

Public Document Pack

Date of meeting Monday, 22nd August, 2011
Time 7.00 pm
Venue Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG
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Merrial Street
Newcastle-under-Lyme
Staffordshire
ST5 2AG

Active and Cohesive Communities Overview and Scrutiny Committee

AGENDA

PART 1- OPEN AGENDA

- | | | |
|---|--|-------------------|
| 1 | To receive Declarations of Interest from Members on items included in this agenda | (Pages 1 - 18) |
| 2 | Minutes of previous meeting | (Pages 19 - 20) |
| 3 | Draft Brief for Scrutiny (Locality Working) | (Pages 21 - 24) |
| 4 | Report Locality Action Partnerships | (Pages 25 - 76) |
| 5 | Draft Brief For Scrutiny (Review of Grants and the Third Sector) | (Pages 77 - 80) |
| 6 | Covering Report Grants Review and Third Sector Commissioning | (Pages 81 - 94) |
| 7 | Bateswood Local Nature Reserve | (Pages 95 - 112) |
| 8 | Forward Plan - August to November, 2011 | (Pages 113 - 138) |
| 9 | To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972 | |

Members: Councillors Heames (Chairman), G Williams (Vice-Chair), Astle, Bailey, G Cairns, M Clarke, J Cooper, D Cornes, G Heesom, Olszewski, J Tagg, J Walklate and I Wilkes

'Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting'

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*Printed for information

**ACTIVE AND COHESIVE COMMUNITIES
OVERVIEW AND SCRUTINY COMMITTEE**

13 June 2011

Present:- Councillor Mrs Heames in the Chair

Councillors Bailey, Cooper, Mrs Cornes, Miss Olszewski, Tagg J, Miss Walklate, Wilkes and Mrs Williams

Apologies for absence were received from Councillors Mrs Astle, Cairns and Mrs Heesom.

84. * **DECLARATIONS OF INTEREST**

There were none.

85. * **MINUTES OF PREVIOUS MEETINGS**

Resolved:- (a) That the minutes of the meeting of this Committee held on 7 March 2011 be approved as a correct record.

(b) That the notes of the informal meeting of this Committee held on 12 May 2011 be noted.

86. * **PLANNING A WORK PROGRAMME**

Consideration was given to a report seeking to assist Members in the development of a work programme for the 2011/12 Municipal Year.

The report identified possible areas for inclusion in the Committee's work programme and outlined those areas of the Council's work that fell within the remit of the Committee.

Resolved:- (a) That the following matters be included in the Committee's Work Programme for 2011/12:-

- (i) Locality working.
- (ii) Future provision of leisure facilities in the Knutton area.
- (iii) Review of grants system.
- (iv) Jubilee 2 (regular updates to future meetings).

(b) That in addition to the above topics, the Overview and Scrutiny Co-ordinating Committee be advised of this Committee's concerns about the emerging changes to planning legislation that will have an effect on how the Council utilises financial contributions secured by, if implemented, S106 Agreements, and asked to refer this matter to the Economic Development and Enterprise Overview and Scrutiny Committee for consideration.

87. * **THE FORWARD PLAN – ACTIVE AND COHESIVE COMMUNITIES
OVERVIEW AND SCRUTINY COMMITTEE – FOR THE PERIOD JUNE 2011
TO SEPTEMBER 2011**

Consideration was given to a report identifying the proposed key decisions in the latest version of the Forward Plan and falling within the remit of this Committee.

Reference was made to the proposed report to Cabinet on the review of facilities in Bateswood Nature Reserve for horse riding and angling in respect of which it was requested that a briefing note on this matter be prepared and forwarded to all members of this Committee.

Resolved:- (a) That the information be received.

(b) That the officers provide all members of this Committee with a briefing note on the item referred to in the Forward Plan about the review of facilities in Bateswood Nature Reserve for horse riding and angling.

88. * **NEWCASTLE-UNDER-LYME BOROUGH COUNCIL SCRUTINY PEER
REVIEW – APRIL 2011**

The Committee was invited to comment on the recommendations of the Peer Group appointed by the Council to review the Borough Council's existing scrutiny arrangements.

Resolved:- That the Overview and Scrutiny Co-ordinating Committee be advised that this Committee supports the recommendations made by the Scrutiny Peer Review Group with the exception of that relating to the Health Scrutiny Sub-Committee which this Committee strongly considers should be retained.

**MRS A HEAMES
Chair**

Agenda Item 3

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE ACTIVE AND COHESIVE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

24 August 2011

1. WORK PROGRAMME – DRAFT BRIEF FOR SCRUTINY LOCALITY WORKING

Submitted by: Member Services Officer
Portfolio: Culture and Active Communities
Ward(s) affected: Non-specific

Purpose of the Report

To enable the Committee to discuss the draft scrutiny brief in relation to Locality Working and to agree its content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

Recommendations

- (a) That the draft brief for scrutiny (Locality Working) be agreed.
- (b) That the draft brief (Locality Working) for scrutiny be submitted to the Overview and Scrutiny Co-ordinating Committee for final approval.

Reasons

Following the Scrutiny Peer Review it was agreed that the Overview and Scrutiny Co-ordinating Committee fulfil the role of the 'work planning group' and that all draft briefs for scrutiny be submitted to it for final approval.

1. **Background**

1.1 At the last meeting of the Committee it was agreed that the following topics be included on the work programme:

- Review of Locality Working (Locality Action Partnerships)
- Review of Grants and Third Sector Commissioning

The draft brief relating to Locality Working is attached at **Appendix A**.

2. **Issues**

2.1 Members are asked to consider the briefs appended to this report and to agree the content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

3. **Outstanding Actions Agreed by the Committee**

3.1 None at present

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

4.1 The work programme of the Active and Cohesive Overview and Scrutiny Committee lists items for Overview and Scrutiny activity. This activity will contribute to the following priorities in the Sustainable Community Strategy:

4.2

PE01	To raise the aspirations of all young people, particularly those from disadvantaged groups
PE02	To provide appropriate youth provision for young people of all ages
PR05	To encourage more people to lead healthier lifestyles with a particular focus on children and young people
PL02	To build stronger neighbourhoods enabling communities to actively participate and influence service delivery

4.3 The committee's activities will also contribute to the corporate priority of creating a Borough of opportunity.

5. **Legal and Statutory Implications**

5.1 There are no legal or statutory implications directly arising from this report.

6. **Equality Impact Assessment**

6.1 There are no equalities issues directly associated with this report. Consultation items on the work programme, such as draft police should include equality impact assessments and the committee should seek to challenge report authors and decision-makers to ensure that all equalities and diversity issues have been discussed.

7. **Financial and Resource Implications**

7.1 There are no financial implications directly arising from this report.

7.2 The primary resource implication arising from this report is Members' and Officers' time and commitment to undertake Overview and Scrutiny activity. When monitoring the work programme it is the committee's responsibility to ensure that it does not overburden itself with work if Members are unable to commit to particular activities within an agreed timeframe.

7.3 There are no human resource implications arising from this report.

7.4 There are no ICT implications arising from this report.

8. **Major Risks**

8.1 There are no risks associated with this report.

9. **Key Decision Information**

9.1 Overview and Scrutiny does not have the power to make decisions and therefore this report does not propose any decisions which would be considered to be a key decision.

10. **List of Appendices**

Appendix A

Review of Locality Working

Brief for Scrutiny Active and Cohesive

Topic to be scrutinised Review of Locality Working (Locality Action Partnerships (LAPs) Review)
Questions to be addressed <ol style="list-style-type: none">1. What do LAPs do and how are they organised currently?2. What areas of working undertaken by the LAPs can be done better?3. What needs to happen to improve the LAPs?4. Can the LAPs deliver localism or does more need to be done in terms of locality working?
Outcome <ol style="list-style-type: none">1. The further development of the LAPs into bodies which can deliver actions which reflect the identified needs of each locality in the Borough2. Improved and enhanced communications for LAPs3. A system of locality working which is genuinely local and which reflects all the key elements of each locality to the benefit of that locality
Background materials <ol style="list-style-type: none">1. Previous studies by the Active & Cohesive Communities Overview & Scrutiny Committee on locality working (2008)2. Cabinet report on Locality Working – February 20103. Localism & Decentralisation Bill 20114. Public Sector Reform White Paper (2010)5. Open Public Services White Paper (2011)
Evidence and witnesses <ol style="list-style-type: none">1. LAPs Chairs and other local community representatives2. Partner organisations, including Staffs CC, FARS, Police and Aspire3. Third sector representatives4. Elected Members
Method of scrutiny <ol style="list-style-type: none">1. Updates to the Active & Cohesive Communities Overview & Scrutiny Committee – review has taken place and the Committee is a key part of overseeing delivery of the recommendations coming out of the review, ensuring that stated deadlines are met and benefits realised2. To consider representations from key stakeholders (as outlined above) where relevant and where value is added3. Input from elected Members
Timetable Start date 22 nd August 2011

<p>Dates of meetings Updates to meetings of Active & Cohesive Committee in October 2011 and March 2012</p> <p>Draft report 22nd August 2011 (initial report, also going to Cabinet on 7th September – so considered by Scrutiny first)</p> <p>Final report 5th March 2012 (final report on the process of change and updates on the development of locality working in light of ongoing legislative change)</p> <p>Report to Council 28th March 2012</p>
<p>Constraints</p> <ol style="list-style-type: none"> 1. Review has taken place, including detailed activity from key stakeholders – role for scrutiny is not around the review process, rather the implementation of change and the benefits realised from changes to locality working 2. National legislative framework
<p>Members to undertake the scrutiny</p> <p>Cllr Heames Active & Cohesive Communities Overview & Scrutiny Committee</p>
<p>Support</p> <p>Head of Business Improvement & Partnerships Partnerships Manager Partnerships Team Chief Executive</p>
<p>Newcastle Borough Council Corporate Plan Priority area (s)</p> <ul style="list-style-type: none"> ○ Creating a cleaner, safer and sustainable Borough ○ Creating a Borough of opportunity ○ Creating a healthy and active community ○ Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> ● Provides and critical friend challenge to executive policy makers and decision makers ● Enables the voice and concerns of the public to be heard ● Is carried out by independent governors who lead and own the scrutiny role ● Drives improvement in public services
<p>Brief approved by Overview and Scrutiny Co-ordinating Committee</p> <p>Signed Date</p>

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S SUPPLEMENTARY REPORT TO THE ACTIVE AND COHESIVE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Monday 22 August 2010

1. **REPORT TITLE** **Locality Action Partnership (LAP) Review**
- Submitted by:** **Head of Business Improvement and Partnerships – Mark Bailey**
- Portfolio:** **Safer and Stronger Communities**
- Ward(s) affected:** **All**

Purpose of the Report

This report contains information and proposals relating to the Newcastle Partnership and Borough Council review of Locality Action Partnerships. The full partnership report (Appendix A) outlines the background to the establishment of the LAPs, the progress made to date and identifies a set of options for future development. This report aims to gain support for the recommendations made and the ongoing development of Locality Action Partnerships

Recommendations

- a) **To note the contents of the report and the full Newcastle Partnership Locality Action Partnership Review report 'The Story of 'Our Place'**
- b) **To comment on the recommendations of the full report and proposals.**
- c) **To make recommendations relating to strengthening the role of the elected member.**

Reasons

In September 2007, the Council adopted locality working as an approach to strengthen the connection between the work of the council, its councillors, its partners, and individual communities. Eleven individual localities have since been established and are at various stages of development. Locality working has been reviewed on a number of occasions since 2007. The review is part of the wider Borough Council transformation project. The proposals contained in this report aim to further develop Locality Action Partnerships and to firmly establish them as a structure for the emerging localism agenda.

1. **Background**

- 1.1 In September 2007 the Cabinet supported proposals to develop closer community working arrangements and connections through the development of locality working arrangements.
- 1.2 At the Cabinet meeting on 20 February 2008, Cabinet agreed proposals to strengthen the community leadership role of elected members with a view to that work assisting the development of Locality Action Partnerships (LAPs). Those proposals were to be considered by a cross party working group under the guidance of the Active & Cohesive Communities Scrutiny Committee. This work has not been completed and no recommendations have yet been made.
- 1.3 In October 2008, the Newcastle Partnership identified that to enable service providers to focus their efforts more closely on the varying needs of different communities that a new way

of working would need to be developed. The partnership recognised its crucial role in bringing agencies & communities together to improve the local area and to ensure that decision making reflects the priorities of both, balanced with evidence based need and therefore established LAPs.

- 1.4 LAPs emerged from the previous Community Safety Locality Action Groups and utilised the principles of Neighbourhood Management (following on from the Neighbourhood Management Pathfinder). In addition they assisted in the delivery of the 2006 local government White Paper 'Strong and Prosperous Communities' which set out the 'government's vision to create strong, prosperous communities and reshape public services around those who use them, through greater partnership working between local authorities and other agencies' (Local Government White Paper; Strong and Prosperous Communities, 2006, Department for Communities and Local Government, Crown Copyright 2006) Recognition was given to the transferable practice from the NMP to the LAPs in a 2009 REGEN West Midlands prize where Newcastle was highly commended. The LAPs were set up to assist in providing effective joint working within localities, to enable more decisions to be made at a local level with the involvement of the residents and the communities that they affect. As a result, the LAPs were set the task of widening their remit to focus on different themes to meet the priorities in the Sustainable Community Strategy.
- 1.5 The LAPs in Newcastle were supported and administered on behalf of the key partners and the community itself by a Locality Working Team (based in the Borough Council) up until February 2010, when a decision was made to review this support, resulting in the team being withdrawn from the service. It was further determined by the Borough Council, in conjunction with partners, that LAPs and locality working be identified as one of the areas of work for the Newcastle Borough Council Transformation Programme in February 2010. Details of the processes underpinning the LAP review and those agencies, groups and individuals involved in the review can be found in the methodology sections connected to the full Newcastle Partnership report (see partnership report Appendices one and two)
- 1.6 Following on from this initial decision, in November 2010 the project manager for the LAPs project was identified as the Newcastle LSP Manager (who was, at the time, in the process of overseeing and developing a review of the Newcastle Partnership structures and governance arrangements). In December 2010, the Newcastle Partnership Executive Board agreed to the proposed Borough Partnership structure (see Appendix three of the full partnership report).
- 1.7 Since the new Partnership structure was agreed, progress has been made on the LAPs project. The LSP Manager (now called the Partnerships Manager) has completed a mapping exercise on the LAPs, looking at how each of them operates; which partners attend and at what level of the organisation attendees work at; the chairs and the role of the chairs; when and where the groups meet; and has also sought to identify the key issues for those people involved in the LAPs. The review has involved a large number of people many of whom have similar ideas as to how the LAPs should progress, although there have been a number of proposals put forward that are the opinion of only a small number of those involved. It should be stated that some of the suggestions received may not be achievable either due to reductions in capacity and/or insufficient resources. In addition, there remains a number of national reforms that are still to be established and clarified that may impact on the future development of locality working and therefore the LAPs may need to remain under constant review over the next 12-18 months. The final report (Appendix A) details the information gathered and presents suggestions for future development. The Newcastle Partnership report has been presented to the Executive Management Team, Partnership Delivery Group, Locality Action Partnership chairs and to the Partnership Executive Board.

2. Issues

- 2.1 Nationally, locality working has been developed in different ways with the key aim of transferring some aspects of control currently exercised by local authorities and other public sector organisations to local communities and thereby effectively acknowledging the concept that 'one size doesn't fit all'. In Newcastle-under-Lyme, LAPs were initiated to give local people and communities more influence over how to improve their lives and a role in decision making and policy formulation, development and implementation. In addition, LAPs can assist in community engagement and empowerment and can play a major part in the achievement of improved community cohesion.
- 2.2 There are significant new drivers that underpin the future development of locality working. The Coalition Government's 'Programme for Government' outlines support for progress to be made by "people coming together to make life better and for distributing power and opportunity", (The Coalition; Our Programme for Government, <http://www.cabinetoffice.gov.uk/news/coalition-documents>). In addition the 'Big Society, Not Big Government' document discusses the plan to 'stimulate the creation and development of neighbourhood groups in every area' (Big Society, Not Big Government http://www.conservatives.com/News/News_stories/2010/03/Plans_announced_to_help_build_a_Big_Society.aspx). The Public Sector Reform White Paper is a key driver for transferring power back to communities. The Newcastle Partnership has already made significant steps in this direction and the continued support for and development of the LAPs will move the Borough towards ensuring delivery against these national objectives and local priorities.
- 2.3 The review highlighted support for LAPs to continue with a number of suggestions made to ensure their ongoing development.
- 2.4 The Partnership Delivery Group meeting of 23 May 2011 confirmed the ongoing commitment to the development of LAPs.
- 2.5 The partnership review generated a wide acceptance that the LAPs are a good structure for the emerging agendas of Big Society and the Localism and Decentralisation Bill.
- 2.6 The Partnership report tables a number of recommendations to develop Locality Action Partnerships. The recommendations have been split into a number of smaller key subject areas:
- I. **Resources** – chairs, resident/community involvement, partners, councillors
 - II. **Communication** – Partner Communications, Social Media, Website, Newsletter.
 - III. **Community Pride** – Structured approach to Community Pride.
 - IV. **Funding** – Current, Future, Applications, External funding, LAP support
 - V. **General Function** – Definition, Constitution, Terms of Reference, Roles and Responsibilities, Action Planning, Governance, Branding, Community Engagement.
- 2.7 The issues of strengthening the community leadership role of elected members have been highlighted in previous committee reports and again have been raised during the LAP review. There are specific elected member development recommendations in the report which aim to address this issue.
- 2.8 Two of the areas consistently raised as highly important throughout the review are the support delivered by the current LAP Administration Assistant and the availability of LAP funding for small projects.

- 2.9 Of particular importance to Newcastle Borough Council, is the communication and links between individual departments of the council and Locality Action Partnerships. A mapping exercise by Heads of Service will assist in establishing a plan of action to engage officers of the borough council in the development of LAPs.
- 2.10 Further practical considerations include the following: -
- I. There are a number of government policy and legislative changes yet to be finalised and implemented which will have an impact on the future development of Locality Action Partnerships;
 - II. There remain significant organisational reforms and restructures ongoing across the borough and county resulting in a reduction in capacity of the constituent public sector organisations involved;
 - III. Due to the number of people involved, there are a large number of opinions and suggestions to consider;
 - IV. Increased financial constraints will play a key part;
 - V. One size doesn't fit all – each locality has different personalities involved, local priorities and have developed at varying stages;
 - VI. Community involvement – consideration needs to be given as to whether issues raised are for personal purposes or are more representative of the wider community; and
 - VII. There is a tendency for communities to raise priorities on issues that are witnessed on a daily basis such as littering and dog fouling and generally do not consider wider issues such as health, employment and financial inclusion

3. **Options Considered**

3.1 **Option A – no change**

- I. This option will not strengthen or develop the service delivery link to LAPs

3.2 **Option B – Agree to the proposals contained in this report and the LAP Review**

- I. Attached to this option is the caveat that future policy and legislation may have a direct impact on the development of LAPs.
- II. This option will assist in strengthening the community leadership role of elected members.
- III. Option B will ensure a level of consistency to the LAPs, however is flexible enough to allow the locality concept that 'one size doesn't fit all'.
- IV. Finally this option will strengthen and develop the LAPs to be in an improved position to delivery elements of Big Society and the proposed Localism and Decentralisation Bill due to be enacted in November 2010.

4. **Proposal**

- 4.1 It is proposed that Informal Cabinet agree to the recommendations in this and the Newcastle Partnership Locality Action Partnership review report.
- 4.2 It is also proposed that Informal Cabinet make note of the recommendations relating to the role of the elected member and any specific proposals that may be relevant to their portfolio area.

5. **Reasons for Preferred Solution**

- 5.1 Locality Working has operated in different guises over a number of years and LAPs have been under various review processes since 2007. The current review links into developing

policy, strategy and legislation and therefore the recommendations are integral to the ongoing development of LAPs, to ensure delivery against the emerging agendas. Additionally, LAPs are part of the transformation programme and as such have already been highlighted for development.

- 5.2 The recommendations have been identified through detailed consultation with partners, LAP chairs, elected members and the community and attempt to meet a broad range of requirements.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 Locality Action Partnerships were initially developed to deliver local solutions to both Corporate and Sustainable Community Strategy priorities. It is proposed that the LAPs continue to focus on local priorities and deliver against the local Sustainable Community Strategy priorities.

7. **Legal and Statutory Implications**

- 7.1 None at present although the review has established a widely acknowledged opinion that LAPs are a good structure for the emerging agenda. There may be future implications based around the proposed Localism and Decentralisation Bill and other statutory duties.

8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment of the review has been completed and is available. The review has not raised any specific issues relating to equality, however, the recommendations in the partnership report have areas of work that have potential relevance to equality and they will be identified and impact assessed.

9. **Financial and Resource Implications**

- 9.1 Locality Action Partnerships were allocated £5,000 each to develop local solutions to issues with the community. Funding was identified as a priority area as part of the review and therefore will need consideration. A separate paper relating to this issue is being submitted by the Head of Business Improvement and Partnerships.
- 9.2 The review has a number of recommendations that require officer time both from the Business Improvement and Partnerships team and other departments across the borough council. Current administration support to the LAPs is provided by a LAP Administration Assistant who's Fixed Term Contract is due to end in March 2012. This is currently being investigated by the Head of Business Improvement and Partnerships and therefore may be a future decision item.

10. **Major Risks**

- 10.1 The GRACE risk assessment for Locality Action Partnerships is currently being reviewed and is being linked with the wider Newcastle Partnership risks. Two areas of potential future risk are the emerging gaps in Big Society and the delivery against the proposed Localism and Decentralisation Bill.

