



The Story of 'Our Place'

A review of Locality Action Partnerships, in the Borough



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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.

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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 Newcastle Western Urban Villages and 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 (Charity No. 06757866) 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

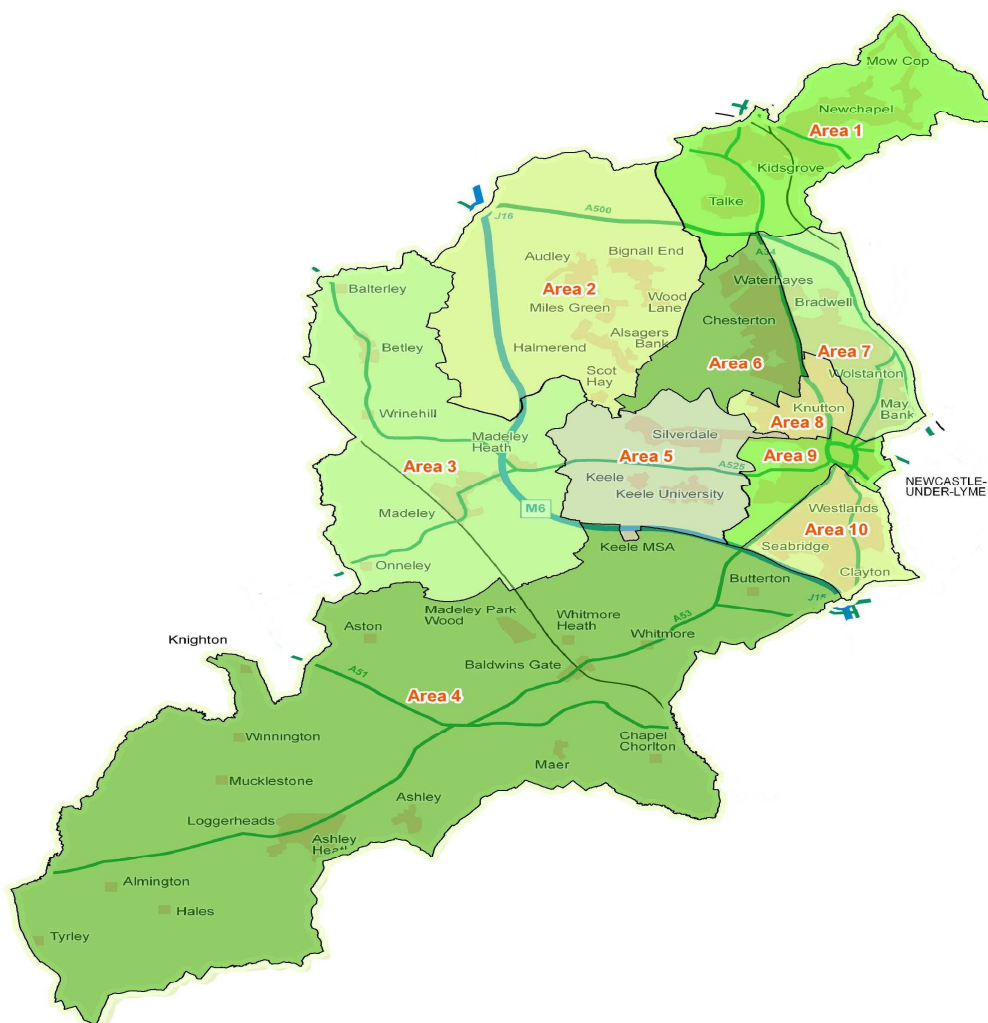
LAPs are in operation in 10 areas of the Borough (there are 11 Locality Action Partnership groups in total due to there being two LAPs in the Kidsgrove/Butt Lane area) and attendees include Borough Councillors, County Councillors, Parish Councillors, Town Councillors, relevant officers from both Borough 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, Wrinehill 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.

