sub-Group and NRF team.

**RESOLVED:**

(i) That the NRF team be thanked for all their hard work in relation to the NRF scheme.

(ii) That the Employment and Skills Sub-Group be asked to consider the proposals for transitional funding of NRF projects including the proposal for an Opportunities-GY event in October.

**11. SECOND HOMES COUNCIL TAX (SHCT) – “OUT THERE” FESTIVAL AND RURAL TRANSPORT**

The Board received the LSP Officer's report giving details of the SHCT funding available, together with two projects requesting funding from the 2007/08 underspend.

Members were reminded that the Rural Transport project had been allocated £57,000 in 2006/07 but, as only half had been spent, they had agreed to the underspend being rolled forward to 2007/08. A request for further investment had been received and, following discussions between the LSP Chairman, LSP Officer and Community Connections, it was felt that the direct cost element of £9,000 of the proposed expenditure should be funded by SHCT.

The Board received details of "Out There", the new high profile annual International Cultural Festival, and noted that a request had been received for £80,000 to be allocated from past underspend to part fund the Festival. The LSP Executive had endorsed the proposal to allocate £80,000 which would attract match funding and help meet LSP targets. Although concern had been expressed regarding sustainability of the Festival bearing in mind that SHCT underspend would not recur beyond 2008/09, SeaChange were confident that other funds would be secured.

Concern was expressed that SHCT should be allocated to projects dealing with social issues. The point was made, however, that investment in the arts was a way in which social issues could be addressed ie problems in Middlegate Gardens had been overcome by an arts based project which had cleaned up and regenerated the area. It was hoped that the International Festival would deal with some of the social issues in Great Yarmouth and also meet hard outcomes.

**RESOLVED:**

(i) That a further £9,000 be allocated to the Rural Community Transport Project.

(ii) That, subject to formal approval by the Borough Council, £80,000 be allocated to part fund the "Out There" Festival planned for October 2008.

## **12. DRAFT LSP EXECUTIVE TERMS OF REFERENCE**

The Board received a revised draft Terms of Reference for the LSP Executive. Clarification was sought as to how these would affect the Board, particularly in relation to points 1, 7 and 11. The LSP Officer reminded Members that the Executive existed to advise the Board.

**RESOLVED:**

That the draft Terms of Reference, as amended, be agreed.

## **13. LOCAL GOVERNMENT RE-ORGANISATION**

It was reported that the Boundary Committee had recommended a draft proposal for a Norfolk Unitary Council including Lowestoft and one for Ipswich and Felixstowe together with the rest of Suffolk. Two other options had been mentioned as being of merit namely "The Wedge"

which was Norwich, Great Yarmouth and Lowestoft and the rest of Norfolk; and "The Doughnut" an expanded Norwich together with the rest of the county and Lowestoft. The single unitary would be the largest in England with over 900,000 people. Partners and stakeholders would be consulted until 26 September with a final decision by the Minister being known hopefully by February.

#### **14. EXTERNAL FUNDING**

In relation to enterpriseGY, the Novus Centre had opened on 12 June and it was hoped that the adjacent 13 incubator units would be opened in August/September. The Cleaner, Safer, Greener scheme was nearing completion and the result of the Green Flag Award status for St George's Park was currently awaited. The Board also received an update on Neighbourhood Management activities.

#### **15. UPDATE ON FORA ACTIVITIES**

It was noted that the Learning Forum had discussed Lifelong Learning Targets. The Social Forum had received a presentation on credit unions and the myths of who was entitled to Council housing. The Economic Forum had agreed to hold a special meeting to discuss the way forward.

#### **16. DATE OF NEXT MEETING**

It was agreed that the next meeting would take place on Monday, 6 October 2008 at 3.30 pm.

#### **17. CLOSURE OF MEETING**

The meeting ended at 6.05 pm.



## Consultation Feedback on Locality Working across Great Yarmouth

The consultation period for the above ended on 18<sup>th</sup> December. The consultation was promoted via the GYBC and Comeunity web-sites, as well as existing community and voluntary sector groupings and networks. All elected members received a hard copy of the paper as did LSP members. Several presentations were delivered to existing groupings and one-to-one meetings have been held with public sector partners. Four written responses were received. Verbal responses were recorded as a consequence of question and answer sessions after presentations and one-to-one meetings. An additional street consultation event with local residents was held on Wednesday 17<sup>th</sup> December in Gt Yarmouth Market Place to cross reference responses from a random selection of residents who are not currently engaged in decision-making activities.