11. **Sustainability and Climate Change Implications**

- 11.1 As one of the Sustainable Community Strategy priorities, where possible issues are identified by individual Locality Action Partnerships relating to sustainability and climate

change and the work is subsequently linked to the Newcastle Partnership Sustainable Development group.

12. **Key Decision Information**

12.1 This item is included in the forward plan.

13. **Earlier Cabinet/Committee Resolutions**

5 Sept 2007 – Partnership & Neighbourhood Working
20 February 2008 – Ward Councillors and community leadership
17 February 2010 – Developing Locality Working

14. **List of Appendices**

14.1 **Appendix A** – Full Newcastle Partnership Locality Action Partnership Review – ‘The Story of our place’ including: Appendix One – Methodology, Appendix Two – List of interviewees and attendees at LAP Review, Appendix Three – Newcastle Partnership Structure, Appendix Four – LAP Review Transformation Programme Action Plan, Appendix Five – Generic Terms of Reference, Appendix Six – Individual LAP Details – Attendees, Projects, Chair and Appendix Seven – Feedback from Two Review Sessions

15. **Background Papers**

15.1 None.



The Story of 'Our Place'

A review of Locality Action Partnerships, in the Borough



<u>Contents</u>	Page
Summary	3
Introduction	4
Background	6
New National Drivers	9
Current Perspective	10
• Role and Remit, Attendees, Frequency of meetings, projects	
Findings and Suggestions for future development	11
• Feedback/Suggestions from:	
○ Interviews with Chairs	
○ Interviews/Feedback with Partners and meetings of the Partnership Delivery Group	
○ Findings from two sessions held with wider LAP attendees	
• Resource	12
• Communication	14
• Community Pride	15
• Funding	15
• General Function	15
Table of Recommendations	17
Barriers	28
Conclusions	28
Appendix One – Methodology	29
Appendix Two – List of interviewees and attendees at LAP Review	30
Appendix Three – Newcastle Partnership Structure	32
Appendix Four – LAP Review Transformation Programme Action Plan	33
Appendix Five – Generic Terms of Reference	34
Appendix Six – Individual LAP Details – Attendees, Projects, Chair	37
Appendix Seven – Feedback from Two Review Sessions	43

Summary

The Newcastle Partnership engages with 11 Locality Action Partnerships (LAPs) across the Borough to offer potential opportunities for residents and communities to get involved in activities, engagement and decision-making in their area. LAPs represent the Partnership's established infrastructure for the delivery of locality working and offer communities enhanced and focused access to a range of partners in order to address and deliver against local priorities. This report outlines the background to the establishment of the LAPs, the progress made by the LAPs to date and identifies a set of options for future development. The proposed recommendations have been established following a series of interviews with current LAP chairs, key stakeholders, attendance at meetings of the Newcastle Partnership Delivery Group and a further two engagement sessions with LAP attendees. Consideration has also been given to a range of new policy and legislative drivers, including the Localism and Decentralisation Bill and the development of the 'Big Society' to name but two.

DRAFT

Introduction

Locality working has been in place across the Borough of Newcastle-under-Lyme for a number of years and has existed in a series of different guises.

The Borough has benefited from major targeted interventions in the past including the Single Regeneration Budget (SRB) in Chesterton, the Knutton and Cross Heath Neighbourhood Management Pathfinder, RENEW (covering North Staffordshire as a whole) and its successor, the North Staffordshire Regeneration Partnership (NSRP). Engagement with the community has been a significant element of each of these programmes and has formed the basis for the development of the current system of Locality Action Partnerships (LAPs).

Nationally, locality working has been developed in different ways with the key aim of transferring some aspects of control currently exercised by local authorities and other public sector organisations to local communities and thereby effectively acknowledging the concept that 'one size doesn't fit all'. In Newcastle-under-Lyme, LAPs were initiated to give local people and communities more influence over how to improve their lives and a role in decision making and policy formulation, development and implementation. In addition, LAPs can assist in community engagement and empowerment and can play a major part in the achievement of improved community cohesion.

The LAPs in Newcastle were supported and administered on behalf of the key partners and the community itself by a Locality Working Team (based in the Borough Council) up until February 2010, when a decision was made to review this support, resulting in the team being withdrawn from the service. It was further determined by the Borough Council, in conjunction with partners, that LAPs and locality working be identified as one of the areas of work for the Newcastle Borough Council Transformation Programme in February 2010. Details of the processes underpinning the LAP review and those agencies, groups and individuals involved in the review can be found in the methodology sections connected to this report (see Appendices one and two)

Following on from this initial decision, in November 2010 the project manager for the LAPs project was identified as the Newcastle LSP Manager (who was, at the time, in the process of overseeing and developing a review of the Newcastle Partnership structures and governance arrangements). In December 2010, the Newcastle Partnership Executive Board agreed to the proposed Borough Partnership structure (see Appendix three of this report).

This agreed structure proposal identified that a 'Joining Big Society' group would be the appropriate Partnership group to monitor the engagement opportunities through the LAPs structure. The proposal further suggested that the LAPs continue to report to the Joint Operations Group (JOG) to deal with 'Safer' issues and that the chairs continue to meet to share good practice and communicate common issues. Overall accountability for the LAPs under the revised Partnership structure for the Borough is now held with the Partnership Delivery Group (PDG) and the Partnership Executive Board (PEB). It is likely that there will be future reviews and changes to the Partnership structure when more detail is released on the Health and Policing reforms and other key policies currently under development by national government.

Since the new Partnership structure was agreed, progress has been made on the LAPs project. The LSP Manager (now called the Partnerships Manager) has completed a mapping exercise on the LAPs, looking at how each of them operates; which partners attend and at what level of the organisation attendees work at; the chairs and the role of the chairs; when and where the groups meet; and has also sought to identify the key issues for those people involved in the LAPs. The review has involved a large number of people many of whom have similar ideas as to how the LAPs should progress, although there have been a number of proposals put forward that are the opinion of only a small number of those involved. It should be stated that some of the suggestions received may not be achievable either due to reductions in capacity and/or insufficient resources. In addition, there remains a number of national reforms that are still to be established and clarified that may impact on the future development of locality working and therefore the LAPs may need to remain under constant review over

the next 12-18 months. The following report details the information gathered and presents suggestions for future development.

The background information to this report will look into the initial set up of the LAPs and the key drivers at the time of their establishment and the progress made to date by the LAPs. The Partnerships Manager has developed an action plan to track progress of the review (see Appendix Four) and recommendations have been developed based on opinions raised during interviews with LAP chairs, other key stakeholders, partnership meetings and feedback and two sessions with the wider LAP attendees. The report takes into consideration the background and set up of LAPs, recent national policy changes and legislative drivers, an evaluation of the current position including a set of interviews and sessions with those involved in locality working, an assessment of the key resources needed and includes a set of recommendations for future development.

There are significant new drivers that underpin the future development of locality working. The Coalition Government's 'Programme for Government' outlines support for progress to be made by "people coming together to make life better and for distributing power and opportunity", (The Coalition; Our Programme for Government, <http://www.cabinetoffice.gov.uk/news/coalition-documents>). In addition the 'Big Society, Not Big Government' document discusses the plan to 'stimulate the creation and development of neighbourhood groups in every area' (Big Society, Not Big Government http://www.conservatives.com/News/News_stories/2010/03/Plans_announced_to_help_build_a_Big_Society.aspx). The Newcastle Partnership has already made significant steps in this direction and the continued support for and development of the LAPs will move the Borough towards ensuring delivery against these national objectives and local priorities.

Further practical considerations include the following: -

- There are a number of government policy and legislative changes yet to be finalised and implemented which will have an impact on the future development of Locality Action Partnerships;
- There remain significant organisational reforms and restructures ongoing across the borough and county resulting in a reduction in capacity of the constituent public sector organisations involved;
- Due to the number of people involved, there are a large number of opinions and suggestions to consider;
- Increased financial constraints will play a key part;
- One size doesn't fit all – each locality has different personalities involved, local priorities and have developed at varying stages;
- Community involvement – consideration needs to be given as to whether issues raised are for personal purposes or are more representative of the wider community; and
- There is a tendency for communities to raise priorities on issues that are witnessed on a daily basis such as littering and dog fouling and generally do not consider wider issues such as health, employment and financial inclusion

Background

Locality Action Groups covering police boundaries and with a community safety focus were active in Newcastle for a number of years prior to the end of the Knutton Cross Heath Neighbourhood Management Pathfinder. In October 2008, the Newcastle Partnership identified that to enable service providers to focus their efforts more closely on the varying needs of different communities that a new way of working would need to be developed. The partnership recognised its crucial role in bringing

agencies & communities together to improve the local area and to ensure that decision making reflects the priorities of both, balanced with evidence based need.

Locality Action Partnerships (LAPs) emerged from the previous Community Safety Locality Action Groups and utilised the principles of Neighbourhood Management (following on from the Neighbourhood Management Pathfinder). In addition they assisted in the delivery of the 2006 local government White Paper 'Strong and Prosperous Communities' which set out the 'government's vision to create strong, prosperous communities and reshape public services around those who use them, through greater partnership working between local authorities and other agencies' (Local Government White Paper; Strong and Prosperous Communities, 2006, Department for Communities and Local Government, Crown Copyright 2006) Recognition was given to the transferable practice from the NMP to the LAPs in a 2009 REGEN West Midlands prize where Newcastle was highly commended. The LAPs were set up to assist in providing effective joint working within localities, to enable more decisions to be made at a local level with the involvement of the residents and the communities that they affect. As a result, the LAPs were set the task of widening their remit to focus on different themes to meet the priorities in the Sustainable Community Strategy.

One of the more successful interventions developed initially by the Neighbourhood Management Pathfinder and subsequently locality working is Project House in Knutton and Cross Heath. Project House seeks to deliver improved outcomes for children and young people in the area and has progressed significantly, receiving Big Lottery Funding and more recently has been chosen by the local Sainsbury's as their local charity for the year.

Locality Action Partnerships were established with the following key aims:

- Establish local priorities via intelligence led; planning;
- Enable residents to influence, challenge and be involved in service delivery;
- Engage elected members with their communities and partners;
- Improve communications;
- Enable service providers to engage at a local level and to work together to meet local need;
- Give a voice in each locality to identify and fix issues;
- Strengthen community understanding and awareness; and
- Reduce inequalities, enabling funding and staff to be utilised more effectively and efficiently

LAPs are in operation in 10 areas of the Borough (there are 11 Locality Action Partnership groups in total due to there being two LAPs in the Kidsgrove/Butt Lane area) and attendees include Borough Councillors, County Councillors, Parish Councillors, Town Councillors, relevant officers from both Borough and County Councils, local community groups, residents, community and voluntary organisations, Aspire, Staffordshire Police, Staffordshire Fire and Rescue Service and other relevant partners, as well as members of the public.

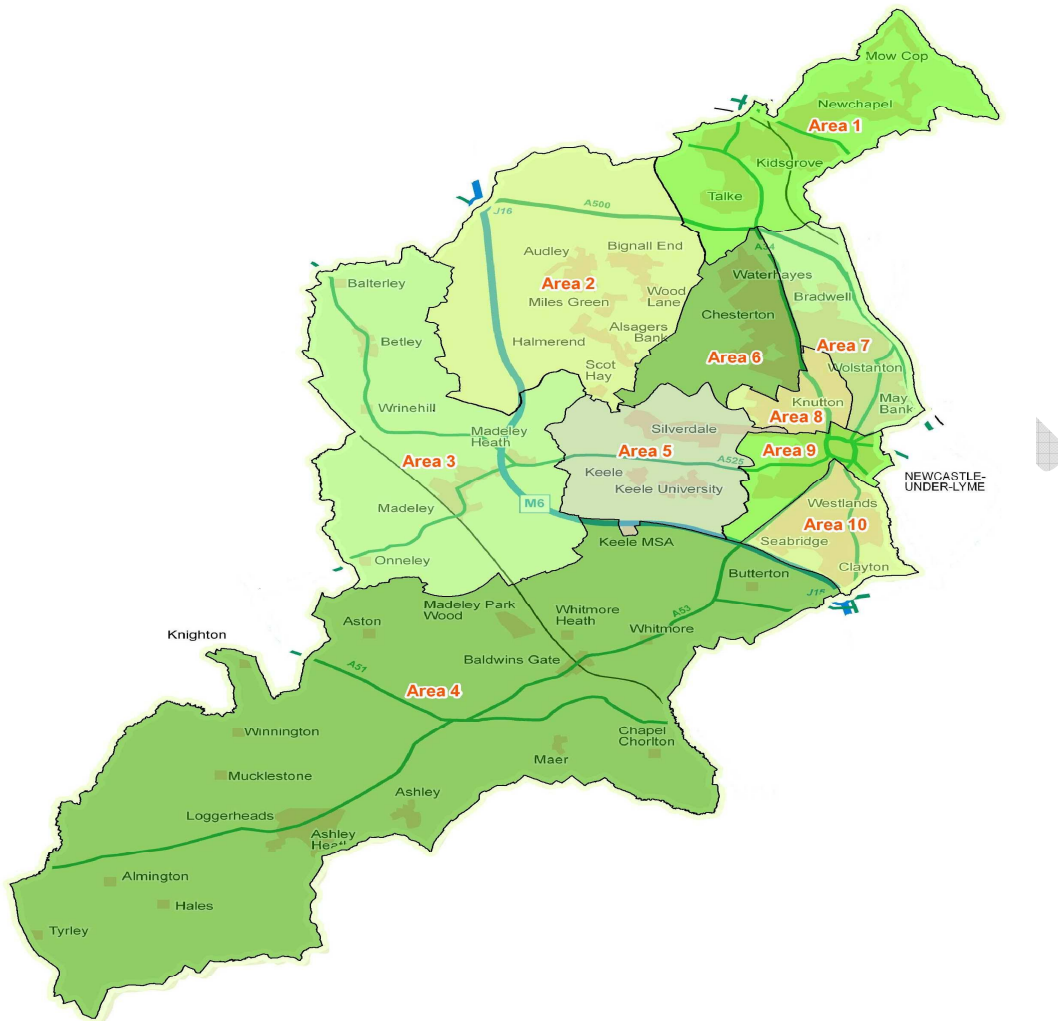
At the time of being set up the LAPs were supported by a locality support team and area profiles were developed for each of the groups to target evidence based need and subsequently action plans were developed by the groups to address the identified priorities. These priorities linked to the Sustainable Community Strategy.

The 10 areas involved in the scheme are shown on the attached map below. Each of the LAP groups was allocated £5,000 to spend on activities that aimed to deliver projects against the Sustainable Community Strategy priorities. In addition the Locality Action Partnerships were allocated a Community Safety budget (Basic Command Unit and Safer and Stronger Communities Fund). In February 2010 it was determined that locality working should be one of the projects of the Newcastle Borough Council transformation programme and needed to be supported differently and reviewed. The transformation of

LAPs also identified that Councillors roles in locality working needed to be clearly defined, developed and communicated.

The review has established overwhelming support for the work to continue and to develop further. Progress made since February 2009 can in the main be attributed to willing volunteers and an ongoing commitment to addressing local need.

The following map and list identifies the LAP areas.



Areas

- 1 – (Two LAPs) Kidsgrove, Butt Lane, Newchapel, Ravenscliffe and Talke
- 2 – Audley, Bignall End and Halmer End
- 3 – Balterley, Betley, Wrinchill and Madeley
- 4 – Chapel and Hill Chorlton, Loggerheads, Maer and Whitmore
- 5 – Keele, Silverdale and Parksite

- 6 – Chesterton and Holditch
- 7 – Wolstanton, May Bank, Bradwell and Porthill
- 8 – Knutton and Cross Heath
- 9 – Poolfields, Town and Thistleberry
- 10 – Clayton, Seabridge and Westlands

Understanding Local Need and Translation into Priorities – Key Local Drivers

The vision for Newcastle-under-Lyme is set out within the current Sustainable Community Strategy, 2008-2020. The strategy identifies the important issues that need to be addressed in order to enhance the quality of life of local communities and it is this vision which provides the framework for the LAPs to operate within.

At the heart of the Sustainable Community Strategy is the desire of partners to reduce inequalities by creating strong, safe and attractive communities and providing a structure that enables sustainable economic growth for the borough as a whole. It also seeks to focus on offering opportunities for people to improve their quality of life and to empower them to be a key part of continuous positive impacts.

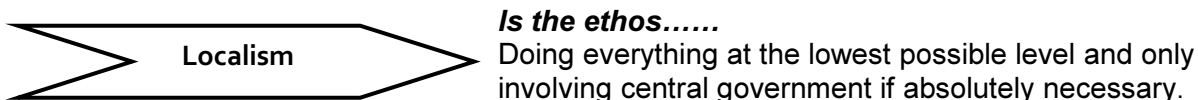
The Newcastle-under-Lyme Sustainable Community Strategy sets out 21 shared partnership priorities for the borough, developed through community consultation, evidence based need and organisational priorities. The 21 priorities are currently under review, in an attempt to reduce to five key strategic priorities to reflect a reduction in capacity and the need to focus on the most important issues and those that will have the biggest impact to enhance the quality of life of local communities in Newcastle.

New National Drivers

In addition to the local drivers at play here, there are a number of key national drivers that support the development of locality working across the borough, some of which have been referenced already by this paper.

The key concepts underpinning the national approach to locality working include the relationship localism, decentralisation and the ‘Big Society’.

The following diagram illustrates this relationship: -



***Is what we do.....***

Giving away power to individuals, professionals, communities and local institutions.

***Is what we are trying to achieve....***

A society where people, neighbourhoods and communities have more power and responsibility and use it to create better services and outcomes.

There is recognition by the government that elements of the Big Society are already being carried out in some areas, but it also recognises that this work can be unevenly distributed as some people still feel disempowered and disengaged.

Big Society should be a partnership in local areas based upon and centred on needs of the community. It is envisaged that LAPs will be central to the delivery of this relationship, aided by the drive to deliver against the vision set out in the Sustainable Community Strategy.

The Decentralisation and Localism Bill

National Government has sought to encapsulate the approaches outlined above in legislation. Most notably, this is being developed through the Decentralisation and Localism Bill, which is currently going through Parliament. It is argued that decentralisation is not confined to any single department of government and the intention is that the agenda will work across government departments. This is also essentially the picture with regards to localism.

The 'Essential Guide' to the bill explains the two vital roles envisaged for local authorities in developing these concepts further. Local authorities, under the proposals being put forward, will be the beneficiaries of decentralisation as power is passed to them by central government and they will also have a vital role in passing that power to communities and individuals.

The Localism and Decentralisation Bill provides the legislative foundation for changing and implementing a shift of power from central government to local communities and the guide produced identifies six actions to change from 'Big Government' to 'Big Society'. These are: -

- 1) Lift the burden of bureaucracy.
- 2) Empower communities to do things their way
- 3) Increase local control of public finance.
- 4) Diversify the supply of public services.
- 5) Open up government to public scrutiny
- 6) Strengthen accountability to local people.

The concept is about devolving power and responsibility to the most local level possible. These changes will have an impact on a number of departments within the Borough Council, in particular within planning. In addition, many of these changes will affect the work of individual partners and the wider partnership. Locality working can provide the local authority with the structure to implement the Localism Bill and to develop the 'Big Society' and it is therefore essential that these are considered within the transformation programme planning.

Locality Working – Other Areas

Nationally and locally, locality working has developed at different rates and levels. Many areas have set up neighbourhood forums to address local issues and some areas have benefited from funding to do this.

Across Staffordshire, locality working varies significantly between the district and boroughs. The closest match to Newcastle is South Staffordshire's localities which align with parish council boundaries and operate similarly to Newcastle's initial set up including data profiles to identify local need, action plans and then partnership intervention. Tamworth has opted for targeting their top four areas of greatest need in terms of deprivation. Stafford has a small number of multi-agency hubs, again targeting areas of greatest need and Cannock are currently piloting a total place approach in a ward area. The main reason for developing so differently is the original recognition that 'one size doesn't fit all'.

Locality Working in Newcastle - Current Perspective and Feedback

In outlining the existing position in Newcastle with regard to locality working, a number of key areas can be identified. This section provides this information, together with references to feedback from the review work carried out so far, where relevant.

Remit

LAPs were originally developed with the key aim of bringing service providers to the community to identify and to address local issues that came under the priorities contained in the Sustainable Community Strategy.

Generic terms of reference (ToR) (Appendix Five) have been developed for the LAPs, although some LAPs have used these as a template to develop their own ToR. Each of the LAPs have been mapped in terms of their current chair, meeting frequency, attendees and the projects developed to date (see Appendix Six for a summary of this information). It is felt generally that these terms of reference need to be re-visited.

Process

The initial intention was to develop data profiles for each locality, these alongside community information would form the basis for the LAP plans. Subsequent to this planning should be the relevant intervention alongside a reporting mechanism back to the community.

Up until February 2010 the LAPs were developing fairly consistently, since then each has developed at different rates. Most no longer develop action plans as they do not receive data profiles and there is not a resource to keep these up to date. Chesterton and Butt Lane LAPs have both been mentioned on a number of occasions as areas of good practice, but this is undoubtedly an area of work which needs to be addressed further to ensure consistent approaches across all LAPs.

Frequency of Meetings

The frequency of meetings is between 4 - 8 weekly and the meetings are chaired by a variety of community representatives, Councillors and partners. There is also a LAP chairs group that meets every 6 – 8 weeks. These timeframes are generally acceptable to all concerned.

What do the LAPs do? (also see Appendix Six)

The LAPs mainly carry out operational activity - where an issue is identified, the groups work together to look at interventions to address the issues. Interventions can include: Community Pride events, community clear-ups, community safety days linked to other events including electric blanket testing, assistive technology awareness raising, Pensions Service information sessions, financial inclusion/debt advice, Community events, projects around young people's positive activities, Christmas card from your LAP (raising awareness of LAP and asking for priorities for the area), Community payback schemes linked to a project in the LAP area, and intergenerational projects (Cohesion related). As outlined earlier, the results of these interventions are reported back to the LAPs and should be based on plans established by the LAPs and based on evidence and area profiling. It is clear that consistency of approach across all LAPs is a potential issue here.

