

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

G R E A T Y A R M O U T H L O C A L S T R A T E G I C P A R T N E R S H I P B O A R D

12 January 2009

at 3.30pm in the

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

**LARGER PRINT COPY AVAILABLE
PLEASE TELEPHONE: 01493 846325**

MEETING OF THE GREAT YARMOUTH LSP BOARD

**Date: Monday, 12 January 2009
Time: 3.30 pm
Venue: Supper Room, Town Hall, Great Yarmouth**

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

To receive any apologies for absence.

2. MINUTES

To confirm the minutes of the last meeting held on 7 July 2008 (copy to follow) and the joint meeting of the LSP Board and Executive on 25 September 2008 (pages 1-6).

3. MATTERS ARISING

To consider any matters arising from the above minutes.

ITEMS FOR DISCUSSION/DECISION

4. PERFORMANCE AGAINST EDUCATION TARGETS

Trevor Cockburn will report in relation to the GCSE and Key Stage 3 results for 2008.

5. IMPACT OF CREDIT CRUNCH

To receive an update on the above following the discussions at the LSP Executive.

6. LSP CHANGE MANAGEMENT

The LSP Officer will report further at the meeting.

7. GREAT YARMOUTH PEOPLE/COMMUNITY PARTNERSHIPS

To consider any items from the above.

8. LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

To agree an LSP representative for the above Working Party.

9. EMPLOYMENT AND SKILLS UPDATE

(a) Action Plan

To note the latest draft action plan (pages 7-12).

(b) Working Neighbourhood Fund

The LSP Officer will report further at the meeting.

ITEMS FOR INFORMATION

10. GREAT YARMOUTH SUSTAINABLE COMMUNITY STRATEGY

To note the final version.

11. EXTERNAL FUNDING

To receive an update in relation to Cleaner, Safer, Greener, enterpriseGY and Neighbourhood Management funding.

12. UPDATE ON FORA ACTIVITIES

The Fora Chairmen/Facilitators will give an update on their activities since the last Board meeting.

13. DATES OF FUTURE LSP MEETINGS

To agree the dates of future meetings as attached (page 13).

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**LARGER PRINT COPY AVAILABLE
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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.

GREAT YARMOUTH EMPLOYMENT & SKILLS ACTION PLAN (Updated 8 Dec 08)

Rows that are shaded are now completed actions. New items are listed at rear of document

What	Why	Who	Funding Source	By	Target/ Outcome
To undertake an analysis of Jobcentre Plus vacancies for Great Yarmouth by Occupational area.	To identify five priority occupational areas where we can potentially develop employer led training programmes and consider if they mirror Norfolk priority areas (Retail, Distribution & Logistics, Care, Construction, Leisure & Tourism).	Jobcentre Plus	NA	End December 2006 Completed	
To undertake an analysis of employers and recruitment agencies not using Jobcentre Plus to identify current/future vacancy trends.	To support the analysis by Jobcentre Plus and to provide a complete picture of the vacancy situation.	Consultant	NRF	Report delivered by end March 2007	Received April 07
To develop a detailed map of training providers and funders in Great Yarmouth leading to development of a web page detailing all support available.	To provide employers with a comprehensive overview of providers in Great Yarmouth what they deliver and where funding for training can be found.	Consultant	NRF	Consultant Report delivered by end March 2007	Received April 07
To develop occupational specific routeway training programmes in the key occupational areas targeted	To meet employer needs and to assist workless benefit recipients to enter employment.	Jobcentre Plus: LSC Service Providers: (With support from	New Deal funding (Jobcentre Plus)	iic funded research around employers	Research for community being undertaken by Workhouse (100 face to face client interviews). Employer

AGENDA
ITEM

9(a)