The business case for locality working has been revised in light of these responses to propose the following:

- Neighbourhood Management is a well evidenced approach nationally to neighbourhood renewal and locality working. This has also been evidenced locally through the existing neighbourhood management approach in South and Central Yarmouth and a locality working approach has been well-received by partners and local residents during consultation.
- In light of this, it is suggested that this approach be given a phased roll-out across the borough. Initially to three further localities, reflecting Safer Neighbourhood Team areas and based on the 2007 Indices of Multiple Deprivation.
  - The first pilot area (Southtown and Cobholm) will benefit from a housing renewal project from 2009, which offers an opportunity for the project to be developed within the locality working framework and the opportunity to pool resources to provide a holistic regeneration programme to local residents living in the area. The Southtown and Cobholm area will also include Halfway House area where work is underway to develop a Tenant Managed Organisation. This would fit comfortably with the Neighbourhood Management Approach.
  - The second pilot area (Magdalen) benefits from forming a naturally recognised neighbourhood. A neighbourhood approach is currently being championed by the Safer Neighbourhood Team for the area and recent work with Community Housing, GYB Services and the Police has demonstrated the merit for a locality working model for Magdalen.
  - The third pilot area will include a rural locality (Caister and the Coastal Villages), whilst this will offer due attention to rural issues within the borough, the rural approach in the first instance will not be about establishing infrastructure, which may duplicate the work of parish councils. It will be about establishing networks, building capacity and offering support to existing mechanisms and will look to develop work with service providers on rural issues.



- The urban localities will be overseen by a locality board consisting of local residents, elected members and service providers. Locality boards will develop in these areas to oversee devolved budgets, shape local service delivery and champion mechanisms for community engagement. The role of the elected member will remain pivotal and distinct from that of active residents.
- Beneath locality Boards will sit a range of new and existing community engagement opportunities to encourage greater and more representative resident participation in community issues. This will incorporate Key Individual Networks, Area Housing Panels and where established Community Partnerships.
- Local visioning in each locality will lead to the creation of Neighbourhood Delivery Plans, which reflect the local dimension to the Borough's Sustainable Communities Strategy. Once these are in place locality Boards will be able to pursue funding and resources for particular pieces of work in their area. Careful performance monitoring will be included as part of this process.
- Boards will be serviced by Locality Co-ordinators, with the overall responsibility to drive service improvement within each area. Each locality will also be serviced by a Community Development Worker to provide support to encourage grass roots engagement. The community engagement function will be provided by the Voluntary and Community Sector demonstrating a commitment to delivering against Norfolk's Local Area Agreement Indicator to support a vibrant third sector. This will be as part of a wider package of infrastructure to support community engagement through the LSP. A consortium approach to this support will be explored.
- Locality arrangements will sit within Great Yarmouth's Local Strategic Partnership as a shared resource for partners and will feed into other fora and partnerships. The consultation has identified that where possible decisions should be made as close to the intended beneficiaries as possible without additional layers of bureaucracy. Locality arrangements should also fit seamlessly with political arrangements for Elected Members such as the Area Council Forums for Yarmouth and Gorleston.
- Locality arrangements are intended to be funded by a range of public agencies who will benefit from being able to target their resources in a more co-ordinated way at a grass roots level. There is general endorsement from all public sector partners to the principle of locality working. It also suggested that a % top-slice is apportioned to support locality arrangements from existing area-based grant to enable more effective delivery for particular initiatives. GYBC may also consider the future allocations of Second Homes Council Tax and a contribution from external funds where appropriate.
- There is a desire from those areas, particularly the remaining urban areas not included in the first tranche of pilots to be included in future locality working arrangements. In areas where there is existing community activity and infrastructure a minimal community engagement function should be provided to maintain existing levels of community involvement and build capacity for future arrangements.



**Next Steps:**

- **A robust funding strategy will be developed in January upon further discussions with partners and internal discussions within Great Yarmouth Borough Council.**
- **A detailed implementation plan will be prepared for early February in conjunction with the Locality Working Steering Group.**

N.B Full copies of the Final Business Case report will be available at the Board meeting.