Who do they report to?

At the Newcastle Partnership Executive Board held on 9 December 2010 the proposed 2011 structure (also attached), was approved with minor amendments. It is envisaged that LAPs report into these structures as appropriate.

Review Findings and Suggestions

As already mentioned, there is support for LAPs to continue with the acknowledgement that further development is needed. LAPs have generally developed well and have empowered communities to be involved more directly in the management of their local area.

There is a consensus amongst those consulted as part of the review that the role of the LAP chair is important and it appears that those LAPs developing well are those that have an enthusiastic and skilled chair or support. There are areas that have highlighted some concern with partner engagement and attendance, but on the whole there is a general satisfaction with the meetings. There is an acknowledgement that some of the LAPs perform better than others with some struggling to identify projects and progress issues raised.

It is clear that the LAPs are a good structure for an emerging agenda and this was recognised by a number of partners. Initial misunderstandings with parishes in the main appear to have been cleared up now and there are good examples of parishes working with the LAPs and also together as parish councils.

Partners and chairs felt that there needed to be additional elements of capacity building included in their development, particularly around the engagement of communities/residents associations and other third sector organisations. It was acknowledged that the role of Village Agents worked well in the rural areas. Some chairs expressed an interest in developing to take on the role of delivering allocated services for partners. There was a clear request to use what is already there rather than set something new up. The Trading Standards Watchdogs were highlighted as a potential resource along with others.

Partnership Delivery Group

The Partnership Delivery Group met 23 May 2011 and outlined their ongoing commitment to the development of Locality Action Partnerships (attendance at this meeting was extended to Aspire and Newcastle Community and Voluntary Service). At the meeting it was also agreed to retain the current LAP boundaries recognising the different layers of boundaries across the borough and an acceptance that relationships have been built up across these areas and partners did not want to see these fractured through a review of lines on the map.

Resources

Chairs

Training was highlighted by both a number of chairs, partners and at the sessions held. Initial ideas were basic training on how to effectively chair meetings as part of the LAP process including putting together an action plan from priorities identified and I.T. skills including developing social media.

A number of chairs requested lists of resident/community groups that they could approach for involvement in the Locality Action Partnerships. Some chairs have already started this work and have visited groups to present on the work of the LAP.

It was felt by some that each LAP should have a clear action plan of what they wanted to achieve over a 12-month period, but to leave some capacity in order to include issues that get raised over the year. Many felt that this should include references to the role of the chair, but acknowledged that they may need support from officers with this.

Chairs were happy to accept that not all partners needed to be at every meeting, although they did feel that there should be a level of consistency and a 'core group' including residents, Councillors, NBC staff, Police and Aspire. For other organisations they felt empowered to invite as necessary for individual projects. In addition it was felt that links could be made with local students and volunteers to support work in the area.

The role of chair was identified as the key area for development and that where LAPs work well, there is a chair with the right skills to progress the work of the LAP. Chairs need to fully understand the work of the LAP and be in a position to effectively chair a meeting and delegate tasks as appropriate.

Resident/Community Involvement

The majority of those consulted would like more residents to be involved in the LAPs, with the slight caveat however, that they would be concerned if the meetings became too big. They acknowledge that in some areas there needs to be a more representative community attendance.

One issue is that when some residents do engage then it is to raise issues that are relatively minor or only relevant to a small part of the community or even individual issues rather than the issues of the wider community. Suggestions have been raised that where residents do not want to be part of the solution to a wider issue and only want to report individual or minor issues, 15 minutes at the beginning of the meeting should be allocated where the wider community can bring their issues and the membership of the LAP then discuss and identify possible options and then report back.

Additional suggestions included that issues could be raised through a variety of methods including Councillors facilitating communication between the community and the LAPs and also a range of social media methods of reporting were raised as options. It was felt that the option should be given to individual residents associations and community groups for them to identify possible engagement methods and that this could be facilitated in part by Newcastle Community and Voluntary Services. Consultation with the wider partnership resulted in the agreement that LAPs need to ensure that they engage with the wider community. In particular younger and older residents across the borough were highlighted and LAPs must use the established mechanisms already in place to facilitate this (schools councils, local democracy week and 50+ forum).

It was felt that there was potential with the right support that more services could be delivered by the community on behalf of local authority/partners and that LAPs could be a key part of developing this.

Partners

Generally partner attendance was commended with some minor issues mainly being inconsistency in some areas. Gaps in bodies attending the LAPs were felt to be voluntary sector groups who may have specific projects in the locality. NHS/PCTs (or in the future GPs) and also involvement from the private sector in the form of local businesses/private landlords were also felt to be missing from the groups. It was suggested by the wider partnership, that relationships with local businesses needed to be developed. In a small number of localities there was involvement from schools in the relevant catchment area and other LAPs felt there would be benefit if this could be replicated in other areas. Additionally, concern was raised that there is currently no younger age groups involved in the LAPs and a suggestion of engaging with the school councils on their priorities would be of benefit. Interviewees raised concerns about the communication between departments and organisations and were of the opinion that more could be done to improve this.

Conversations took place on how LAPs could look at need and priorities wider than community safety and dog fouling and littering. Chairs in particular outlined some areas where this already takes place, however, and other areas discussed the need for data that was easy to interpret for this to happen more effectively.

Improved links between full council/Cabinet and the LAPs came up as a suggestion and this could also assist in complementing the role of the Elected Member on the LAPs as it would be the expectation of a Councillor to fulfil this role of linking between formal council meetings and LAPs.

Partner support and a clear commitment was felt necessary and the request was made not to raise the expectations of the community if there was not a clear commitment to LAPs from organisations. Partners felt that through the development of the constitution, that the fundamental link between the Partnership and LAPs needed to be established to clearly identify the strategic to local relationship. Additional partner support in some localities including the potential for staff to be allocated to LAPs is required and other resources including funding need to be examined carefully. It was also determined that officers attending on behalf of their partner organisation should have clear designated responsibility to make decisions in order to progress identified projects.

Councillors

As communities themselves and as representatives of their communities, the role of Councillors was identified as integral to the future development of LAPs. Many, including a number of elected members agreed that it was important that councillors facilitated engagement between the community and the LAPs and back again. It was also suggested that the Councillors could facilitate regular brief feedback from full council meetings to ensure a consistent information flow to the communities.

A number of councillors agreed that training would assist them including training identified for chairs. In addition, awareness raising of the workings of partner organisations and a potential 'peer support' programme from their individual political parties (although they acknowledged that LAPs must remain non-political) was seen as potentially beneficial.

It has been suggested that Councillors could step into the role of chair, particularly where it is identified that a LAP is not working or progressing well. As previously suggested, elected members can also provide effective feedback about developments in the borough and county councils.

Initial teething problems in the parished areas appear to have been rectified and positive working relationships were now developed with the LAPs and between each other, particularly on common issues. This was seen as very positive by consultees.

Communication

Nearly all involved in the review discussed the need to promote more about the LAPs and what they do and achieve. It was considered important to 're-launch' locality working and ensure consistent reporting about the work in the communities. A Newcastle Partnership 'you said, we did' approach was mentioned on a number of occasions. It was also felt essential to develop alternative mechanisms for reporting issues into the LAPs where residents might not want to take part in formal meetings. A range of methods were suggested including partner newsletters and a 'partnership newsletter', an increased use of social media and more use of the Newcastle Partnership website, Facebook and Twitter. A suggestion was raised that a piece of work with Newcastle College or Keele/Staffordshire University to develop available social media could be progressed including awareness raising of the potential dangers of using social media. Possible future use of applications ('Apps') was also offered as a potential area of future development. Chairs discussed the use of a list of available resources relevant to the locality including key contacts for each organisation.

Community Pride

General impressions were that these events are essential to locality working and should take place more frequently, with more structure and relevant to local need/priority. They should also continue to offer opportunities of work in the community to and take advantage of the work provided by the Community Payback team.

Funding

All felt that some funding was important to enable the LAPs to support small projects that met the priorities, were agreed by the group and had a big impact on the locality. It was recognised where the LAPs had delivered a project that these should be branded as such to ensure that the community were aware of the work of the Partnership.

All agreed that the administrative support provided by the LAPs Administrative Assistant was key to the LAPs continuing function. Many chairs acknowledged that the support provided was more than solely administrative.

Chairs agreed that LAP funding is essential, including a simple application process and were positive that decisions were made by consensus of the group. There was concern raised that the LAPs would be in danger of becoming talking shops without the funding pot. Some LAPs expressed an interest in developing in the future to be constituted and holding a bank account, however, others felt that they would not want to take the LAP to that level. Further investigation into funding across the Partnership was felt necessary including pooling budgets, community based budgets and participatory budgeting opportunities.

Additionally, chairs explained that they would find it useful to receive a regular newsletter on funding that is available for them to apply for. The wider partnership agreed that LAPs ideally should hold their own bank accounts which would open up the range of funding opportunities that they could individually apply for – including 'Community Well-being fund'.

General Function

Most felt that the LAPs structure is good and consistent across the borough and felt that identification/definition of localism, guidance, clear roles and responsibilities for residents, partners and councillors were important.

The following areas, however, were raised as suggestions to improve the general function of the LAPs:

- Defined roles and responsibilities including who has voting rights;
- Definition of a LAP;
- Clearly planned/timed agenda;
- Branding with own stationery;
- Formal constitution, defining the strategic – local link (not all were in agreement);
- Updated Terms of Reference with clear guidance on the role of the chair and how they should be nominated;
- Reward schemes;
- Action plans including key projects and identification of priorities and what achievements they would like; and
- Assistance in understanding and some assistance from partners with drilling down data to a neighbourhood level, where this was requested by a LAP chair

Suggestions were offered for LAPs to be given a 'menu of options' to deliver over the 12-month period, possibly choosing three projects from a prescribed list. This would ensure some delivery at least by the LAP and would leave capacity for them to deliver additional identified projects.

Some of the chairs felt that the LAPs were under-utilised and offered use of the LAPs by partner organisations. They suggested the potential to set tasks for the LAPs to achieve. Others intimated that there were insufficient actions to identify where there was lack of progress, no clear process where this had been recognised and all too often actions weren't owned by any individual/partner organisation in particular.

For community engagement and reporting of issues, suggestions were made that part of the meetings could be open to report issues and the remainder closed to get on with business. An additional possibility could be the use of walkabouts to gather issues. All were in agreement that the LAPs need to progress to look at issues that met wider needs in particular health and employment were raised as potential priorities. All asked that partners appreciate that 'one size doesn't fit all' and to allow each LAP to develop at their own pace and provide support where necessary. As LAPs covered the whole of the borough, it was felt important that they be used as the 'initial' point of contact for any engagement/activity in the area, this offered a 'central' point where information could be held about ongoing projects and work in the area.

Timing of meetings was highlighted as a barrier in some areas although steps had been made to attempt to mitigate against this.

All chairs agreed that the LAP chairs group was important and worked well for sharing best practice and picking up ideas. It also provides a forum for suggestions/options to be given to chairs, although some agreed that it required more structure. Some felt it may be useful to observe how other LAPs operate across the borough. There is the potential for this group to be responsible for raising issues that need to be reported to the Partnership Delivery Group including where there is inconsistent attendance that is causing concern or where there are significant barriers to progress.

There were a number of areas highlighted as key to the continuation and development of LAPs, however, those that were consistently raised were the support provided by the LAPs Administrative Assistant and a relatively small pot of funding to deliver projects in the locality. Finally partner and elected member commitment and support were also highlighted as essential.

Table of Recommendations

Priority Area	Key Subject Areas		
<ul style="list-style-type: none"> • RESOURCE 	<ul style="list-style-type: none"> • Chairs • Community/Residents • Partners • Councillors 		
Action	Milestones	Responsibility	Time Frame
1. Chairs – Develop a ‘training offer’ for chairs.	Determine with chairs training required (Effective chairing/delegating, I.T. Skills, developing social media) Develop programme of training. Identify chairs. Deliver training.	Partnership Manager - Business Improvement and Partnerships and NBC Human Resources	TBC – When actions approved.
2. Chairs – Compile database of community and resident groups for each area for LAP chairs to be aware of and contact.	Letter to be sent via NCVS/Aspire to Resident and Community Groups. Database to be compiled.	Partnership Manager - Business Improvement and Partnerships and Newcastle Community and Voluntary Support	
3. Community/Residents – To encourage and improve resident involvement with the LAPs	Letter above to invite residents and local businesses to nominate a representative to attend LAP. LAP chairs to continue to address this locally with support from Business Improvement and Partnerships Team Ensure wider	Partnership Manager Business Improvement and Partnerships (draft on behalf of LAP chair) LAP Chairs	

	engagement across the relevant LAP area through schools councils, community groups and other forums.		
4. Partners – Develop a core membership and reporting mechanism to the Partnership Delivery Group where there is consistent non-attendance/barriers.	Chairs to manage locally initially Draft reporting mechanism Sign up by PDG PDG investigate allocating staff to lead on localities. PDG to ensure officers attending have delegated responsibility. Pilot reporting Establish link between Newcastle Partnership and LAPs (Strategic to Local).	Partnership Manager and LAP Admin - Business Improvement and Partnerships and LAP Chairs group	
5. Partners – Engage health sector in LAPs	To be established as policy and legislation is developed. Partnership Delivery Group monitor Engage Healthwatch with LAPs (LiNK)	Partnership Delivery Group and Business Improvement and Partnerships	
6. Partners – Engage school councils with LAPs	Schools information provided to LAP chairs Letter to school councils from chairs inviting them to raise issues for the LAPs	Business Improvement and Partnerships – Partnership Officers and LAP chairs.	
7. Partners – Improve communication and links with LAPs internally.	Pilot a mapping exercise within Newcastle Borough Council to	Partnership Manager Business Improvement and	

	engage departments and improve links with LAPs	Partnerships and Executive Management Team.	
8. Partners - Provide data profiles to LAPs	<p>Develop template with LAP chairs.</p> <p>Partners to establish information/data that can be included.</p> <p>Provide support and guidance to LAP chairs on understanding data.</p> <p>Determine frequency of data.</p>	Partnership Delivery Group sign up and allocate officers.	
9. Councillors – Develop programme of training	<p>Determine with Councillors training required (Effective chairing/delegating, I.T. Skills, developing social media – blogs, Facebook, Twitter)</p> <p>Develop programme of training.</p> <p>Deliver training.</p>	Business Improvement and Partnerships, NBC Human Resources and Member Services.	
10. Councillors – Raise awareness and the benefits of LAPs for community engagement with Councillors and secure sign-up from party leaders.	<p>Develop induction process from best practice models</p> <p>Work with member services to include locality working in day to day thinking.</p> <p>Develop peer mentoring programme.</p> <p>Include feedback from full council on LAP agenda.</p> <p>Include Councillor attendance as part of the Partnership/LAP constitution</p>	Partnership Manager - Business Improvement and Partnerships, NBC Human Resources and Member Services. Cabinet and Executive Management Team	

	<p>Establish mechanism for Councillors to step in where a LAP isn't progressing. EMT to determine best approach with party leaders</p>		
<p>In an ideal world: Partners allocate a 'nominated officer' to assist chairs to provide a level of consistency across the borough</p>			
<p>Priority Area</p>	<p>Key Subject Areas</p>		
<ul style="list-style-type: none"> • COMMUNICATION 	<ul style="list-style-type: none"> • Partner Communications • Social Media • Website • Newsletter 		
<p>Action</p>	<p>Milestones</p>	<p>Responsibility/Reporting</p>	<p>Time Frame</p>
<p>11. Partner Communications – Improve use of partner communications to promote LAPs</p>	<p>Map current communications available including community newsletters. Investigate increased use of Reporter for promoting the work of the LAP. Investigate bringing partnership communications together – Newcastle Partnership communication. Develop handbook for chairs including communications and key contacts.</p>	<p>NBC Business Improvement and Partnerships and Communications. Partnership Delivery Group/Executive Management Team and LAP Chairs.</p>	

12. Social Media – Improve use of social media in relation to LAPs.	Encourage use of Partnership Facebook and Twitter. Engage with Newcastle College/Keele University to investigate project to develop social media for LAPs including 'App for your LAP' Raise awareness of the dangers of using social media.	Partnership Manager Business Improvement and Partnerships and Newcastle College/Keele University.	
13. Website – Increase use of Newcastle Partnership Website	Presentation to LAP chairs on the tools of the website. Encourage Partners to include links from their web pages to the Partnership website. Promote Partnership website. Continue to develop web tools	Partnership Manager – Business Improvement and Partnerships	
14. Partnership Newsletter – Include promotion of LAPs in the Newsletter	Include projects and progress of all LAPs in the Partnership Newsletter. Use partnership networks to disseminate newsletter. Pilot a 'true' Partnership Newsletter – 'You said, we did' style.	Business Improvement and Partnerships – Partnership Delivery Group.	
In an ideal world: Partnership communications – A Partnerships newsletter and reporting tool - Communities hear once from all partners and can report issues directly to LAPs			

Priority Area

Key Subject Areas

<ul style="list-style-type: none"> • COMMUNITY PRIDE 	<ul style="list-style-type: none"> • Establish programme of Pride Events • Encourage use of Partnership website to advertise 'other partner and partnership events' • Encourage LAPs to lead on the development of Pride/Partnership Events 		
Action	Milestones	Responsibility/Reporting	Time Frame
15. Community Pride Events	<p>Identify group to lead – suggest Joining Big Society group</p> <p>Establish a commitment to deliver x amount of pride events in a 12-month period (minimum number to be identified).</p> <p>Identify localities and engage with LAPs</p> <p>Identify partners based on local need.</p> <p>Develop programme.</p> <p>Develop consistent advertising and reporting of events.</p> <p>Market events.</p>	Partnership Delivery Group – Joining Big Society Group	
16. Newcastle Partnership Website	<p>To establish if partners can have administrator rights to the website or to establish a resource where events are to be added to the website.</p> <p>Partners to encourage and promote use of Partnership website throughout their organisations.</p>	Business Improvement and Partnerships and Joining Big Society Group	
17. Encourage LAPs to lead on Pride/Partnership Events	Produce 'a guide to' putting on a community event (Where LAPs	Business Improvement and Partnerships – Partnerships	

	are willing to take ownership without a partnership lead) Raise and promote through LAP chairs group.	Officer	
In an ideal world: Project lead for the Partnership to co-ordinate partnership projects.			

Priority Area	Key Subject Areas		
<ul style="list-style-type: none"> FUNDING 	<ul style="list-style-type: none"> Current funding Future funding Application for LAP funding process/criteria External funding LAP Support 		
Action	Milestones	Responsibility/Reporting	Time Frame
18. Current Funding – Monitor use and expenditure of current LAP funding	<p>Ensure applications meet current criteria.</p> <p>Encourage localities with an underspend to highlight potential projects.</p> <p>Investigate setting up bank accounts for LAPs (pilot with a LAP)</p>	Business Improvement and Partnerships	
19. Future Funding – Negotiate and Establish options for future funding.	<p>Investigate potential funding with NBC for next financial year.</p> <p>Negotiate with Partnership Delivery Group potential funding options including pooling local</p>	<p>Executive Management Team/Partnership Delivery Group.</p> <p>Business Improvement and Partnerships – Partnerships</p>	

	budgets into community based budgets. Explore external funding.	Officer	
20. Application for LAP funding process/criteria – Review current process/criteria to ensure fit for purpose.	Review current process to ensure fit for purpose Make minor amendments to application form.	Business Improvement and Partnerships	
21. External funding – Develop mechanisms to disseminate funding information.	Develop a Newcastle Partnership funding newsletter	Business Improvement and Partnerships – Partnerships Officer	
22. LAP Support – Investigate options to maintain and continue funding for LAP administrative support.	Investigate with partners, options for future funding of the LAP support – administrations	Partnership Delivery Group	
In an ideal world: A Partnership pot of funding – pooled funding and resources.			

Priority Area	Key Subject Areas		
<ul style="list-style-type: none"> GENERAL FUNCTION 	<ul style="list-style-type: none"> Definition of a LAP Constitution Terms of Reference Roles and Responsibilities Action planning 'Step-in' mechanism (LAPs struggling to progress) Branding Reward Scheme Community Engagement 		
Action	Milestones	Responsibility/Reporting	Time Frame
23. Review Basic Function of LAP	Develop:	Business Improvement and	

	<ul style="list-style-type: none"> • Definition of a LAP and localism. • Constitution of the Partnership including the establishment of the fundamental link between Newcastle Partnership and LAPs (LAPs as branches forming the constitution – therefore not individually constituted) • Generic Terms of Reference • Roles and Responsibilities • Process for action planning • ‘Step-in’ mechanism 	Partnerships with sign off from Partnership Delivery Group, Partnership Executive Board and LAP Chairs.	
24. Branding – linked to Newcastle Partnership	<p>Work with those LAPs who currently don't have a brand to develop one.</p> <p>Assist in the production of a small amount of branded stationery – future supplies will need to be budgeted for.</p>	Business Improvement and Partnerships and relevant LAP Chairs	
25. Reward Scheme	Work with LAP chairs to develop a Reward/Flag Scheme for locality working.	Business Improvement and Partnerships and LAP Chairs	
26. Community Engagement	Develop a brief Partnership Engagement Strategy with LAPs	Partnership Manager – Business Improvement and	

	<p>as the 'hub'. Communicate strategy. Partners sign up to the strategy and promote LAPs in all work undertaken relevant to localities. Partners agree to LAPs being the 'initial' point of contact for community engagement – taking responsibility for communicating this through their organisation.</p>	<p>Partnerships. Joining Big Society Group Partnership Delivery Group</p>	
<p>In an ideal world: Allocated Partnership resource to the general function of each LAP.</p>			

Priority Area	Key Subject Areas		
<ul style="list-style-type: none"> POTENTIAL FUTURE DEVELOPMENTS 	<ul style="list-style-type: none"> Policy and Legislation changes 		
Action	Milestones	Responsibility/Reporting	Time Frame
27. Healthwatch	Negotiate the use of LAPs through the development of Healthwatch.	Partnership Manager, Business Improvement and Partnerships and Staffordshire LINK	
28. Community Organisers	Monitor the development of Community Organisers through	Partnership Officer, Business Improvement and	

	Locality and identify opportunities to engage.	Partnerships, Chief Officer, Newcastle Community and Voluntary Support and Joining Big Society Group	
29. Neighbourhood Planning	Monitor development of neighbourhood planning and the link with locality working	Partnership Manager, Business Improvement and Partnerships and NBC Planning Policy	
30. Community Infrastructure Levy	Monitor the potential to link the CIL with Locality Action Partnerships.	Partnership Manager, Business Improvement and Partnerships and NBC Planning Policy	
31. Localism- Right to Buy/Challenge	Observe the development of the Localism Bill and identify those areas that are key to the development of LAPs	Partnership Manager – Business Improvement and Partnerships	
32. Health Reforms	Monitor opportunities to engage localities in any potential developments around the health agenda – GP Commissioning, Health Improvement, Awareness raising.	Partnership Manager, Business Improvement and Partnerships	
In an ideal world: A period of known stability – however major reforms have the aim of transferring power back into the community which is one of the main drivers of locality working.			