<p>at key employers and sectors. This to include community engagement and address employer perceptions</p>		<p>Chamber of Commerce, Voluntary Community Organisations, employers, GYBC)</p>	<p>Train to Gain (LSC) iic</p>	<p>and community out to tender 19 July. Training programme developed and out to tender by Aug 08</p>	<p>work via CFE Ltd (400 employer phone contacts, 4 employer workshops and presentatuaion event) Workhouse report received & shared with Employment & skills group Dec 07 CFE report received March 08. Invitations to tender for support programme agreed by group May 08. Contract awarded to Meridian East starting December 08</p>
<p>To develop a fund to remove barriers to employment faced by unemployed people that cannot be removed through interventions of other agencies.</p>	<p>To ensure that unemployed people have greater access to employment and are more competitive in the labour market.</p>	<p>Jobcentre Plus via LEGI funding</p>	<p>LEGI (Barriers to Work Fund)</p>		<p>Barriers Fund not to proceed as single entity. Potential for this to be incorporated into the training and support detailed in item above maximising use of both iic & LEGI funding</p>
<p>To identify long term employment opportunities for local people resulting from East Port and Urban Regeneration targeting suitable employers who are willing to engage</p>	<p>To ensure local people have the opportunity and skills to compete for employment opportunities</p>	<p>LA/ JCP/ LSC GYBC EDO to arrange meeting with Nuttalls, JCP & EDO to discuss construction opportunities both</p>	<p>LA</p>		<p>Construction of port has been contracted to Nuttalls who are sub contracting Post construction activity falls to Gt Yarmouth Port Co.</p>

			for local businesses and people EDO to contact GY Port Co to discuss issues as above once more details known		Aug 07 Oct 08	who are in the process of agreeing next steps LA/JCP have made a joint approach to both organisations to establish coherent strategy around recruitment and use of local employers Awaiting responses from port
To introduce a targeted programme of Work Trials to employers.	To involve employers more in recruiting people who have been unemployed.	Jobcentre Plus	Jobcentre Plus	Jobcentre Plus	Ongoing	27 Worktrial starts with 53% resulting in paid employment
To undertake consultative work with PCT around support available to those who are incapacitated to move closer to employment	To link to the Pathways to Work agenda around this customer group that is due to commence December 2007	Contact with Paul Bryce (PCT) re activities that assist those on IB returning to work		PCT/NRF	Jan 08	Project to go ahead funded by PCT & NRF looking at exercise as a way of enhancing life and reducing worklessness Fit for Work. Funding agreed of £6k to assist 60 people prior to March 08 with agreement to expand this to 180 people once demand established PCT & JCP have agreed referral process in place
To review the provision and research reasons for low take up of Childcare in Great Yarmouth to ensure that it	Childcare is perceived as a real barrier to Lone Parents and married couples to taking up employment opportunities but	Community Connections JCP			End May 2007	Paper produced by Community Connections and Jobcentre Plus identifies take up is not a major issue

<p>meets the needs of parents seeking to return to work.</p> <p>To build upon work currently in progress in some High schools & GYCFE to build links with local employers (for example Ready to Work programme)</p>	<p>take up in some areas of Gt Yarmouth is very low.</p> <p>To enhance work experience and skills opportunities for children unlikely to obtain non vocational qualifications by establishing pre leaving school links with employers across a wide spectrum of occupations</p>	<p>Connexions, schools, LSC, Neighbourhood Management</p>	<p>Various</p>	<p>March 08</p>	<p>in Gt Yarmouth compared to other parts of Norfolk</p> <p>Proposal for Opportunities week submitted to NRF for approval by sub group including GYBC, Vol Sector Potential Careers Fayres for all Gt Yarmouth schools</p> <p>Event undertaken with sizable attendance</p>
<p>Raise aspirations of young people and their parents in order for them to understand the employment and skills needs of the future Gt Yarmouth economy by delivery of a set piece event</p>	<p>Young people in Gt Yarmouth are identified as having generally low work and training aspirations due to a number of factors.</p> <p>This needs to be addressed in a coherent way by all relevant agencies if we are to fill the future skills gaps of the local workforce</p>	<p>All partners</p>	<p>NRF</p>	<p>Event by end Feb 08</p>	<p>Development work via sub group of Neighbourhood Manager, Connexions, Voluntary Sector Partnership linked to Comeunity programme</p> <p>Design for one day event (March 08) being formulated but to encompass schools, parents & employers</p> <p>Event undertaken in March 08. Mixed schools attendance</p>
<p>To increase volume of ESOL provision locally for those seeking or recently entering employment</p>	<p>Increase employability of target group</p>	<p>LSC</p>	<p>LSC</p>	<p>End June 07</p>	<p>There has been an increase in ESOL places available via LSC (throughout the county not just in Yarmouth) over the past 4 years year-on-year. Skills for Life training</p>