Barriers

A number of barriers have previously been highlighted in the introduction section looking at practical considerations and these will continue to be the major factors affecting the development and delivery of the LAPs. The biggest issue remains that many organisations are in a period of significant uncertainty and major reform which will continue to impact on this programme for a period of time.

Conclusions

LAPs are one of the projects identified within the Newcastle Borough Council Transformation Programme and rely on both Borough Council and partner contribution to function and develop.

LAPs continue to function and they vary in how they operate and deliver and need to be constantly reviewed in order to link with new policy and legislation, in particular the Localism and Decentralisation Bill.

The Newcastle Partnership has approved its new structure and has therefore identified governance and accountability arrangements for the LAPs. A dual mapping and review of the LAPs from the context of the Borough Council and the Newcastle Partnership has identified a set of options for future development. The options contained in this report should form the basis for ongoing change and development of Locality Action Partnerships and require sign-up from the key partners involved.

The review has highlighted that the LAPs have developed, albeit at their own pace, and generally to local need and capacity. It is extremely important to recognise that in Newcastle, a significant amount of the development can be attributed to enthusiasm and a willingness of volunteers to give their time to support locality working and it is therefore difficult to impose change on many of the groups. It remains important for partners to work closely with LAPs to support the work rather than 'insist' on action.

There will need to be 'a' level of consistency across the LAPs which this review can provide, however, due to the number of people involved, varying needs and the different personalities, it is likely that the 'one size doesn't fit all' will be a concept that will be followed throughout their development, and following locality working principles, one that must be followed for localism to be true to its' form.

LAPs offer the opportunity to empower the communities that they are part of and continue to be in a position to engage service providers at a local level with councillors and residents to deliver services that meet local need. Continued support from partners is key to the future development of LAPs and locality working is essential in supporting the transfer of power to communities.

Appendix One – Methodology

The review of Locality Action Partnerships has involved a number of stages.

The Newcastle Partnership Manager has reviewed a number of key policy and legislative drivers and current documentation relating to LAPs. Following on from this, partners from the Community Safety Partnership have been sent questionnaires to complete, a number of face to face interviews have taken place with chairs and partners. The Newcastle Partnership Delivery Group have been consulted and have debated a number of options and finally two sessions have provided the opportunity for LAP attendees/community/residents groups to be involved in the review.

1) Questionnaire to Partners

The Community Safety Partnership were sent a template and requested to respond to the following questions:

- What works?
- What doesn't?
- What needs to change?
- What needs to stay the same?
- Their governance?
- Their role in delivering partnership and individual organisation objectives?

2) One to One interviews

Newcastle Partnership Manager met with 18 representatives of Locality Action Partnerships either chairs or partners, asking similar questions to those above and expanding on these. Many issues raised were relevant to individual LAPs however many of the issues raised were consistent across all LAPs.

3) Newcastle Partnership Delivery Group

The Partnership Delivery Group met on 23 May 2011 to discuss a range of issues relating to locality action partnerships including boundaries, definition of a LAP, commitment to LAPs, a structured approach to Community Pride and future developments. All partners outlined a clear commitment to LAPs and a recognition that there remained a significant amount of capacity building required. Additionally partners agreed to continue with the current LAP boundaries, acknowledging the relationships developed to date and an acceptance that it was unlikely that any of the boundaries would ever align.

4) Wider LAP involvement – Two Sessions – Orme Centre

Two sessions were held on 6 June 2011 to engage wider LAP attendees, residents associations and other community groups in the review process. Invites were sent to all LAP attendees, Aspire and Newcastle Community and Voluntary Support to disseminate to resident and community groups. The sessions utilised the 'World Cafe' tool where attendees were free to discuss the key issues and note them on the paper covering the tables, following the first set of discussions each table was asked to nominate a 'Travel Agent' who stayed on the table and the others were allocated 'traveller' roles and were asked to move to different tables to generate different conversations. The findings can be viewed on Appendix Seven.

Appendix Two - List of Interviewees

Name	LAP Involvement	Organisation
Cllr. John Cooper	Chair East Newcastle LAP	Newcastle Borough Council
Lilian Barker	Chair Greater Chesterton LAP	Resident, Chair Chesterton Communities Forum and Chesterton One Stop Shop
Cllr. Kyle Robinson	Chair Butt Lane LAP	Newcastle Borough Council
Cllr. Kyle Taylor	Chair Kidsgrove LAP	Newcastle Borough Council
Sandra Hicks	Chair Clayton, Seabridge and Westlands LAP	Resident
David Loades	Chair Newcastle Rural LAP	Resident
Cllr. Derek Huckfield	Chair Silverdale, Keele and Parkside LAP	Newcastle Borough Council
Cllr. Dylis Cornes	Chair Audley LAP	Newcastle Borough Council
Shirley Torrens	Chair Knutton Cross Heath LAP	
Ann Spilsbury	Chair Madeley and Betley LAP	Resident
Doug Morris	Chair Town, Thistleberry and Poolfields LAP	Chamber of Trade and Enterprise
Phil Maskery	Staffordshire Parish Councils Association	
Rebecca Bryant	Partner	Staffordshire Fire and Rescue Service
Neil Hulme, Pete Owen and Steve Lovatt	Partner	Staffordshire Police
Gail Edwards	Partner	Staffordshire County Council
Tim Edwards	Partner	Aspire Group

**List of attendees at the LAP Review – Two Sessions
Afternoon – 2-4pm**

Cllr. Frank Chapman
 Cllr. Stephen Sweeney
 Samantha Goode
 Mark Jones
 Darren Green
 Chris Taylor
 Elena Whale
 Cllr. John Cooper
 Cllr. Marion Reddish
 Cllr. Gill Heesom
 Rebecca Bryant
 Ann Spilsbury
 Mavis Brown
 Cllr. John Williams
 Viv Evans
 Cllr. Julie Cooper
 Roger Craig

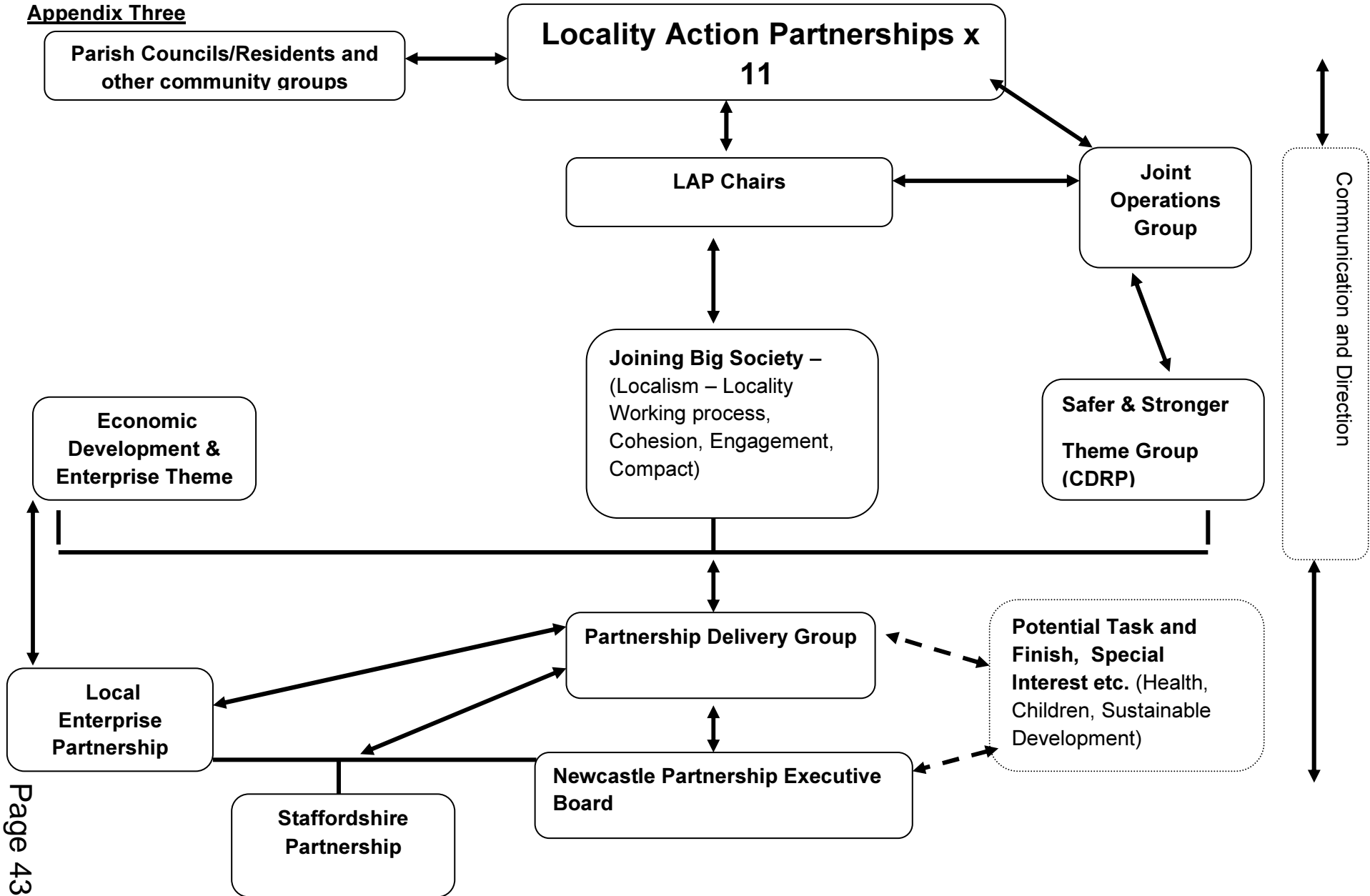
Steve Lovatt
Robert Roche

Evening Session – 6-8pm

Mrs J Lancaster
Natasha Moody
Cllr. John Taylor
Cllr. David Allport

DRAFT

Appendix Three



Action Number		Action	Detail	Timescale	Lead Officer	Others involved	Partnership/Borough Council
1)		Dec 10	Develop PID	Update Newcastle Borough Council PID to reflect planned programme.	Jan-11	Naomi Chesters	Jane Sheldon Borough Council
2)		Dec 10	Executive Management Team - Initial Paper	Initial paper to EMT to highlight the aims, current arrangements and potential areas for development.	Dec-10	Naomi Chesters	Mark Bailey/EMT Borough Council
3)		Dec 10	Partnership Delivery Group - Initial Discussion	Agree Commitment to locality working and Locality Action Partnerships.	Dec-10	Naomi Chesters	PDG Partnership
4)		Dec 10	Interview - LAP Chairs	Undertake range of interviews with current Chairs of theme groups.	Jan/Feb 11	Naomi Chesters	Chairs Partnership
5)		Dec 10	Interview - Partners	Undertake range of interviews with key partners including: Staffordshire Parish Councils Association, Staffordshire Fire and Rescue Service, Staffordshire Police, Aspire, Staffordshire County Council	Feb/Mar 11	Naomi Chesters	Partners Partnership
6)		Dec 10	Update paper to Executive Management Team	Paper to EMT to update on progress made.	Mar-11	Naomi Chesters	Mark Bailey/EMT Borough Council
7)		Mar 11	Partnership Delivery Group - Extra-ordinary Meeting	The Partnership Delivery Group held on 4 March 2011 agreed to hold an extra-ordinary meeting during May 11 to confirm commitment and next steps for Locality Action Partnerships.	May-11	Naomi Chesters	PDG Partnership
8)		Mar 11	Wider consultation	Following the Active & Cohesive Communities Scrutiny Committee - an action has been raised to engage the wider Locality Action Partnership attendees in the review process - A half day workshop to take place to engage the wider attendees has been requested and added as an action.	Apr-11	Naomi Chesters	LAP Attendees/Irene Lee Partnership
9)		Dec 10	Executive Management Team - Final Report	Final report to be written and delivered to EMT highlighting the process, agreements made and next steps	May-11	Naomi Chesters	Mark Bailey/EMT Borough Council
10)		Mar 11	Partnership Executive Board	Wider partnership to agree next steps based on previous agreements by EMT and PDG. Partnership Priorities will also be determined at this meeting - following community consultation.	Jun/Jul 11	Naomi Chesters	Wider Partnership Executive Partnership



Appendix Five

Terms of Reference for 'Locality Action Partnerships'

Introduction:

The terms of reference sets down how the group operates.

The group is responsible for approving and amending the terms of reference (TOR).

It is the group's duty to ensure that these TOR are adhered to. It is the group's responsibility to report its action to the responsible bodies via the group chair person. The monitoring and evaluation of all projects undertaken by the group will be the collective responsibility of all members to provide information to be delivered to the partner agencies by the project group chairperson.

A copy of the TOR will be available to all existing and future members of theLocality Action Partnership.

Name of the Group:

The Group will be known as theLocality Action Partnership.

Locality Working and Community Planning are direct and practical ways of engaging communities in the decision-making processes that affect them. It connects partnerships and forums enabling a clear route for community priorities to influence the development of service provision, strategy and develop action relevant to need.

Area:

The terms of reference of the group encompasses thearea of the Borough of Newcastle.

Wider aims of locality working areas:

To improve the quality of life of residents through the following areas of work amongst others:

- *Health development*
- *Cleaner, greener, safer*
- *Economic and enterprise development*
- *Environmental development*
- *Bringing communities together*
- *Raised aspirations and local satisfaction e.g. education, training and Life Long Learning.*
- *Cultural activities*

This will be achieved through community engagement and community cohesion along with delivery against national indicators applicable to the Borough of Newcastle as agreed by the Local Strategic Partnership and in line with the Staffordshire Local Area Agreement.

Method of operation of the Locality Action Partnership:

The Locality Action Partnership is charged with the responsibility of ensuring the delivery of targets as contained within the Sustainable Community Strategy. Such objectives can be achieved in the following manner.

- By analysis of available data provided by the Local Strategic Partnership and community consultation where necessary.
- Develop Locality Action Plans
- Establish performance management protocol for action plans
- By undertaking a problem solving approach.
- To empower the community in the decision making processes
- Provide opportunities for local people to be part of and influence the action planning process.
- To raise the awareness of need of the locality area
- To promote a positive image of the locality in a proactive manner

Relation of the Locality Action Partnership to the :-

Newcastle Safer Communities Partnership

- To under take activities as identified by the Joint Operation Group
- To provide project updates as required by the Joint Operation Group
- To identify cross cutting themes that may impact on other theme areas.
- To promote good working relationships between partners and other Locality Action Partnerships

Local Strategic Partnership:

- To deliver the community engagement strategy
- To provide quarterly exception reports from action plans when necessary LSP
- To focus service delivery in line with local and national indicators as agreed by the LSP
- Ensure structured links with other LSP theme groups as necessary

Code of Conduct for Locality Group Members:

A Locality Group member shall: -

- Be meticulous about declaring conflicts of interest.
- Treat Locality Action Partnership papers and knowledge gained at meetings confidentially.
- At times there will be a requirement for a closed section of the meeting to take place to discuss confidential or tactical deployment of resources. This will be at the discretion of the Chair and will involve relevant service providers.
- Before the minutes of meetings are circulated to attendees, they should be checked for confidentiality by the Chair of the meeting.

Locality Action Partnership Meetings:

The frequency of the meeting is the responsibility of the chair person having consulted with Locality Action Partnership members, bearing in mind the necessity of progress returns for both the LSP and the Safer Community Partnership and other LSP themes where necessary.

- There will be a minimum of 4 meetings per year with a recommended meeting cycle of every four weeks.
- The Locality Action Partnership chairperson may at their discretion form task and finish groups.
- Where ever possible group members will send apologies and nominate a deputy to attend if they cannot.
- Agenda items must be supplied to the chair person 10 working days prior to a meeting (alternatively they can be supplied to the locality administration officer.(Irene Lee 01782 742569 or email Irene.lee@newcastle-staffs.gov.uk.)
- All decisions will be taken by a simple majority whilst respecting the primacy of individual agencies. A minimum of 5 members of the group constitute a quorum.
- The maximum length of a meeting should be two hours unless it is agreed in advance that more time will be required and it is to all members' convenience.
- Every meeting should have a positive action.

Locality Action Partnership Membership (to be determined by each group):

Nominated Representatives from the LSP, CDRP and other themes

Community Representatives

Third Sector

Community & Learning Partnerships

Elected Members – Borough Council, County Council, Parish Council and Town Council (It is expected that representatives from town and parish councils will be nominated to attend the Locality Action Partnership for their area)

Professionals and specialist services as and when required

Terms of Reference for 'Locality Action Partnerships' Supplement

Role of LAP Chairs:

- LAP members to decide on appropriate chair for the group through a democratic voting process. (Nominations to be provided to the secretary prior to the voting LAP meeting)
- Voting - each Agency has 1 vote.
- It is recommended that all LAP's appoint a vice chair.
- Duration of Chair ship to be 1 year.
- To lead and be responsible for the development of the group in line with the widening remit of Locality working and action plan.
- To sign off reports produced by the Community Support Officer to the CDRP and LSP as and when required.
- To be impartial in the decision making processes of the group
- To oversee, to be accountable and responsible with the membership of the group for the LAG budget allocation.
- All chairs to undertake appropriate induction training.
- Chairs and group members to follow LAP meeting protocol (In the process of being developed)

Appendix Six

Audley LAP

Meets bi-monthly in Durber Close Meeting Rooms Audley.
Chaired by Mrs J Lancaster

Staffordshire Police:	PC and/or PCSO representation
FARS	Kelvin Chell
NBC	Joanne Morris, Rob Jones, Irene Lee,
Aspire	Louise Conneely
Others	Cllr Cornes C&LP, Residents

Projects/Progress: Community Park initiative, Community Safety day including electric blanket testing, Community Safety Calendars. Aspire/LAP and School are working together to get Miners Memorial moved to a prominent position in Church Street. Community Payback scheme working in the area. Firm link made with Parish Council. Vice Chair of Parish Council now attending LAP Meetings and PC Minutes are now available to LAP members.

Butt Lane LAP

Met bi-monthly during 2009 - 3 meetings in 2010. Chaired by Cllr Robinson.
Meets during the day@ 4.30 pm. Venues alternate between Butt Lane/Talke

Staffordshire Police	PCSO Colin Stepney and Sarah Rhodes
NBC	Mark Jones, Irene Lee,
Aspire	Sharon Plant
Others	Cllr Burgess and Cllr Robinson Residents, School, British Waterways

Projects/Progress: Chair has signed up to Greener Communities Programme run by Eon. Events organised for residents in area where Carbon Footprint identified, Advice on reducing bills and insulation will be given Low energy light bulbs and power downs will be given out. Clough Hall School pupils will be involved this initiative. Slacken Lane is being looked at to become Nature Reserve, Staffs Wildlife, Cllr Robinson and volunteers have undertaken planting in this area. Community Warden involved in project to paint the wall between Kidsgrove FC and the park to improve the appearance of the area and restore some pride in the area. It is intended to use the community payback scheme to deliver the painting while having local residents involved in clearing back vegetation. Christmas cards handed out asking residents to identify the top priority in their locality. Painting project, Road Safety initiative and additional dog fouling signs purchased.

Clayton LAP

Generally meets monthly, Chaired by Sandra Hicks (resident). Usually meets at 1.30 pm in Civic Offices but has met in the evening and meetings have been held in Clayton. Meetings now moved to be held in the locality and rotate between afternoon and evening

Staffordshire Police	PCSO representation
FARS	Alison Thomas
NBC	Jo Morris, Stan Beard, Irene Lee,
Aspire	Lee Flacket, Gary Cartlidge
Others	Cllrs Sweeney, Heames,

Residents

Project/Progress - Christmas Party held for vulnerable/isolated residents including article in the Reporter. Community Pride Event to be organised later in the year. First Aid training in schools delivered. Inconsistent Councillor Attendance at this Group, meetings have been moved around to attempt to improve this. Group have commented on varying attendance of other partners at this group. ASB a consistent issue and the intervention relating to this doesn't always filter through. Burglaries theft and damage to vehicles is occurring but this information is not being flagged up at meetings. Councillors are asking for action to be taken but not attending meetings. It has proved difficult to get this Group to move away from Crime and Disorder issues so a Community Pride Event is to take place to focus Group on other issues that are in the area.

Eastern Newcastle LAP

Meets bi-monthly. Chaired by Cllr John Cooper. Meetings held in Bradwell, Wolstanton and May Bank.

Staffordshire Police	Sgt Hughes and Karina Bates, Adam Evans, Dave Howell, Maxine Shropshire
FARS	T Casey
NBC	Jo Morris, Stan Beard, Paul Lawson, Alan Finney, Lyndon Ryder, Irene Lee,
Aspire	Andrea Beale, Emma Williams
Others	Cllrs: Simon Tagg, John Tagg, John Cooper, Julie Cooper, T Hambleton, S Hambleton, Burke, Matthews, Woolley, Huckfield, Bannister, Olszewski ASDA, C&LP, local Church, Schools, Staffs FA, JET and residents

Projects/Progress: Task and Finish Group has been set up to tackle problems with 'Boy Racers' at old MFI site. Burglaries a problem in area at present so Community Warden to be involved in fitting shed alarms. Chair and Vice Chair re-elected for another 1 year term. Meetings well attended with a mix of Cllrs and residents. Community Pride events have taken place including Illegal money lending team and financial inclusion advice (targeted). Thermometer Cards issued highlighting a number of organisations and the importance of keeping the right temperature in the home for health and wellbeing, energy and cost saving.

Chesterton LAP

Meets monthly- Chaired by Lilian Barker. Meeting held in Holy Trinity Church Hall Chesterton.

Staffordshire Police	Sgt Hughes, Rob Morgan, Stephen Chawner-Brown, Paul Rooney, Gareth Jenner
FARS	Simon Joynson, Kelvin Chell
NBC	Mark Jones, Alex Phillips, Kev Byrne, Scott Baron.
Aspire	Darren Green, Louise Robinson, Natalie Snell,
Others	Cllrs Johnson, S Simpson, Boden, Cllr Huckfield,

Cornes (SCC), C&LP, Salvation Army, FEI/JET, Youth Service, Staffordshire Wildlife Trust, CVS and residents

Projects/Progress:

X Box sessions are very popular and football sessions held at CCSC well attended. Christmas Fair was a great success. One Stop Shop has been opened 10 years this year so celebrations are planned. Road Shows to be held in summer and residents feedback to be address through Community Pride Event. Greater Chesterton LAP Action Plan is firmly in place. Road Shows will be revisited during June and July 2011. All Partners engaged with LAP. Police have distributed purse bells.

Kidsgrove LAP

Meets bi-monthly, Chair is Cllr. Kyle Taylor. Meetings held in Kidsgrove Town Hall.

Staffordshire Police	Sgt Rich Moors, Dave Woodward, Damien Wright, Nikki Daniels, Caroline Stevens
FARS	None
NBC	Alex Phillips, Graham Williams, Michelle Bailey, Mark Jones, Irene Lee.
Aspire	Sharon Plant
Others	Cllrs Morrey, Maxfield, Bowyer, Roberts, Taylor, Robinson, Locke, Youth Service, JET, C&LP, Town Council, residents and residents groups

Project/Progress: Cllr Kyle Taylor has been appointed as Chair and Cllr G Locke as Vice Chair. CCTV Camera has been installed and linked into Tesco system. Better Lighting needs to be addressed. Action Plan has been refreshed. Expansion of Membership and own Logo to be implemented. Mulit-sports sessions arranged and funded by the LAP.

Knutton and Cross Heath LAP

Meets monthly. Chaired by Shirley Torrens. Meetings held alternatively in Knutton and Cross Heath.

Staffordshire Police	PCSOs Keely Bryan, Sue Holt
FARS	Simon Joynson
NBC	Lyndon Ryder, Paul Lawson, Peter Stepien, Jo Morris, Irene Lee, Robin Wiles.
Aspire	Ingrid Pearce, Maxine Hopson,
Others	Cllrs Gill Williams, John Williams, Nixon, Snell, Children's Centre, Youth Service, CAB, Coalfields Regeneration Trust, County, C&LP, CVS, local Churches, Newcastle Countryside Project, residents and residents groups

Projects/Progress: ASB hotspots remain but funded has been agreed to tackle this issue.

Newsletter to be produced quarterly and printed by Council. Discussions have taken place about possibility of holding a Community Pride Event. Community is coming together and there is less of a divide between the areas. Agencies are not always present at meetings. Residents Re-united is going from strength to strength. A number of successful events have been organised for residents to enjoy. Computers for All has been funded which provides access to computers and training for the wider community at Ramsey Road. Fishing mentoring project funded to engage young people in positive activities. Christmas toy appeal, tree planting and Big Green Day have all been funded and supported by the LAP.

Madeley LAP

Meets Bi Monthly. Chaired by Ann Spilsbury, Resident FARS. Meets at Madeley High School.

Staffordshire Police	Rob Dolman, Neil Coward, PC Bridgett, PC Bountford, Pcsos Cartwright.
FARS	S Snape, A Topham, P Griffin, S Durber, L Urwin.
NBC	Jo Morris, Irene Lee,
Aspire	Carol Yearsley,
Others	Cllr Morris, Cllr Beckett, Parish Council, High School, Primary School, C&LP, Connexions, residents, Village Agent.

Projects/Progress: Ann Spilsbury has been appointed as the new Chair. The Parish Council and LAP are working in Partnership. Police have been involved in purchasing and distributing security equipment, A gap in youth provision for the under 12's has been identified. The Communication Network has been improved and volunteers will be trained to help in search Operations. Communities Awards Evening to be organised to recognise Volunteers. OWL scheme is being promoted. Youth Bus has visited area to find out what youths want that is not already provided. Permission to use Rural Roundabout to take youths outside the area has been obtained. Group to look at project to help search for missing people. Funding has been provided to tree safety initiative in Betley, purchase of Defibrillators for the First Response team and provision of a community angling club.

Newcastle Rural LAP

Meets bi-monthly, Chaired by David Loades (resident and now Councillor). Meetings take place in each PC Area in turn.

Staffordshire Police	PC Bridgett, Rich Moores, Neil Coward, Pcsos Colin Hodgkinson, Jon Cartwright.
FARS	Harry Roberts, Rich Williams
NBC	Stan Beard, Irene Lee.
Aspire	Carol Yearsley
Others	Cllrs Howells, Tomkins (NBC) Cllr Chapman (SCC), Parish Councils: Maer & Aston, Chorlton, Loggerheads, and Whitmore

Community First Responders, C&LP, Baldwins Gate Primary, Hugo Meynell Primary, Residents.

Projects/Progress: Newcastle Rural- Maer Parish Council and Loggerheads have bought their own Grit spreaders to put grit on rural roads that are not gritted by Staffordshire County Council. Work Club is now held at the One Stop Shop. A Lifestyle Project to be launched in March to share skills i.e. decorating and carpentry or skills to complete financial applications. A Dignity in Care scheme to be introduced to engage elderly and lonely. A Letter is to be sent out to attendees to expand membership. Membership of the Group needs to be expanded with representatives from different organisations that operate in the area i.e. Befrienders. Lifestyle Project is ongoing. Parish Councils have been spoken to about the Locality Action Partnership and there has been positive feedback. Project regarding ASB to be undertaken. It does exist in area but residents do not always report it. Some progress has been made on Highway issues. Whitmore Village development has received funding from the LAP and a consultation on road safety has taken place relating to the junction on the A51/A53.

Town Centre LAP

Meets monthly, chair is Doug Morris, Chamber of Trade and Enterprise. Meetings are held at the Civic Offices.

Staffordshire Police Steve Lovatt, Insp Neil Hulme, Sgt Mark Speedman, Pc Roger Craig PcsO Laura Drayton,

FARS Kelvin Chell

NBC Trevor Smith, Mark Jones, Stan Beard, Elaine Burgess, Alan Finney, Irene Lee, Rob Avann, Michelle Bailey,

Aspire Jennifer Welsh, Kelly Colclough

Others Cllrs Reddish and Jones
Chamber of Trade, Civic Society, County Council, McDonalds, Salvation Army, Market Traders Association, Residents and Residents groups.

Projects/Progress:

The Group have looked at how it operates and what it can do. Consultation exercise is being undertaken by Aspire in the Poolfields area. Town Centre benefit from activity from various partners and the wider partnership and therefore the LAP can free up some of their time to focus on Poolfields and Thistleberry. This work is yet to be progressed.

Silverdale LAP

Meets monthly. Chaired by Cllr D Huckfield, recent change to Cllr. George Cairns. Meetings are held in Silverdale Library

Staffordshire Police Inspector Neil Hulme, PC, Nick Sheehan, PcsO's Richard Taderek Sue Durber

NBC Lyndon Ryder, Mark Jones, Paul Lawson, Irene Lee.

Aspire

Carol Yearsley.

Others

Cllrs Huckfield, Braithwaite, Nixon, Cairns, Simon Tagg, Naylor, Cairns, Studd, Snell
Keele Parish Council, Silverdale Parish Council, Post Office, Elim Church, Methodist Church, Silverdale Primary School, CRT, Sanctuary Housing Association, Local Doctor's Surgery, Staffs Wildlife Trust, Youth Service, residents and residents groups

Projects/Progress: Christmas event isolated elderly in area was very successful. Traffic Action Day to be held to address growing problems with HGV's coming through village. Litter picks arranged and Community Payback to help restore Racecourse Pathway. Representatives from all 3 areas now attend this meeting. Health Event requested. Funding provided for alarms, property marking equipment, Green Flag award, Boxing Day meal, lighting to prevent vandalism on community property and replacement of community notice boards.

Appendix Seven – Results of Two Sessions on 6 June 2011

Table 1

Chair skills

- Delegation
- Control of Meetings
- Time Keeping
- Creditability
- Get hands dirty

Must have Admin Support to assist progress

- NBC Staff
- Aspire

E Bulletins, Blogs and online forums.

Not as many Community Representatives as we need (Group View).
Stats are provided but not enough clarity as to what they mean.

Funding Streams booklet to support applications for external funding.
Who owns the actions?

Chair Training

Information to lead to contacts for subject area

- LAP Level operation
-Work/feedback
- Funding
- Share Work
- IT Skills
- Training
- Social networking
- School/Doctors/PTA, Governors/Staffs

Public Relations-'You said- We did'- Evaluation Strategy

Not enough Task and Finish Groups

More specific action plans-not too many at the same time

Capital v Revenue funding-able to allocate as and when.

- Missing Groups/Members
- Local Businesses
- Education/Schools
- Health
- Group View

Some exceptions if unable to attend send information or written reports and signposting.

Source of information and support

Filter to use partnership website/newsletters

Table 2

Local Issues

- Lack of Community Engagement
- Set up Residents Associations
- Friday night Town Centre Drinking

Market the LAPs

Facebook, networks. Localised info (hard copy)

Education

- Draw on skills of establishment/Students
- Need better links

LAPs need to be serviced by County Council

Observe other LAPs

Why no PCT involvement-Ivory Towers/Confidentiality

Prescribed Menu-pick 3 from 12 use funding for chosen issues

Better Communication but more action

Widen the membership of LAPs Doctors/ Businesses

Fragmentations of LAPs i.e. different areas have different needs and resources.

Difference between urban and rural LAPs.

Where do Parish Council and Residents Associations fit in?

There needs to be a link to avoid duplication.

If no PC than LAP needs to pull together other members to address Community issues.

Housing-Social Landlords, Absentee Private Landlords.

ASB –Communication from LAP

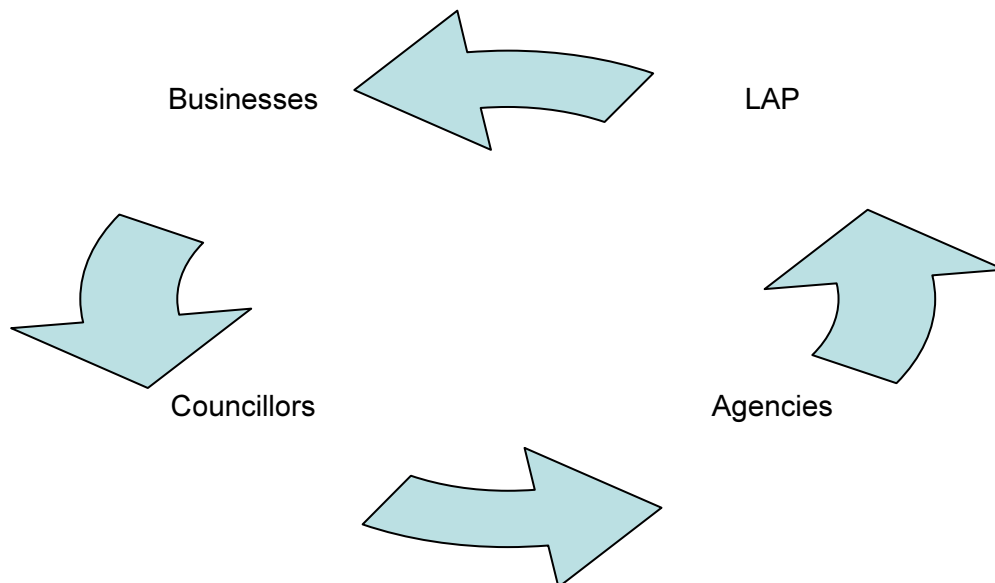


Table 3

Involvement of young people-Volunteering Ops
Keele Uni /College- to provide support for LAPs

Relationship between LAPs and Town Council needs Clarity
How to link with Schools-PTA/PTFA, Parents Representatives and Governors.

Payback Scheme.

You said –we did-Honesty best policy.
Partnership communal newsletter –trial project.

Newsletter – more local-Police/Fire/County share some pages.

Should be relevant to specific areas.

Card leaving-Information drop.
Shops A34 safer shopping-ownership-ownership of footpath

Laps –Individual aims/Objectives to engage monitoring, evaluation and success.
Borough wide Targets in comparison to other areas.
Celebrate individual LAP successes to encourage engagement to encourage positive group.
Good strong Chair person skills and members tasked with outcomes.
College/FE attendees to engage further.
Residents missing
Community panels duplication
Greater participation by members and members need to work.
Chairpersons Blog-better use of IT/Facebook-website tweets
Use council local members on email.
.....members from C&LP, Education etc, need more local people, residents as
members use IT to link more people in. More Young People, Schools etc. Use student skills,
College and Keele UNI to support LAPs with IT skills.

Table 4

What is right in an area – can it be mapped as good practice on other areas? More investments required to put things right rather than expand good practice.

Chairs should have a focus on the whole area not just their street- training should be available.

Realistic wish list – some issues will never be resolved.

Communication between residents groups and LAPs –relationship between Parish/LAPs sometimes very good sometimes poor.

Identifying level of expert needed to help with an issue-accountability for results.

- Lack of Resident involvement
- Publicity needed
- LAP Roadshow

Admin support – essential communication (co-ordinating role-very useful)

There is no County Council involvement at the moment-in some cases there is no Councillor involvement.

- **Some District Councillors would never go to a LAP.**

Should have employment issues a regular Agenda item. Question Health involvement- not sure what issues are.

Timings of meetings-evenings

Inviting expert advice when issue warrants.

Need information/Stats i.e. Health to identify issues.

Specialist one off overview sessions/Talks.

Very good involvement from Police, Aspire, Streetscene.

Identifying level of expert needed to help with an issue-accountability for results.

LAP Review – Evening Session 6th June 2011

Chairs Training

Don't raise expectations of Communities if you can't deliver outcomes.

Make sure we are aware of what other partners are doing- to avoid duplication.
Also be aware of what major agencies are planning because of the impact that they may have e.g. major building work could cause road closures.

Parish Councils in some areas look on LAPs as a threat.

Agenda's should be carefully planned to address local issues.
Partnership Team often do not promote themselves enough- often devices are provided but they are not badged up as a partnership initiative.

Make use of Schools Moodle systems for consultation exercises.
State clearly expectations of members of LAP's because some people cannot.

Councillors most important as links from Council to Council workers to communities can put pressure on to make things happen.

Agenda Item 5

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE ACTIVE AND COHESIVE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

24 August 2011

1. WORK PROGRAMME – DRAFT BRIEF FOR SCRUTINY REVIEW OF GRANTS AND THIRD SECTOR COMMISSIONING

Submitted by: Member Services Officer
Portfolio: Culture and Active Communities
Ward(s) affected: Non-specific

Purpose of the Report

To enable the Committee to discuss the draft scrutiny brief in relation to grants and third sector commissioning and to agree its content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

Recommendations

- (a) That the draft brief for scrutiny (grants and third sector commissioning) be agreed.
- (b) That the draft brief (grants and third sector commissioning) for scrutiny be submitted to the Overview and Scrutiny Co-ordinating Committee for final approval.

Reasons

Following the Scrutiny Peer Review it was agreed that the Overview and Scrutiny Co-ordinating Committee fulfil the role of the 'work planning group' and that all draft briefs for scrutiny be submitted to it for final approval.

1. **Background**

1.1 At the last meeting of the Committee it was agreed that the following topics be included on the work programme:

- Review of Locality Working (Locality Action Partnerships)
- Review of Grants and Third Sector Commissioning

The draft brief relating to Grants and Third Sector Commissioning is attached at **Appendix B**.

2. **Issues**

2.1 Members are asked to consider the briefs appended to this report and to agree the content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

3. **Outstanding Actions Agreed by the Committee**

3.1 None at present

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

4.1 The work programme of the Active and Cohesive Overview and Scrutiny Committee lists items for Overview and Scrutiny activity. This activity will contribute to the following priorities in the Sustainable Community Strategy:

4.2

PE01	To raise the aspirations of all young people, particularly those from disadvantaged groups
PE02	To provide appropriate youth provision for young people of all ages
PR05	To encourage more people to lead healthier lifestyles with a particular focus on children and young people
PL02	To build stronger neighbourhoods enabling communities to actively participate and influence service delivery

4.3 The committee's activities will also contribute to the corporate priority of creating a Borough of opportunity.

5. **Legal and Statutory Implications**

5.1 There are no legal or statutory implications directly arising from this report.

6. **Equality Impact Assessment**

6.1 There are no equalities issues directly associated with this report. Consultation items on the work programme, such as draft police should include equality impact assessments and the committee should seek to challenge report authors and decision-makers to ensure that all equalities and diversity issues have been discussed.

7. **Financial and Resource Implications**

7.1 There are no financial implications directly arising from this report.

7.2 The primary resource implication arising from this report is Members' and Officers' time and commitment to undertake Overview and Scrutiny activity. When monitoring the work programme it is the committee's responsibility to ensure that it does not overburden itself with work if Members are unable to commit to particular activities within an agreed timeframe.

7.3 There are no human resource implications arising from this report.

7.4 There are no ICT implications arising from this report.

8. **Major Risks**

8.1 There are no risks associated with this report.

9. **Key Decision Information**

9.1 Overview and Scrutiny does not have the power to make decisions and therefore this report does not propose any decisions which would be considered to be a key decision.

10. **List of Appendices**

Appendix B

Review of Grants and Third Sector Commissioning

Brief for Scrutiny Active and Cohesive

Topic to be scrutinised Review of Grants and Third Sector Commissioning
Questions to be addressed <ol style="list-style-type: none">1. How do the grants and Third Sector Commissioning systems currently work in relation to the Borough Council?2. Can the existing systems be improved and, if so, how can they be improved?3. What is the long-term vision of the Borough Council in terms of its relations with the voluntary and community sectors, especially in the light of developments such as localism?
Outcome <ol style="list-style-type: none">1. Examine the existing position with regard to grants provided by the Borough Council and also the Third Sector Commissioning Framework2. Review how the systems currently work to ensure that value for money is being achieved and the Government's Best Value guidance is being complied with, as well as ensuring that money is reaching those who most need it3. To provide a set of recommendations for implementation which seek to make the existing system less complicated, more accountable and better co-ordinated in order to ensure that these systems continue to operate at maximum levels of efficiency and effectiveness
Background materials <ol style="list-style-type: none">1. Previous reports to NBC Cabinet2. Previous reports to the Active & Cohesive Communities Overview & Scrutiny Committee3. NBC Grants Review Report (2011) – to be considered by Active & Cohesive Communities Overview & Scrutiny Committee on 22/8/11 and Cabinet on 7/9/114. <i>Best Value: New Draft Statutory Guidance</i> (DCLG, 2011)
Evidence and witnesses <ol style="list-style-type: none">1. Results of the ongoing of grants, as commissioned by the Active & Cohesive Communities Overview & Scrutiny Committee (2011)2. Elected Members/Grants Assessment Panel3. Cabinet Members4. Voluntary sector representatives, including CVS5. Other major voluntary/third sector partners and commissioned organisations, e.g. CAB6. Community representatives/LAP chairs7. National representatives and organisations, e.g. NCVO
Method of scrutiny <ol style="list-style-type: none">1. Review has already been completed, so role of the Active & Cohesive Overview & Scrutiny Committee is so continue its existing role in terms of

scrutiny, but progress the areas contained in this brief where required in terms of liaison with key witnesses and calls for evidence
<p>Timetable</p> <p>Start date Already started – initially to March 2011 meeting of Active & Cohesive Communities, who commissioned the review</p> <p>Dates of meetings March/June 2011 meetings of above</p> <p>Draft report To August 22nd 2011 meeting of above, and 7th September meeting of Cabinet</p> <p>Final report Further reports to Active & Cohesive Communities 31st October 2011 and 5th March 2012</p> <p>Report to Council 28th March 2012</p>
<p>Constraints</p> <p>Review has already started, so recommendations and work already completed, although this will be re-visited by the 22nd August 2011 Active & Cohesive Communities and amendments/changes made where relevant</p>
<p>Members to undertake the scrutiny</p> <p>Cllr Heames</p> <p>Members of Active & Cohesive Communities Overview & Scrutiny Committee</p>
<p>Support</p> <p>Head of Business Improvement & Partnerships</p> <p>Partnerships Manager</p> <p>Business Improvement Manager</p> <p>Partnerships Officer (Community Development)</p> <p>Business Improvement Officer (Performance & Procurement)</p> <p>Chief Executive</p>
<p>Newcastle Borough Council Corporate Plan Priority area (s)</p> <ul style="list-style-type: none"> ○ Creating a cleaner, safer and sustainable Borough ○ Creating a Borough of opportunity ○ Creating a healthy and active community ○ Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> ● Provides and critical friend challenge to executive policy makers and decision makers ● Enables the voice and concerns of the public to be heard ● Is carried out by independent governors who lead and own the scrutiny role ● Drives improvement in public services
<p>Brief approved by Overview and Scrutiny Co-ordinating Committee</p> <p>Signed</p> <p>Date</p>

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S SUPPLEMENTARY REPORT TO THE

ACTIVE & COHESIVE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

22nd August 2011

1. **REPORT TITLE** Grants Review and Third Sector Commissioning.
- Submitted by:** Robin Wiles, Community Regeneration Officer and Simon Sowerby, Procurement Officer.
- Portfolio:** Culture & Active Communities.
- Ward(s) affected:** All.