						includes ESOL. ESOL employability tasters and full courses have been developed in partnership with GMB Union and the Priory Centre/Skills for Life Team in Yarmouth.
Use the recently announced Working Neighbourhood Fund to meet gaps in current provision of employment & skills support in the borough	To provide an employment & skills focus to current and potential NRF projects to support the delivery of LSP priorities in Gt Yarmouth	To be agreed	Working Neighbourhood Fund over 3 years from April 08	Ongoing Dec 08		See WNF commissioning strategy and associated reports Commissioning strategy complete. Sub group established to put together specifications
Engage consultancy support to bring together all recent studies of worklessness agenda in Gt Yarmouth,	To provide overarching framework and make recommendations on way forward that can be included in development of WNF spend	Emp & skills Board	IIC	June 08 Aug 08		Consultant identified, work in progress Report received and distributed
Engage with forum chairs re identified priorities for WNF spend	To gain input and buy in on process	David Baldry	No cost	May 08		Awaiting forum responses due 27 May
Design overarching process for delivery of WNF initiatives	To enable potential delivery organisations (including those with transitional funding from previous NRF projects) to understand objectives of WNF and how they can contribute	Emp & Skills Board, Paul Cheeseman to supply draft outline LSP Exec to ratify & shared widely		May 08 June 08		Draft complete Transitionally funded programmes agreed and notified

	Process & commissioning strategy agreed and shared with deliverers		GYESB Paul Cheeseman, Tim Leonard, David Baldry	Dec 08	Agreed date for briefing of 27 Jan 09 Paper to LSP Exec on 19 December
On completion of Invitation to tender for LIC programme to consider using WNF funding to guarantee future of programme for 09/10	To support potential providers by increasing length of programme and potentially number of participants	Emp & skills Board ratified by Exec	To be agreed	Oct 08	
Repeat successful elements of GY Opportunities Week in 08/09 financial year	To deliver two events Oct 08 for high schools year groups 14-16 to meet employers providers Jan 09 for adults to meet employers providers	Emp & skills sub group	Source to be identified		Initial approval sought from Exec for initial costs preparing for events to be treated as transitional costs and sourced accordingly.
Process in place to ensure effective programme of WNF spend from April 09	To ensure appropriate accountable spend of WNF funding in line with target strategies	Sub group of Emp & Skills Group		Dec 08	Areas for action agreed by GYESB & LSP Exec. Sub group taking forward design of specifications and further work to finalize commissioning strategy

LOCAL STRATEGIC PARTNERSHIP MEETING DATES - JANUARY 2009-JANUARY 2010

	Jan 2009	Feb 2009	Mar 2009	Apr 2009	May 2009	June 2009	July 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010
Environmental (Tuesday - 10.00am)			3 rd			2 nd			15 th			1 st	
Learning (Wednesday - 2.00pm)			11 th			10 th			9 th			9 th	
Economic (Thursday - 4.00pm)			12 th			11 th			17 th			10 th	
Social (Thursday - 1.30pm)			19 th			18 th			10 th			17 th	
Executive (Friday - 10.00am)	23 rd	27 th	27 th	24 th	22 nd	26 th	24 th	21 st	25 th	23 rd	20 th	18 th	
LSP Board (Monday - 3.30pm)	12 th *			6 th			6 th			5 th			11 th

AGENDA
ITEM
13

*Date already agreed
 The Local Strategic Partnership Conference will take place in February/March and the joint LSP/GYP event will be held on 7 March 2009.
 G:\2020 Forum-LSP Board\Misc\LSP mtg dates - Jan 08-Jan09.doc
 Dated 19 November 2008