Purpose of the Report

To update Members on progress with the Grants Review and the revised Third Sector Commissioning framework.

Recommendations

- 1) To note the initial recommendations of the Grants Review.
- 2) To provide comments on the initial recommendations of the Grants Review.
- 3) To note the revised Third Sector Commissioning Framework.
- 4) To make recommendations regarding the revised Third Sector Commissioning Framework.

Reasons

The Council provides funding, from its own budgets, for the voluntary & community sector, both through Commissioning and grants; a review of processes to try and improve efficiency for the Council, whilst providing support to voluntary & community groups is necessary.

1. **Background**
- 1.1 A review of grants was requested by the Council's Active & Cohesive Overview & Scrutiny Committee (the Committee) and by the previous Portfolio Holder for Resources.
 - 1.2 The Review will only look at grants that are funded from the Council's own budgets for voluntary and community organisations (VCOs), and the relationship between grants and Third Sector Commissioning.
 - 1.3 The Review will make recommendations in respect of the processes of administering grants to achieve greater efficiency, better use of limited resources, and clear lines of accountability, with a view to any changes being implemented for 2012/13. The Review will not look at the budgets for grants.
 - 1.4 The Third Sector Commissioning Framework commenced in 2009/10, with the first contracts being awarded as from 1st April 2009. Any new contracts would commence from 1st April 2012.

1.5 In the previous municipal year, the Active & Cohesive Overview & Scrutiny Committee reviewed the Third Sector Commissioning Framework and made a number of recommendations to the Cabinet, which had been agreed (minute 624/10 refers). The following resolution was agreed at the meeting held on 1st November 2010:-

- That the Committee undertake a review of the processes for awarding small grants in the context of the Third Sector Commissioning Framework and the financial challenges faced by the Council.

2. Issues

2.1 The expenditure on grant funding for VCOs for 2010/11 was £225,803.16

2.2 The expenditure for Third Sector Commissioning from 2009 to 2012 was £635,860.00, averaging out as £211,953.33 per annum.

2.3 With these levels of expenditure, it is essential that the Council ensures that it gets value for money, whilst also providing a sufficient level of financial support to VCOs operating in the Borough.

2.4 The Government's recent consultation document "Best value: new draft statutory guidance" (DCLG, April 2011) states clearly that there is an expectation that:-

"Authorities should consider overall value, including environmental and social value, when reviewing service provision." and

"Authorities should be sensitive to the benefits and needs of voluntary and community sector organisations (honouring the commitments set out in local Compacts¹) and small businesses. Authorities should seek to avoid passing on disproportionate cuts."

2.5 The current system of grants, with 8 different schemes each with its own processes and people involved, can be confusing – a need for better information, co-ordination and accountability is apparent.

2.6 The current system of grants does mean that those responsible for managing the different schemes have specialist knowledge, experience and understanding of the specific type of grant concerned, for example:-

- 16 Locally Based Bodies² involved in managing Community Chest.
- Cultural Grants being managed by the Council's Culture & Arts Managers, and Homelessness Grants by the Council's Housing Strategy service.

2.7 There is therefore a need for better co-ordination of, and clearer accountability for, grants whilst retaining specialist knowledge.

2.8 Voluntary and community sector partners are aware that the Grants Review is taking place, with the Newcastle Voluntary Sector Forum expressing support for the general objective of the review.

¹ The Council is signed up to the Staffordshire Compact.

² Ashley & Loggerheads Parish Council; Audley Rural Parish Council; Betley, Balterley & Wrinehill Parish Council; Chapel & Hill Chorlton Parish Council; Chesterton Community Forum; Clayton Community Centre; Harriet Higgins Community Centre; Keele Parish Council; Kidsgrove Town Council; Madeley Parish Council; Maer & Aston Parish Council; Marsh Hall Community Centre; Ramsey Road Community Centre; Silverdale Parish Council; Whitmore Parish Council; Wye Road Community Centre.

3. **Options Considered**

3.1 Please see the recommendations contained in the Grants Review Preliminary Report.

4. **Proposal**

4.1 The recommendations contained in the Grants Review Preliminary Report are considered.

4.2 Dialogue with voluntary and community sector partners is continued with the aim of gaining their support for changes that are approved.

4.3 Discussions with the Sports Council, as an external body (albeit administered and largely funded by the Borough Council) to take place since to establish their views on the observations/findings of the Grants Review, and seek their support for the changes that are approved, and any changes to their constitution that may be required thereof.

5. **Reasons for Preferred Solution**

5.1 The voluntary & community sector play an indispensable role in helping the Borough Council and Newcastle Partnership deliver positive changes for residents and communities of Newcastle – it is therefore important that funding the Council provides for the sector is managed with the right combination of efficiency and use of specialist knowledge and experience to target funding appropriately.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 The voluntary & community sector in, and working in Newcastle covers a diverse range of organisations, both in terms of types and size of organisations – everything from the small informal community group working to improve their neighbourhood to voluntary organisations with paid staff that provide professional services – and in terms of the nature of their activities. Grants to these organisations will, therefore, have a positive impact on all priorities of the Sustainable Community Strategy and on the first 3 of the Council's corporate priorities.

6.2 Efficiently managed grants schemes that help to fund activities and projects that make a difference will help towards the fourth of the Council's corporate priorities.

6.3 Proposals in the Grants Review Preliminary Report will provide a more consistent evaluation and monitoring of grants issued.

7. **Legal and Statutory Implications**

7.1 The Council is required to take into account all relevant matters, and not take into account irrelevant matters, and to otherwise behave reasonably. Failure to do so may lead to legal challenge.

7.2 The Best Value Statutory Guidance issued by the Department of Communities & Local Government issued in June 2011 advised that Local Authorities do not, in response to public spending cuts, disproportionately cut funding to voluntary and community groups.

8. **Equality Impact Assessment**

8.1 An Equality Impact Assessment has been completed and is available upon request.

9. **Financial and Resource Implications**

- 9.1.1 The Grants Review does not look at the budgets for grants or Third Sector Commissioning. There are, therefore, no direct cost implications.
- 9.2 The role of grants co-ordinator identified in the Grants Review's recommendations will be absorbed by an existing post. There are, therefore, no employment costs involved.
- 9.3 A more efficiently managed and co-ordinated grants system will provide better value for money by increasing the likelihood that grants go to the right organisations, and through improved monitoring.
- 9.4 A more efficiently managed and co-ordinated grants system will improve the information & advice that the Council provides to voluntary & community organisation on other sources of funding.
- 9.5 A more efficiently managed and co-ordinated grants system will enhance the capability of voluntary & community organisations to deliver better quality services.
- 9.6 The diverse range of voluntary & community organisations that work in the Borough who can, potentially, access Grant funding from the Council, provide services and activities that help to meet priorities of both the Council and of Newcastle Partnership across the board.

10. **Major Risks**

- 10.1 A Risk Assessment has been completed and is available upon request.

11. **Sustainability and Climate Change Implications**

- 11.1 Grant funding is accessible to voluntary & community organisations that carry out activities that have a positive impact on climate change. Examples of grants that have been given where that applies are available.

12. **Key Decision Information**

- 12.1 The report is not on a Key Decision as defined in the Council's Constitution.
- 12.2 The report is included in the Cabinet's Forward Plan.

13. **Earlier Cabinet/Committee Resolutions**

- 13.1 Cabinet, 624/10.
- 13.2 Cabinet, 195b/11.
- 13.3 Active & Cohesive Overview & Scrutiny Committee, 379/11.
- 13.4 Active & Cohesive Overview & Scrutiny Committee, 653/11.

14. **List of Appendices**

APPENDIX A: Grants Review Report 1.

15. **Background Papers**

- 15.1 Background papers to accompany the Grants Review Report 1 (see 14.1) are available from the Community Regeneration Officer on ext. 2493 or robin.wiles@newcastle-staffpartnership.org.uk

REVIEW OF GRANT FUNDING FROM NEWCASTLE-UNDER-LYME BOROUGH COUNCIL, 2011/12 – PRELIMINARY REPORT.

1) Introduction.

1.1 A review of grants, in the context of Third Sector Commissioning, was requested by the Council's Active & Cohesive Overview & Scrutiny Committee (the Committee) and by the previous Portfolio Holder for Resources.

1.2 The Review will make recommendations in respect of the processes of administering grants to achieve greater efficiency, better use of limited resources, and clear lines of accountability, with a view to any changes being implemented for 2012/13. The Review will not look at the budgets for grants.

2) Grants covered by Review.

2.1 The Review will only look at grants that are funded from the Council's own budgets for voluntary and community organisations (VCOs).

2.2 The Grants that will be covered in the Review are:-

- Community Centres.
- Community Chest.
- Cultural Grants.
- Green Grants.
- Homelessness Grants.
- Small Grants.
- Theatres, public entertainment and arts grant.

2.3 Sports Council grants to VCOs¹ will also be taken into consideration, but with the Sports Council being an external body – albeit one that is largely funded and administered by the Council – they are under no obligation to abide by recommendation approved by the Council.

2.4 The Grants that are not covered by the Review are:-

- Grants to individuals or properties, e.g. home improvement grants
- Grants to businesses.
- Grants that the Council administers from external funding.

3) Context of the review.

3.1 A broadly positive partnership operates between the Council and the Voluntary & Community Sector (VCS) in the Borough as a result of (amongst others):-

¹ Approximately 25% of Sports Council grants for 2010/11 went to VCOs.

- The development of the Third Sector Commissioning Framework in partnership with the VCS – recognised nationally (as was Tamworth Borough Council) for good practice.
- Commitment by the Council to the local Compact.
- Joint working through Newcastle Partnership.

This, however, has not permeated through to all elements of both the Council nor of the VCS.

3.2 The Government's "Big Society" idea promotes heavily the role of the VCS in delivering services and providing an active civic society.

3.3 However, government cuts in public spending puts pressure on Local Authority and other public sector budgets for the commissioning of services from, and the provision of grant funding for, the VCS.

3.4 The Best Value Statutory Guidance document recently out for consultation (13th April 2011 to 14th June 2011) from the Department of Communities & Local Government made it very clear that Government did not expect Local Authorities to make disproportionate cuts in their budgets for the funding of the VCS.² The Government has also affirmed its commitment to the principles of the Compact.

3.5 The Council would hope to be in a position to ensure that reductions in the Council's funding from central government do not have a disproportionate affect the Council's funding of, and support for, VCOs working in the Borough.

3.6 The Council received a significant increase in the number of Freedom of Information requests about grants issued during 2010/11.

4) Key issues with current grants processes.

4.1 There are different processes by which the various grants are administered and approved (of the 7 grant schemes listed in 2.2, there are 5 different decision-making processes) – this can be confusing to communities, applicants, partners, and to Council officers and members.

4.2 With a variety of decision-making processes for the various grant schemes, accountability (for the use of public money) may be less clear than would be desirable.

4.3 Monitoring of grants is inconsistent, and (over-)dependant on the willingness of recipients to return monitoring forms. Penalties for non-return of monitoring forms are generally limited to barring future applications.

² See <http://www.communities.gov.uk/publications/localgovernment/bestvalueconsult>

4.4 There are different officers who lead on the various grants, with no single point of contact or co-ordination. Some co-ordination does take place in practice, but on an informal basis.

4.5 The maximum levels of grants that can be awarded are not necessarily consistent with the level (£5,000) at which commissioning comes into play. Two examples illustrate this:-

- i. Commissioning currently applies for funding of £5,000 and above – Small Grants and Homelessness Grants have a maximum grant of £5,000, whilst Cultural Grants have a maximum level of £1,500.
- ii. Commissioning currently applies for funding of £5,000 and above, yet the Theatres, public entertainment and arts grant of £97,620 does not go through the Commissioning process.

4.6 Information and advice on Council grant schemes can be inconsistent and will vary considerably depending on whom an enquirer contacts and/or on where they look on the Council website.

4.7 For those grant schemes that have a specialist focus, it is beneficial to have officers with the necessary specialist knowledge & experience to manage those schemes. It is, therefore, intended to retain the current system, but with a reinforced co-ordinating role (see 5.2).

5) Actions/improvements that will be, or can be, implemented without further approval needed.

5.1 There are a number of improvements to procedures and information that can be implemented without needing approval, including:-

- Standard basic grants information to be produced in a range of formats – this has already been produced.
- Grants information on the Council website to be improved and located on a “Grants and funding” page. Forms for all grants to be downloadable with download notifications for all.
- Facility for applications to be made online to be set up.
- A general enquiry e-mail address to be set up, e.g. grantsinformation@newcastle-staffpartnership.org.uk
- A standard template grants application form to be produced, with additional sections for specific grants.

5.2 The post of Partnership Officer (Community Development) within the restructured Business Improvement & Partnerships Service (as from September 2011) includes within its main roles a co-ordinating function in respect of grant funding.

5.3 The Contracts Register, that includes information about Third Sector commissioned services, has been amended to include Grants. This means that basic information about grants that have been issued will be available in one place.

6) Outsourcing the management of grants.

6.1 The Council received an approach from the Staffordshire Community Foundation (SCF)³ in February 2011 seeking to offer their services to manage the Council's grant schemes⁴. This approach was unsolicited.

6.2 An initial reply informed SCF that their approach would be considered as part of the Grants Review.

6.3 In considering the approach from SCF, consideration needs to be given to:-

- Costs of outsourcing.
- Potential loss of control.
- Accountability for grants decisions, and the current role of the Grants Assessment Panel, and the potential dilution of this.

6.4 At the present time, no Local Authority in Staffordshire (including Stoke-on-Trent) has outsourced the management of their grants.

6.5 Any decision in respect of the approach from SCF should also apply in principle to any future approach from other organisations.

7) Specific grants – Community Centres.

7.1 A core grant of £400.00 is given to 15 Community Centres across the Borough – this covers the Community Centres that were previously managed directly by the Council.

7.2 The scheme has a budget of £4,200.00 for 2011/12.

8) Specific grants – Community Chest.

8.1 Community Chest is managed, by the Partnerships Team, in partnership with 16 “Locally Based Bodies” – Parish/Town Councils and Community Centre/Forum Management Committees.

8.2 Recommendations from the Locally Based Bodies are subject to a verification process by the Borough Council.

³ See <http://www.staffsfoundation.org.uk/>

⁴ Outsourcing would not apply to Sports Council funding.

8.3 The Grants Assessment Panel oversees the scheme and, in certain situations applications will be referred to the Panel for decision.

8.4 There is a broad consensus from all involved that the role of the Locally Based Bodies is fundamental to the successful operation of Community Chest, and to maintaining the local connection.

8.5 It is therefore recommended that the basic set-up of Community Chest is retained.

9) Specific grants – Cultural Grants.

9.1 Cultural Grants, with a maximum limit of £1,500.00, is managed by Leisure & Cultural Services.

9.2 Grant decisions are the responsibility of the Grants Assessment Panel.

9.3 No significant changes are identified.

10) Specific grants – Green Grants.

10.1 Green Grants, with a maximum limit of £250.00, is managed by Operational Services of the Council, with decisions made by Officers.

10.2 The budget for Green Grants was under spent for 2010/11.

10.3 Green Grants currently operate separately from the other grant schemes.

10.4 It is therefore recommended that Green Grants are brought within the remit of the Grants Assessment Panel, with the decision-making process remaining as currently, but with reports presented to the Panel. Panel to be asked to review the upper limit.

11) Specific grants – Homelessness Grants.

11.1 Grants are made available to VCOs that help to meet the actions identified in the Homelessness Strategy's Action Plan. The scheme is managed by the Housing Strategy team.

11.2 There is an overall budget of c£45,000 per annum which covers both services commissioned and grant funding. The budget for grants will vary from year to year dependant on the value of commissioned services.

11.3 Grant decisions are the responsibility of the Grants Assessment Panel.

11.4 No significant changes are identified.

12) Specific grants – Small Grants.

12.1 Small Grants provide a generic fund providing grants of up to £5,000.00, and is managed by the Partnerships Team.

12.2 Grant decisions are the responsibility of the Grants Assessment Panel.

12.3 With a budget of £22,000.00, there is concern that the upper limit of £5,000.00 is both unrealistic and misleading. For 2010/11, the average grant (with the same budget) was just under £2,000.00.

12.4 The Grants Assessment Panel have proposed the lowering of the upper limit to £2,500.00. It is recommended that this proposal is approved.

13) Specific grants – Sports Council.

13.1 The Sports Council is an autonomous body, both funded and administered by the Borough Council – any recommendation from the Grants Review would not be binding on the Sports Council.

13.2 Sports Council awards grants to individuals and schools as well as to VCOs; for 2010/11, about 25% of Sports Council grants went to VCOs; a proportion which may vary from year to year.

13.3 Sports Council can fund the purchase of sporting equipment, but not the running costs of sporting organisations. Sporting equipment can also be funded by Borough Council grant schemes, and there is a risk that this will confuse potential applicants.

13.4 Improvements in the information provided about grants (see 5.1), and the new responsibilities for the Partnerships Officer (Community Development (see 5.2) should help to better signpost applicants to the right fund for their project.

13.5 It is recommended that the Sports Council be asked to review their constitution in the light of the Grants Review's observations and findings, and that a formal relationship between the Sports Council and the Grants Assessment Panel, including representation and reporting between the 2 bodies, be established.

14) Specific grants - Theatres, Public Entertainment & the Arts.

14.1 The Theatres, Public Entertainment & the Arts grant is, in practice, a grant to the New Vic Theatre (and maybe should be referred to as such). Please see Appendix 5.

14.2. The level of the grant at £97,620.00 for 2010/11 is considerably higher than the level of any other grant the Council provides, and is at a level that would normally go through a commissioning process.

14.3 There is an argument that the New Vic should be treated as an exception because of its significance for the national profile of Newcastle-under-Lyme.

14.4 There is also an argument that the New Vic funding is vital since it acts as a magnet for other funding. There are, however, other VCOs that could – with some legitimacy – present the same argument for receiving special treatment when it comes to funding.

14.5 There are 4 options as to how this funding is dealt with that need consideration:-

- i. No change - it may be appropriate that it is Full Council determine the level of financial support provided to the New Vic given the nature and sensitivities of the issues listed above.
- ii. The funding goes through the Third Sector Commissioning Framework. Given the fairly unique nature of the New Vic, it is questionable as to whether there is any other Third Sector theatre organisation that could compete, at least for the bulk of the commission.
- iii. The level of financial support provided to the New Vic continues to be determined by Full Council, but with the funding subject to a Service Level Agreement to be monitored by the Third Sector Commissioning Board.
- iv. Financial support to the New Vic is taken out of the grants/commissioning equation and is considered as core funding within the main Council budget.

15) Third sector commissioning.

15.1. Funding to VCOs through grants and through commissioning are intrinsically linked; changes to either will have an impact on the other.

15.2 The Third Sector Commissioning Framework was approved in December 2008, with the first commissions starting on 1st April 2009⁵. The remaining commissions will end on 31st March 2012.

15.3 The Third Sector Commissioning Framework has also been used by the Borough Council for commissioning services using external funding.

15.4 Third Sector Commissioning Framework has been cited nationally as good practice (along with Tamworth Borough Council).

15.5 The distinction between funding through commissioning and through grants, and the respective benefits thereof, may not be fully understood by all concerned. There are officers of the Authority who can provide information and training if required.

⁵ 11 agencies commissioned 2009/10; 9 in 2010/11; 7 in 2011/12.

15.6 At the time of writing this report, no decision has been made as to the budget from Third Sector Commissioning from 2012/13 onwards.

15.7 It has to be noted that any significant reduction in the budget available for Third Sector Commissioning risks placing greater demand & pressure on the grants budget if that is not increased commensurately, and risks breaching both the Government's expectation outlined in the Best Value Guidance (see 3.4), and the Council's commitment to the sector (see 3.5).

16) Recommendations.

16.1 The actions to be implemented, as listed in 5.1, are noted.

16.2 The approach from the Staffordshire Community Foundation to manage the Council's grants is considered in the light of the issues highlighted in 6.3. It should be noted that any outsourcing of the management of grants would render the main purpose of the Grants Review superfluous.

16.3 The role of the impending Partnership Officer (Community Development) post in co-ordinating Council grants is noted.

16.4 The budget for Community Centre grants is reviewed.

16.5 The management of Community Chest, and the involvement of Locally Based Bodies, to continue, with the Grants Assessment Panel authorised to agree any changes.

16.6 The Council's administration of Community Chest, Cultural Grants, Green Grants, Homelessness Grants and Small Grants to remain as at present, but with the Partnership Officer (Community Development) post taking on a co-ordinating role.

16.7 Green Grants to be reported to the Grants Assessment Panel.

16.8 The upper limit for a Small Grant to be reduced to £2,500.00.

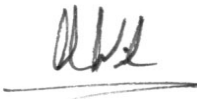
16.9 A formal relationship between the Sports Council and the Grants Assessment Panel, including representation and reporting between the 2 bodies, is established (contingent on agreement by the Sports Council).

16.10 The Grants Assessment Panel to be given limited authority to move money between grant budgets that fall within it's remit, during the final quarter of the financial year when the following apply:-

- The amount being moved is no more than the maximum level of grant that applies to the grant scheme from which it is being moved.
- There are sufficient funds left in the budget for the grant scheme from which money is moved after all applications to that scheme have been considered, and there are insufficient funds left in the budget for the grant scheme to which money is moved to fund

valid applications to that scheme at the level that the Grants Assessment Panel would wish to award.

16.11 The mechanism for funding of the New Vic theatre is reviewed by the Council in line with the options listed in 14.5.

A handwritten signature in black ink, appearing to read 'RW', is positioned above a horizontal line.

Robin Wiles,
Community Regeneration Officer,
Newcastle Partnership.
22nd July 2011/26th July 2011/2nd August 2011/10th August 2011/11th August
2011.

LIST OF APPENDICES.

- 1) Summary document.
- 2) Notes of internal meeting, 20.5.11.
- 3) Funding document for LAPs.
- 4) SCF letter & reply.
- 5) New Vic information.

DRAFT

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO CABINET

Date: SEPTEMBER 2011

1. **HEADING** Bateswood Local Nature Reserve – Management Plan
- Submitted by:** Head of Operations – Roger Tait
- Portfolio:** Culture and Active Communities
- Ward(s) affected:** Halmerend, Audley and Bignall End

Purpose of the Report

- To report a petition presented by a ward member on behalf of local residents requesting the Council to allow angling on the pool at Bateswood Local Nature Reserve
- To consider the in principle inclusion of additional site-based recreational activities within the review and update of the Management Plan for Bateswood Local Nature Reserve

Recommendations

- That the petition be received
- That the principle of allowing angling and additional bridle route provision in Bateswood Local Nature Reserve be approved subject to consultation with appropriate stakeholders and the drawing up of appropriate agreements to manage angling on the pool and equestrian access to the site
- That the draft “Ethical Fishing Guidelines” which have been proposed in relation to the pool at Bateswood and other angling facilities in the Council’s control are approved for consultation with appropriate stakeholders

Reasons

- To ensure that Bateswood Local Nature Reserve is managed to offer people special opportunities to study , enjoy and learn about nature.
- To ensure that other identified community recreational needs in the locality are met and managed to coexist with the educational and nature conservation uses of the site

1. **Background**

- 1.1 The Council declared the 54 hectares of public open space at Bateswood in Halmerend as a Local Nature Reserve on 17th December 2002 under the National Parks and Access to the Countryside Act 1949.
- 1.2 A 5 year management plan for the site was prepared as part of the declaration process which was intended to guide the management of the site from 2002 to 2007 to offer people opportunities to study or learn about nature, or simply enjoy it.

- 1.3 Two local community groups also volunteered to assist the Council in managing the site for this purpose and have been involved with stewarding the site both prior to its declaration and up to the present day.
- 1.4 The land is a large (54 hectares) reclaimed, former open cast site adjacent to the rural settlement of Halmerend, which provides informal recreational opportunities for local residents as well as the educational and nature conservation value related to its declaration as a Local Nature Reserve. It is leased to the Council on a long term lease from the Coal Industry Support and Welfare Organisation (CISWO). It generally comprises a large pool, areas of open grassland, mixed age woodland and a network of footpaths including a designated bridleway which crosses the site from north to south. A plan of the site will be on display at your meeting.
- 1.5 The Council also leases an adjacent site from CISWO, known locally as Clogger's Pool, and improved this site in the late 1990's to provide a fishing pool for local residents.
At this time the Council did not wish to allow fishing on the large pool in Bateswood as it was feared that angling may conflict with the use of the pool for breeding waterfowl and other wildlife purposes. Therefore, the alternative angling facility was provided nearby.
- 1.6 Bateswood received investment in 2007 with grant funding from the Heritage Lottery Fund to improve access through car parking provision and the creation of a circular path network and to provide interpretation facilities to inform and educate people on the nature conservation value of the site. At the time Cabinet approved the scheme, it was also resolved to investigate the provision of equestrian facilities in the Borough. It was subsequently resolved to undertake a feasibility study for additional bridle route provision in Bateswood.
- 1.7 The site is popular and well used by local people and visitors from further afield, with a range of recreational activities enjoyed by various sections of the community. The site is not staffed by the Council although it is patrolled on a regular basis by the Park Ranger Service and maintained on a mainly reactive basis by Streetscene. It is informally monitored by the local community volunteer groups who are active on the site, with issues being reported to the Operations Service. There are currently no byelaws which govern the site.

2. **Issues**

- 2.1 The management plan for the site initially covered the period from 2002 up to 2007 and the management principles contained in the plan have been continuing since 2007 to the present day.
However, a review and update of the management plan has now been carried out to reflect habitat development and any proposed additional recreational uses of the site. Your officers have been working with Newcastle Countryside Project, who prepared the original plan, to re-survey the site and evaluate its biodiversity value to determine proposed changes to the plan. The survey also considered whether existing and potential additional recreational uses would have an impact on the biodiversity value of the site. The findings have been incorporated into a draft review and update of the Management Plan which was completed in April 2011. A copy is appended to this report at Appendix A. Staffordshire Wildlife Trust has also been consulted on the review of the plan and has provided advice and guidance to your officers and to the local community volunteer groups who are involved in managing the site.

- 2.2 In terms of other recreational uses, Bateswood Local Nature Reserve is generally used responsibly by visitors and is not perceived to suffer an unusually high incidence of misuse, crime or anti-social behaviour, although these problems do exist to varying frequencies and severities.
Due to its large size, open access and isolated rural location, it does experience issues with vandalism, unauthorised vehicle access, motorcycle access and unauthorised camping and campfires. These issues are currently dealt with where possible through the Council's standard management procedures and through joint working with other partners.
- 2.3 In general, the initial conclusions of the biodiversity survey suggest that the biodiversity value of the site overall is no less than it was when the original management plan was prepared. The site has developed and changed slightly with a decrease in the numbers of some species and an increase in others, due to changing habitats, for example the natural succession to woodland of some of the grassland habitats.
The review and update of the management plan considers and addresses these issues.
- 2.4 The current recreational use of the site includes activities such as small scale illicit angling, horse riding, both on and off the designated bridle route, walking and dog walking.
The review of the Management Plan suggests that although angling can cause various problems for nature conservation, some limited use of the pool for angling could be considered subject to a robust agreement with anglers to control issues such as access, fish stocking and marginal habitat management.
Likewise, the provision of additional equestrian access to the site which is designated and directed away from sensitive areas could be considered subject to riders adhering to the routes provided.
Dog walking where dogs are under control and on the designated paths does not appear to cause any adverse impact on biodiversity value. However, there is a risk that dogs off the lead can have a negative impact on ground nesting birds. It would be difficult to formally manage equestrian access and dog walking as the site is not staffed and these activities could not be controlled by a permit system or lease agreement as could be the case with angling. Therefore, reliance would be placed on riders and dog walkers using the site responsibly and in accordance with any areas which were designated and notices which were erected.
- 2.5 The Council has received requests from angling and equestrian groups requesting the use of Bateswood for these recreational activities.
A petition was presented by a local ward member on 31 October 2008, signed by 186 petitioners from the locality requesting that the Council consider the use of the pool at Bateswood for fishing.
A request was also received from a member of the Council on behalf of equestrian groups seeking the creation of an additional circular bridle route around the site.
A copy of the petition, in relation to angling, will be on display at your meeting.
- 2.6 A feasibility study in relation to the potential to create an additional circular bridleway has been undertaken in conjunction with the member of the Council who made the request.
It appears that it would be possible to establish a circular route around the site, separated from the more sensitive nature conservation areas, at a cost of between £55,000 - £83,000, dependent on which route is progressed.
Progression of this initiative would be subject to sourcing funding to implement the scheme and then, if funding is secured, consultation with appropriate stakeholders.

There is no source of funding currently identified which is readily available or accessible to the Council and no current capacity within work programmes to progress this project at present, therefore it is not considered expedient to initiate a public consultation exercise on bridleway proposals until and unless it becomes likely that funds could be found. With regard to the request to allow angling on the site, it appears that it would be possible to accommodate angling on a controlled section of the pool to minimise the risk of potential conflict with the use of the remainder of the pool for nature conservation purposes. If such a scheme was to proceed, it would be necessary to provide accessible fishing platforms, linked to the previously constructed accessible footpath network, in order to accommodate the needs of disabled anglers. It is estimated that the cost of installing the platforms would be between £5,000 to £10,000. There is no source of funding currently identified which is readily available or accessible to the Council. However, as it is a relatively modest sum and if it was resolved to progress the angling element of the scheme, assistance could be made available to an appropriate angling club to seek grant assistance for the platforms. If angling is to be progressed for Bateswood, it is considered appropriate to develop ethical fishing guidelines to govern the activity at this site, and other angling facilities controlled by the Borough Council, to ensure that animal welfare issues are addressed in a manner consistent with available best practice. Your officers have researched guidance available from the relevant agencies including the Environment Agency and drafted proposed Ethical Fishing Guidelines for Borough Council controlled angling facilities. A copy of the draft guidelines is attached to this report. It is proposed that the draft is approved for consultation with relevant stakeholders, including local angling clubs and that a report on the outcome of the consultation is prepared for consideration at a future meeting of the Cabinet.

- 2.7 The Department for Environment, Food and Rural Affairs (DEFRA) has produced a model set of byelaws which could be applied to Local Nature Reserves if deemed appropriate by the landowner and site manager. A local community representative has requested that byelaws be made for Bateswood Local Nature Reserve. However, as the site is not staffed by the Borough Council, effective monitoring and enforcement of byelaws would not be possible.
- In addition to this, other legislation exists which gives the Police, the Council and other partners, powers to tackle criminal behaviour on public land. This legislation includes the Public Order Act of 1986 which criminalises threatening or intimidating words (including writing and signs) and behaviour, Anti Social Behaviour Orders under the Crime and Disorder Act of 1998, anti litter laws under the Environmental Protection Act 1990 and offences under the Criminal Damage Act 1971 including Arson. The Police also have powers in relation to the confiscation of alcohol under the confiscation of alcohol (young persons) Act 1997. There are also civil powers of land ownership. The police have been consulted regarding the incidence and severity of crime and anti-social behaviour on Bateswood Local Nature Reserve and their preferred methodology for tackling issues. The police confirm that they can use powers in relation to alcohol seizure and Section 27 Notices and that they are not aware of current problems at the site. They are carrying out joint patrols with the Council's Senior Rangers and are of the view that this has helped to reduce recent issues with anti-social behaviour by young people.
- There is a presence of local volunteers on the site who liaise with Council officers regarding misuse. If this presence was augmented by other community groups such as an angling club, it may assist in deterring misuse and assist in the monitoring and reporting role.
- It is therefore not proposed to consider making byelaws for the site at this stage.

- 2.8 Natural England, in its publication “Local Nature Reserves in England: A guide to their selection and declaration” refers to Schedule 11 (12) of the Natural Environment and Rural Communities Act 2006 which describes a “nature reserve” as
- Land managed solely for a conservation purpose, or
 - Land managed not only for a conservation purpose but also for a recreational purpose, if the management of the land for the recreational purpose does not compromise its management for the conservation purpose.
- Therefore it is feasible for the site to accommodate both conservation and recreation uses if managed sensitively.
- A local community group who assist with the management of the site has indicated to the Council that they wish to apply to Natural England to declare the site as a National Nature Reserve. However the guidance from Natural England states that in order to potentially achieve this status, the site should be a Site of Special Scientific Interest (SSSI) or be considered nationally important to nature conservation. Neither of these criteria currently apply to Bateswood Local Nature Reserve.
- 2.9 In conclusion, it appears that there is the potential to develop additional recreational use of the site at Bateswood Local Nature Reserve without causing significant adverse impact on its biodiversity value.
- The development of additional recreational activities will need to be carefully designed and co-ordinated with the review of the management plan to ensure the potential for conflict between uses is minimised.
- Consultation with stakeholders will be key to this process, as will a robust agreement with an angling club to control the use of the pool and responsible use of the site by riders and dog walkers.

3. **Options Considered**

3.1 **Maintain Status Quo**

This will not enable the Local Nature Reserve to be managed in response to its changing habitats and species and will not respond to community requests to consider additional recreational use of the site.

3.2 **Do Not Permit Additional Recreational Use of the Site**

This will not respond to community requests to consider additional recreational use of the site, some of which are taking place in an uncontrolled manner presently and causing tensions between user groups.

3.3 **Regularise and Control Additional Recreational Use of the Site**

This will allow the site to continue to be managed to offer people special opportunities to study or learn about nature, or simply enjoy it and ensure that other identified community recreational needs are met and managed to co-exist with its educational and nature conservation uses.

4. **Proposal**

4.1 That the reviewed and updated management plan be approved.

4.2 That the principle of allowing angling and additional bridle route provision in Bateswood Local Nature Reserve be approved, subject to the sourcing of funding, consultation with appropriate stakeholders and the drawing up of an appropriate agreement to manage angling on the site.

- 4.3 That the draft “Ethical Fishing Guidelines” which have been proposed in relation to the pool at Bateswood and other angling facilities in the Council’s control are approved for consultation with appropriate stakeholders

5. **Reasons for Preferred Solution**

- 5.1 To ensure that Bateswood Local Nature Reserve is managed for its designated purpose, which is to offer people special opportunities to study or learn about nature or simply to enjoy it.
- 5.2 To ensure that other identified community recreational needs in the locality are met and managed to co-exist with the educational and nature conservation uses of the site.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 Creating a cleaner, safer and sustainable Borough.
- 6.2 Creating a healthy and active community.

7. **Legal and Statutory Implications**

- 7.1 The Council is empowered to provide recreational facilities by a number of statutes relating to open space, public health, miscellaneous provisions and well-being. The Council is required by statute to consider the effect of any decision on crime and disorder.
- 7.2 Bateswood Local Nature Reserve has been declared as a Local Nature Reserve under the National Parks and Access to the Countryside Act 1949.

8. **Equality Impact Assessment**

- 8.1 It is considered that a positive differential impact will accrue from providing additional recreational opportunities at the site.

9. **Financial and Resource Implications**

- 9.1 There are no direct capital or revenue implications arising from this report.
- 9.2 There would be a capital cost relating to the creation of additional bridleway access to the site which is currently estimated at between £55,000 - £83,000, dependent on which option is progressed. There would also be an estimated capital cost of between £5,000 - £10,000 to provide accessible fishing platforms to accommodate the needs of disabled anglers and signs if angling is to take place on the pool. This is subject to the sourcing of funding to meet the costs and then consultation with stakeholders.
A detailed report on financial implications relating to bridleway access and angling will be brought to a future meeting of the Cabinet if the scheme progresses.
- 9.3 There will be a requirement for staff resources to carry out consultation with stakeholders, to draft appropriate agreements and to liaise with community groups over the management of the site.
It is proposed that this resource requirement is absorbed into the work programmes of the Landscape Development Section and Community Team in the Operations Service.

Support from other service areas such as Legal, Property, Communications and Performance and Transformation will also be required.

10. **Major Risks**

10.1 The major risks associated with this report are:

- Conflict and tensions between community user groups regarding the use of the site
- Pressure on the Council from community groups with differing views regarding the use of the site
- Potential loss of support from community groups involved in the management of the site
- Adverse media reaction
- Reputational damage
- Pressure on staff resources in managing the consultation process

11. **Key Decision Information**

11.1 The report will not result in significant savings or expenditure for the Council. It impacts directly on two wards and has been included in the Formal Plan.

12. **Earlier Cabinet/Committee Resolutions**

12.1	Cabinet	18 th December 2002	Resolution No. 759
	Cabinet		Resolution No. 118
	Cabinet	13 th September 2006	Resolution No. 366

13. **List of Appendices**

13.1 Appendix 1 – Draft Ethical Fishing Guidelines

14. **Management Sign-Off**

Each of the designated boxes need to be signed off and dated before going to Executive Director/Corporate Service Manager for sign off.

	Signed	Dated
Financial Implications Discussed and Agreed		
Risk Implications Discussed and Agreed		
Legal Implications Discussed and Agreed		

H.R. Implications Discussed and Agreed		
ICT Implications Discussed and Agreed		
Report Agreed by: Executive Director/ Head of Service		

Ethical Fishing Guidelines

DRAFT



For Angling Facilities Controlled by
Newcastle under Lyme Borough Council

July 2011

**Stephen Middlehurst
Community Manager
Operational Services**

Introduction to the Draft Guidelines

This report has been prepared to examine current angling activity on facilities controlled by the Borough Council. It reviews which pools are leased to clubs, how many clubs are operating, what rules are applied to fishing club members and how are they enforced.

Current Position with Borough Council Controlled Angling Facilities

Pools presently let to fishing clubs:

Kidsgrove and District Angling Society

- **Bathpool Park**
 - Blood Pool
 - Leg of Mutton Pool
 - Farm Pool
 - Reservoir Pool

The club has rules which members are obliged to adhere to and which are enforced by club committee members.

Pools open to the public for fishing:

Birchenwood Park

- Fanny Pool

Bateswood

- Cloggers Pool

No rules currently exist for the fishing of these pools except the need for a rod licence from the Environment Agency.

Madeley Parish Council

- Pool Side Madeley Pool

This is a newly formed club organised by the Parish Council. The club has a set of general rules which members are obliged to adhere to, and which are enforced by club committee members.

The rules referred to above are intended to govern the behaviour of club members and include some examples of good practice in relation to ethical fishing. However, there is a need to draw up an over-arching set of ethical fishing guidelines which can be consistently applied to all Borough Council controlled angling facilities and which can be applied in conjunction with individual club rules.

Background Information

In order to determine current good practice research has been undertaken into various documents which have been developed by relevant stakeholders including the Environment Agency, RSPCA, National Angling Alliance and others. The documents have been reviewed to compile a draft set of ethical

fishing guidelines in relation to the support of improved methods of fishing, nature conservation, animal welfare and codes of conduct. The following are a selection of the documents reviewed:

Environment Agency

The Environment Agency regulates angling through legislation and byelaws to ensure that fishing is carried out in ways that are sustainable and to protect fish stocks for future generations of anglers.

Medway Report on Shooting and Angling (1976 -1979)

Chaired by Lord Medway the enquiry was sponsored by the RSPCA as a result of pressure from its membership to formulate definitive policies towards shooting and angling.

The enquiry comprised a number of leading scientist and two representatives from the fishing and shooting organisations. The terms of reference were “To enquire into practises relating to shooting and angling in the United Kingdom whether for the purpose of control, sport or feed which may involve cruelty, and to make recommendations as may appear appropriate in relation to such practises”

The main findings of the report in respect of fish, was that they are capable of suffering. This merely confirmed what many involved in animal welfare had suspected for some time: that fish feel pain.

Animal Welfare Bill 2004

As fish are vertebrates they fall into the definition of “animal” It had been argued by the committee of investigation that both recreational and commercial fishing activities contravened the cruelty offence. Defra said that they felt the Draft Bill would not interfere with normal fishing activities but stated that they intended to include a specific fishing exemption into the actual Bill although an over rider was written into the Bill which does not allow anglers a cart blanche to inflict unnecessary suffering in the pursuit of this activity and as such recommends a code of conduct be developed and adopted.

National Angling Alliance Code of Conduct for Coarse Angling

This document was prepared by the “The Specialist Anglers Alliance” (SAA) For the National Angling Alliance (NAA), and endorsed by the Environment Agency

This report was produced with the help of the:

- Anglers Conservation Association
- Angling Trades Association
- National Convention for the Welfare of Swans and Wildlife
- National Federation of Anglers
- RSPCA
- Specialist Anglers Alliance

The report covers all aspects of fishing and shooting and the welfare of the surrounding environment. It is divided into the following headings:

- **Care of the Environment** - the use of nylon lines, litter left by anglers, the positioning of “swims” (angling pegs and area fished within the pool / lake) and the relationship to the lake / pool bank side and the existing wildlife within. The relationship between conservation sites, and those designated Sites of Special Scientific Interest (SSSI), and how these should be managed as fishing areas.
- **Good Hygiene** rules required for fishing sites, which should include toilet provisions and include information leaflets to all members so that they can report directly pollution occurrences within rivers and lakes and pools to the respective agency.
- **General Behaviour** not only for fishermen, but the parking of vehicles, use of bright lights, the use of bank sticks, umbrellas and other associated furniture.
- **General Safety**, in respect of casting out lines, wading into pools and lakes, overhead power lines, fishing from a boat, and lakes which are iced over.
- **Tackle, Rigs and Bait**, this covers use of equipment, like poles, the number of rods in use, the laws relating to night fishing, what type of bait is suitable for various types of pools / lakes and what bait is detrimental to the fish and the environment.
- **Fish Handling**, how fish should be netted, how hooks should be removed, how to return fish back into the pool / lake, the use of keepnets, keesacks and landing nets and the byelaws relating to their usage.
- **Movement of Fishing Stock**, from one pool / lake to another.

The Environment Agency (angling and wildlife section) produced a short paper from the National Angling Alliance Code of Conduct for Coarse Angling; this report was titled (Enjoy Fishing - Follow the Golden Rules) and this has formed the basis of the proposed Ethical Fishing Guidelines for Newcastle Borough Council controlled angling facilities.

Comparison with Other Local Authorities

Reviewing other local authority angling arrangements revealed that most Council's have a policy or code of practice in place. Most of the good codes of practices related to one or more of the reports mentioned above (Medway Report, Environment Agency Golden Rules of Fishing). It is clear that those authorities who managed angling effectively had adopted a code of practice which had been developed and agreed in consultation with anglers and clubs who used the authorities' pools and lakes.

The Wider Effects of Good Fishing Management

An extract from “The Way Forward for Angling “written by the Environment Agency in 2001

Good fisheries management brings much wider benefits to the water environment. Anglers are a powerful voice in the drive for improving fisheries and their associated habitats, and angling also brings important benefits to the economy, particularly in rural areas, and to people's quality of life.

Angling should be accessible to all, including the young, the old and the disabled; it provides a unique opportunity for people to enjoy the natural environment in a quiet and unobtrusive way; in turn bringing tremendous social benefits in terms of people's sense of well being.

For these benefits to be realised it is important that angling is carried out in a way that is sustainable in terms of fish stocks and the wider environment. The Agency regulates angling through legislation and byelaws to ensure that fishing is carried out in ways that are sustainable and to protect our fish stocks for future generations of anglers. However, there are many other aspects of angling that are best improved through encouragement and education.

The Agency is keen to work in partnership with others to promote angling and therefore welcomed the opportunity to join with the Specialist Anglers' Alliance (SAA) in the production of the revised Code of Conduct.

All anglers should read the information on their rod licences and should be aware of the laws and byelaws that apply to them when fishing. The code is designed to complement the existing legislative framework and provides a commonsense guide to values and behaviour to which anglers should aspire. The Environment Agency categorically supports the sport of angling, and through co-operation and collaboration with other interested parties is wholly committed to provide the nation with better fish stocks, better fisheries and better angling.

Proposed Ethical Fishing Guidelines for Newcastle Borough Council Controlled Angling Facilities

The Council will require anglers using its angling facilities to adopt the following rules based on information from the Medway Report, the National Angling Alliance Code of Practice, and the Environment Agency Golden Rules of Fishing:

Angling benefits our environment in many ways. If you spend hours by the water, you learn to appreciate the natural world. This often leads to an interest in protecting it. But the places you fish are important for wildlife too. Inexperience or a little carelessness with your gear can easily harm wildlife – and the good image of angling.

Litter from angling

Always take your litter and equipment away with you. Discarded nylon line is really dangerous for birds and animals. Take your line home. Either burn it or cut it into short lengths before disposing of it carefully.

Breakages and snagging

Rigs may get caught in bankside vegetation, branches or other underwater snags. If you can, remove caught rigs immediately. But don't put yourself at risk.

If you can't recover a caught rig, or if you lose terminal tackle, tell the club bailiffs or the fishery owner. They can arrange to remove it.

Use tackle that is the right size for the fish you are planning to catch.

Swim choice

Choose your swim with care. Avoid snagging bankside trees, vegetation and obstructions in the water.

Make sure you don't damage the vegetation at the water's edge.

Be careful not to disturb nesting birds.

Try to avoid places where people feed waterfowl. If birds expect food, they are more likely to get tangled up in your equipment. Take extra care if you have to fish in such places.

Unattended rods

Once you have set up your equipment for angling, always stay with your rods. It is illegal to leave setup rods unattended.

Birds or animals could try to eat the bait on the hooks and hurt themselves. They could also become entangled in the line.

Once you have set up your equipment for angling, always stay with your rods.

If you need to leave your swim, stop angling, gather together all your lines and secure the hooks to the rod. Remove bait from the hooks.

Rigs

Try to lose as little line as possible in the event of snagging. If you can, use a hook length with a lower breaking strain line than the reel line. If you use reel line straight through to the hook, make sure it has a weaker link. And make sure that leger links have a lower breaking strain. Remember that weaknesses occur at the knots where line is joined, where it is tied to swivels etc, and where shot are pinched onto the line. This is true for all types of rig.

Check your reel line regularly for signs of wear and damage. Remove any damaged line and dispose of it carefully.

Replace your reel line regularly.

Bolt rigs

It's OK to use bolt rigs or fixed leads. But ensure that the Leger weight can slip free in the event of snagging or tangling. And make sure that a fish or bird will not end up dragging a leger around if the line breaks.

Hooks

Where possible, use barbless hooks or reduced barb hooks. Birds can free themselves more easily from these hooks. And rescuers will also find them easier to remove.

Weights

Lead weights are illegal in most sizes. Non-toxic weights are widely available and should be used whenever possible. You may use lead weights that are 0.06 grams (No. 8 shot) or less, or more than 28.35 grams (1oz).

While fishing

Beware of birds swimming into your line or picking up surface baits.

Submerge rod tips if you are legering using bite alarms. Keep lines under surface to avoid waterfowl. If weed growth is light, it may be possible to use backleads to keep the line below the water's surface.

Always watch your rod when you're legering with quivertips or other visual bite indicators. You may be able to keep the rod tip under, or close to, the water's surface. If this is not possible, only retrieve the line when there's no risk of birds swimming across it.

Retrieve your line if you're float fishing and birds seem likely to swim through it. Remember that a wagger float with the line 'buried' still presents a risk – it will be only just below the surface.

Take great care when fishing with surface bait such as bread or 'floaters'. These may attract waterfowl.

Sometimes you can avoid the problem by anchoring the bait with a back-lead. This allows you to submerge the bait below the surface when a bird approaches.

But remember that swans can easily reach food a metre below the surface and that other birds often dive for food.

If your floating baits are attracting too much attention from the birds, move away or choose a different fishing method.

Help new anglers

If you see beginners using unsuitable tackle, why not help them? You might also help to make a lifelong angler by improving their catches. **If the worse happens...**if a swan. Or other large bird or animal is caught in your line, cut the line immediately.

Never hold onto the line, as this may cause severe injury and will increase distress.

Report the incident as soon as possible to the Swan Sanctuary. Call their hotline on 01932 240790. You can also visit their website at www.theswansanctuary.org.uk

Free small birds immediately. If treatment is required, hold comfortably in a small box or other dark space.

Consider the welfare of fish

The use of double and treble hooks should be avoided especially when the intention is to return the fish alive to the water.

Fish that have swallowed the hook and those intended for food should be killed humanely before any attempt is made to unhook them.

To assist in removing hooks all anglers should possess suitable disgorgers appropriate to the size, and species of fish they are likely to catch.

The use of barbless hooks is likely to cause less injury to the fish's mouth and, being easier to remove, reduce the amount of handling required.

If keep nets are used, fish should be confined for the shortest possible time, to reduce the risk of injury.

Great care should be taken when handling fish to minimise damage to the thin protective layer of skin and mucus covering the scales. Damage to this layer will increase the chance of infection and reduce the ability of the fish to survive.

Prolonged playing of fish, especially those destined to be returned to the water and the use of ultra-fine tackle, which necessitates such playing, should be avoided.

Fish, which are to be killed following capture, should be dispatched as quickly as possible. Anglers should know how to kill a fish humanely.

Conclusion

It is recommended that the Borough Council seeks to adopt the above Ethical Fishing Guidelines which have been adapted from current legislation and established good practice. Consultation on the draft Ethical Fishing Guidelines should be undertaken with relevant stakeholders, including existing local angling clubs, and the draft guidelines should be reviewed to take into account representations received.

The Guidelines should be applied to all pools / lakes within the control of the Borough Council and should be incorporated into the respective leases of these facilities where they are leased to a club or other third party.

Educational and awareness raising presentations should be organised to promote the Ethical Fishing Guidelines to existing angling clubs, schools and other interested parties and explain the benefits of adhering to them.

A communications strategy should be drawn up to assist in the launch and dissemination of the Guidelines.

The Guidelines should be reviewed periodically to take into account legislative and other changes which may need to be incorporated to keep them up to date and relevant.

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FORWARD PLAN – 1ST AUGUST 2011 TO 30TH NOVEMBER 2011

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month and is published by the 15th of each month. It will next be published in mid August and will then contain all key decisions expected to be taken between 1st September 2011 and 31st December 2011. Key decisions are decisions which are likely:

- (a) to result in the Council incurring expenditure or making savings which are significant having regard to the budget for the service concerned, or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards of the Borough.

Other Decisions

Although it is not a statutory requirement, this Forward Plan also contains details of other matters likely to be considered by the Council's Cabinet or Full Council which are not 'key decisions'.

Reports relevant to key decisions, and any listed background documents, may be viewed at the Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs, ST5 2AG six days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Head of Central Services,
Civic Offices,
Merrial Street,
Newcastle-under-Lyme,
Staffordshire,
ST5 2AG.

Telephone: 01782 742200

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained therein.

Unless otherwise stated, representations in respect of any proposed decision may be made in writing to the Head of Central Services at the Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffordshire, ST5 2AG not later than two working days prior to the meeting at which the decision will be taken.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's website and at the Civic Offices.

The law and the Council's constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

FORWARD PLAN FOR PERIOD 1ST JULY 2011
TO 30TH OCTOBER 2011
(as at 15.7.11)

JULY

TITLE OF REPORT:		
FINANCE AND PERFORMANCE MANAGEMENT MONITORING REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	These joint financial/performance reports provide information about key performance areas and finance revenue/capital budgets	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	Ongoing - quarterly	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Tim Hine, Policy and Performance Manager Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: SUSTAINABLE PROCUREMENT STRATEGY AND ACTION PLAN 2011-2013		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
Culture and Active Communities		
Brief description of report	The Sustainable Procurement Strategy sets down the basis of developing and implementing Best Value throughout its service to citizens and the business community, aligned with the challenge to deliver ongoing savings in line with the authority's need to respond to the changing financial environment. The proposed revised Strategy reflects best practice, identifies by way of the Action Plan further ongoing improvements and introduces a programme of procurement reviews aimed at delivering savings and supporting the need to address the budget shortfalls identified by the Council.	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
Transformation and Resources		√
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Simon Sowerby, Procurement Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: NEWCASTLE TOWN CENTRE PUBLIC REALM SCHEME		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To report the results of the public consultation on the town centre public realm scheme, consider the design response to representations made and authorise the scheme for implementation.	
Spend required/saving generated (<i>if applicable</i>)	An existing capital budget exists for this scheme	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	N/A as already reporting on consultation	
Proposed consultation	None at this stage	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Elaine Burgess, Regeneration and Markets Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: COLLECTION OF HOUSEHOLD BULKY WASTE		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	The purpose of this paper is to explain the benefits for contracting our Bulky Reuse and Waste Collection Service to Furniture Mine, via a contract let by Staffordshire Moorlands District Council (SMDC) in 2010.	
Spend required/saving generated (<i>if applicable</i>)	None	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Trevor Nicoll, Head of Recycling Strategy and Fleet Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: CEMETERIES MEMORIAL SAFETY PROGRAMME 2011 - 2015		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Report on outcome of previous phase of memorial inspection and testing programme and seek approval for next phase	
Spend required/saving generated (<i>if applicable</i>)	£38k (from underspend on previous phase so no "new" funding required)	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	As per report	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Roger Tait – Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: NEWCASTLE EQUESTRIAN STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To present an equestrian strategy for the Borough that will guide future plans and investment in equestrian related activities to maximise both the health and economic benefits that the equestrian sector brings to the Borough and neighbouring authorities.	
Spend required/saving generated <i>(if applicable)</i>	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	The strategy has been developed in consultation with the Newcastle Equestrian Forum, which has a cross section of members representing many equestrian disciplines as well as the Borough and County Councils.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A <i>(if applicable)</i>	Not exempt	

TITLE OF REPORT: LYME VALLEY (NORTH) CYCLE ROUTE: LINKS TO SCHOOLS BID		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Proposed Improvements to cycle route along Lyme Brook corridor by Staffordshire County Council	
Spend required/saving generated <i>(if applicable)</i>	No financial implications for the Borough Council	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	Town, Thistleberry, Cross Heath	
Proposed consultation	Staffordshire County Council, Sustrans	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda, the bid document	
Officer contact	Roger Tait, Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A <i>(if applicable)</i>	Not exempt	

TITLE OF REPORT: AFFORDABLE RENT POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek support for an Affordable Rent Policy in line with the proposed new requirement from Government and to enable local Registered Providers (Housing Associations) to bid for Homes and Communities Agency funding in the future.	
Spend required/saving generated (<i>if applicable</i>)	No direct costs anticipated however there will be an impact on affordable housing providers and their tenants.	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website. Specific comments invited from Registered Providers.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: STRATEGIC TENANCY STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek support for the principles of a Strategic Tenancy Strategy in line with the proposed new legislation. This is due to come into effect as part of the Localism Bill later this year.	
Spend required/saving generated (<i>if applicable</i>)	None anticipated	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: COMMUNITY INFRASTRUCTURE LEVY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
	Culture and Active Communities	
Brief description of report	<p>The Community Infrastructure Levy (CIL) was enacted in the Planning Act 2008 by the previous Government and brought into operational existence by the CIL Regulations 2010, which came into force on 6th April 2010. The Coalition Government has indicated its intentions to encourage use of the CIL whilst scaling back planning obligations but has signalled key changes in the Localism Bill.</p> <p>The report will set out the implications for the Borough, explain the relationship between the Levy and Section 106 agreements and seek to establish a corporate steering group to coordinate the implementation of CIL, set key priorities and identify obstacles to implementation as early as possible.</p>	
Spend required/saving generated (<i>if applicable</i>)	<p>Expenditure will be required to develop the evidence base, including a viability assessment; however, some set up costs can be recouped once a Levy is introduced. The Levy will generate substantial funding towards strategic and community infrastructure and a percentage from the CIL can be used to fund its administration.</p>	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	<p>The Preliminary Draft Charging Schedule and Final Draft Charging Schedule will be subject to statutory periods of consultation, but good practice suggests targeted consultation on the working draft before these stages are reached.</p>	
Last date for representations	<p>Representations on public agenda items can be made up to one working day before the meeting</p>	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: HIGH SPEED RAIL CONSULTATION		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	<p>The Government is proposing a 'Y' shaped high speed rail network linking London, the West Midlands, Manchester and Leeds, with stations in South Yorkshire and the East Midlands, and links to existing lines to enable through-running services to other cities including Liverpool, Newcastle, Glasgow and Edinburgh.</p> <p>This report will firstly advise Members of the consultation which has now started on its proposed route for the first phase between London and the West Midlands and the Government's strategy for a wider network, and secondly give consideration to any implications for Newcastle and Staffordshire as a whole.</p>	
Spend required/saving generated (<i>if applicable</i>)	None identified so far.	
Decision maker	Cabinet	
Earliest date of decision	July 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	None	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

SEPTEMBER

TITLE OF REPORT: BATESWOOD NATURE RESERVE – ANGLING AND HORSE RIDING REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Review of facilities in Bateswood Nature Reserve for horse riding and angling	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected		
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Rebecca Allen, Landscape Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: ECONOMIC DEVELOPMENT STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	Progress update on development of a new EDS 2012-2015	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	N/A as already reporting on consultation	
Proposed consultation	None at this stage	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Simon Smith, Regeneration and Economic Development Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: FUTURE DELIVERY OPTIONS FOR LEISURE SERVICES		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To present an options appraisal for the future delivery of all or part of the Council's Leisure and Cultural Services and obtain approval to undertake a soft market test in relation to the favoured options.	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	An Officer/ Member Steering Group which includes trade union representatives has overseen the project and the options appraisal has been externally challenged by a legal company	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: STATEMENT OF INTENT – VOLUNTARY AND COMMUNITY SECTOR		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	✓
	Resources and Efficiency	
Brief description of report	To seek support for a statement of intent that outlines Newcastle Borough Council's ongoing commitment to the voluntary and community sector (Department for Communities and Local Government have recently closed a consultation on new Best Value statutory guidance, setting out some reasonable expectations of the way best value authorities should work with voluntary and community groups when facing difficult funding decisions).	
Spend required/saving generated (<i>if applicable</i>)	No additional spend – ongoing commitment to supporting the voluntary and community sector.	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	✓
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Newcastle Partnership Voluntary Sector Forum	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Naomi Chesters Partnership Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: LOCALITY ACTION PARTNERSHIP REVIEW REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	✓
	Resources and Efficiency	
Culture and Active Communities		
Brief description of report	To seek approval for the recommendations proposed in the Newcastle Partnership LAP review report.	
Spend required/saving generated (<i>if applicable</i>)	No additional spend identified at present. Potential future savings where the community and voluntary sector take a more active role in the community/LAP areas.	
Decision maker	Newcastle Partnership/Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	✓
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Newcastle Partnership and LAPs	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Naomi Chesters Partnership Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: GRANTS REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	√
	Resources and Efficiency	√
	Culture and Active Communities	√
Brief description of report	To present preliminary recommendations from the review of grants that the Council provides for voluntary and community organisations.	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011.	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Grants Assessment Panel; internal working group of officers/members; Voluntary Sector Forum; sample of previous grant applicants.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robin Wiles, Community Regeneration Officer.	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: JUBILEE 2 FEES AND CHARGES AND ACTIVITY PROGRAMMES		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To present the proposed scale of fees and charges and indicative activity programme for the new Jubilee 2 Centre.	
Spend required/saving generated (<i>if applicable</i>)	To achieve the required level of income in the centre business plan (already) approved.	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Prices have been benchmarked with other local authorities.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not Exempt	

TITLE OF REPORT: VOLUNTEERS STAFFING CCTV CONTROL ROOM – 3 MONTH PILOT PROJECT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	√
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	<p>The report will seek the formal approval of the Council to use volunteers to staff the CCTV control room on a Friday between the hours of 11am and 3pm. The report will also seek approval for the volunteers to be based at, and use the CCTV control room at Knutton Lane, Newcastle.</p>	
Spend required/saving generated (<i>if applicable</i>)	<p>There will be a spend required to heat and light the CCTV control room (as it is likely to be empty) whilst occupied by volunteer staff.</p> <p>There will be no initial saving generated during the 3 month pilot project but if the project is successful during that period and is further extended there may be a future business case for volunteers to replace some of the daytime hours worked by paid CCTV operatives.</p>	
Decision maker	Cabinet	
Earliest date of decision	7 th September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	Town	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Trevor Smith, Alcohol Harm Reduction Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: PRIMARY AUTHORITY SCHEME		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	<p>To advise Members of the Regulatory, Enforcement and Sanctions Act (RES Act), that has enabled the Local Better Regulation Office (LBRO) to develop the Primary Authority scheme.</p> <p>This Primary Authority scheme enables a Local Authority to provide contractual regulatory advice and support to local, regional or national business for Environmental Health enforcement functions.</p> <p>The report will seek a decision as to whether Newcastle under Lyme B.C. should engage in the Primary Authority scheme and if so, authority to try to find potential business partner(s) to enter into Primary Authority agreements.</p>	
Spend required/saving generated (<i>if applicable</i>)	Partnership and regulatory work undertaken on a cost recovery basis through a contract.	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	n/a	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Nesta Henshaw –Head of Environmental Health Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	n/a	

TITLE OF REPORT: EXECUTIVE HOUSING		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	<p>To report the outcome of an assessment of the Executive Housing Market in North Staffordshire including Newcastle-under-Lyme. The assessment was commissioned by RENEW and the NSRP and is intended to inform future planning and housing policies in the Borough and other local authority partners.</p> <p>The report will give consideration to:</p> <ul style="list-style-type: none"> • The definition of executive housing • The size of the Executive Housing market • Factors that will influence future demand • Next Steps 	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Planning Committee followed by Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

OCTOBER

TITLE OF REPORT: PROVISION OF MEMBERS' ICT SERVICES		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
	Culture and Active Communities	
Brief description of report	The report will provide information and recommendations for the future provision of ICT services for Members of the Council	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	Non specific	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Jeanette Hilton, Head of Customer & ICT Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not applicable	

TITLE OF REPORT: SITE ALLOCATIONS AND POLICIES DEVELOPMENT PLAN DOCUMENT (DPD) DRAFT CONSULTATION REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	This DPD will specifically identify all development sites necessary to accommodate the growth planned for the borough as set out in the Core Spatial Strategy. This will include housing, gypsies and travellers, employment, retail and leisure and consider the extent of village envelopes. It will also seek to secure a 5 and 15 year housing supply. The report will seek approval to engage the public in identifying the key issues and scoping of site options and set out an indicative timetable for the delivery of this important DPD.	
Spend required/saving generated (<i>if applicable</i>)	The public consultation exercise will involve expenditure, however, the progression of the DPD is a very important priority in the Local Development Framework and essential to the future economic prosperity of the Borough.	
Decision maker	Strategic Planning Committee followed by Cabinet	
Earliest date of decision	October	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	The objective is to plan an approach that reflects the community needs and is proportionate to the document being prepared. Consequently this stage involves informal public consultation to be conducted as part of the frontloading exercise required as part of the preparation of a DPD. This will be followed by a statutory six week public consultation on an Options document, currently scheduled for mid 2012.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt.	

THE CABINET:	OVERVIEW & SCRUTINY:
<p>Councillor Stephen Sweeney - Leader</p> <p>Portfolio: Safer and Stronger Communities</p>	<p>Cleaner, Greener and Safer Communities:</p> <p>Chair: Councillor John Williams Vice: Councillor John Cooper</p>
<p>Councillor Robin Studd – Deputy Leader</p> <p>Portfolio: Regeneration and Planning</p>	<p>Economic Development and Enterprise:</p> <p>Chair: Councillor Mark Olszewski Vice: Councillor Ian Gilmore</p>
<p>Councillor Ashley Howells</p> <p>Portfolio: Resources and Efficiency</p>	<p>Active and Cohesive Communities:</p> <p>Chair: Councillor Mrs. Ann Heames Vice: Councillor Mrs. Gillian Williams</p>
<p>Councillor Miss Marion Reddish</p> <p>Portfolio: Environment and Recycling</p>	<p>Transformation and Resources:</p> <p>Chair: Councillor Mrs. Elizabeth Shenton Vice: Councillor Ann Beech</p>
<p>Councillor Nigel Jones</p> <p>Portfolio: Customer Service and Transformation</p>	
<p>Councillor James Bannister</p> <p>Portfolio: Culture and Active Communities</p>	

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