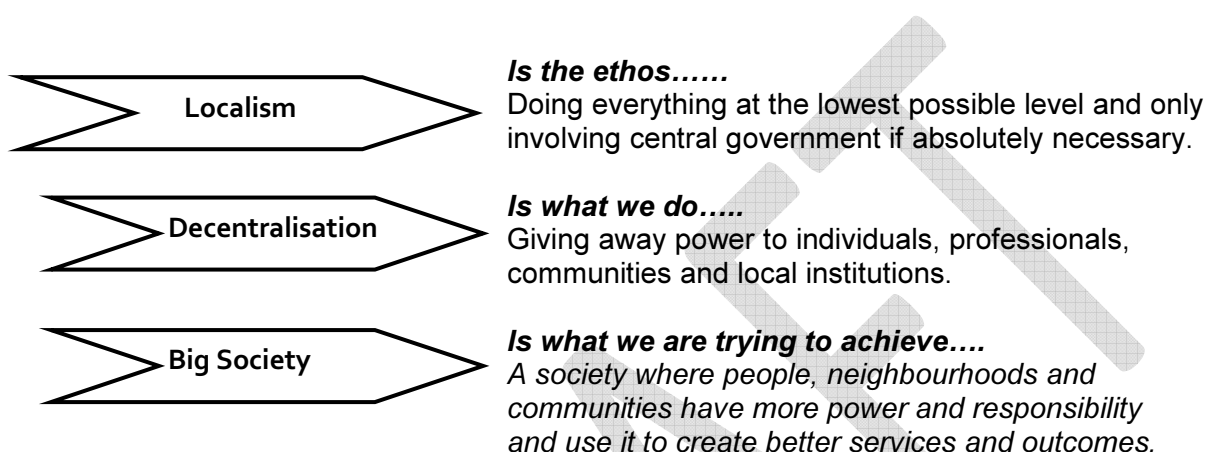
The Newcastle-under-Lyme Sustainable Community Strategy sets out 21 shared partnership priorities for the borough, developed through community consultation, evidence based need and organisational priorities. The 21 priorities are currently under review, in an attempt to reduce to five key strategic priorities 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: -



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 where they operate. 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. A defined membership for the LAPs is considered essential for them to develop effectively and active membership should be clear for each LAP.

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 or structured programme 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. In addition, continuity of the chair was considered crucial and a review of the length of service for a chair was required.

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 engagement across the	Partnership Manager Business Improvement and Partnerships (draft on behalf of LAP chair) LAP Chairs	

	relevant LAP area through schools councils, community groups and other forums such as Aspire Community panels.		
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 engage departments and improve links with LAPs	Partnership Manager Business Improvement and 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> <p>Establish mechanism for Councillors to step in where a</p>	Partnership Manager - Business Improvement and Partnerships, NBC Human Resources and Member Services. Cabinet and Executive Management Team	

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

	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.	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	Identify group to lead – suggest Joining Big Society group Establish a commitment to deliver x amount of pride events in a 12-month period (minimum number to be identified). Identify localities and engage with LAPs Identify partners based on local need. Develop programme. Develop consistent advertising and reporting of events. Market events.	Partnership Delivery Group – Joining Big Society Group	
16. Newcastle Partnership Website	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. Partners to encourage and promote use of Partnership website throughout their organisations.	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 are willing to take ownership without a partnership lead) Raise and promote through LAP	Business Improvement and Partnerships – Partnerships Officer	

chairs group.

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	Ensure applications meet current criteria. Encourage localities with an underspend to highlight potential projects. Investigate setting up bank accounts for LAPs (pilot with a LAP)	Business Improvement and Partnerships	
19. Future Funding – Negotiate and Establish options for future funding.	Investigate potential funding with NBC for next financial year. Negotiate with Partnership Delivery Group potential funding options including pooling local budgets into community based budgets. Explore external funding.	Executive Management Team/Partnership Delivery Group. Business Improvement and Partnerships – Partnerships 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: <ul style="list-style-type: none"> Definition of a LAP and localism. Constitution of the Partnership including the 	Business Improvement and Partnerships with sign off from Partnership Delivery Group, Partnership Executive Board and LAP Chairs.	

	<p>establishment of the fundamental link between Newcastle Partnership and LAPs (LAPs as branches forming the constitution – therefore not individually constituted)</p> <ul style="list-style-type: none"> • Generic Terms of Reference – with defined membership. • Roles and Responsibilities – including review of length of service for chairs • Process for action planning • ‘Step-in’ mechanism 		
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	<p>Work with LAP chairs to develop a Reward/Flag Scheme for locality working.</p>	Business Improvement and Partnerships and LAP Chairs	
26. Community Engagement	<p>Develop a brief Partnership Engagement Strategy with LAPs as the ‘hub’.</p>	Partnership Manager – Business Improvement and Partnerships.	

	<p>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>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
<p>27. Healthwatch</p>	<p>Negotiate the use of LAPs through the development of Healthwatch.</p>	<p>Partnership Manager, Business Improvement and Partnerships and Staffordshire LINK</p>	
<p>28. Community Organisers</p>	<p>Monitor the development of Community Organisers through Locality and identify opportunities to engage.</p>	<p>Partnership Officer, Business Improvement and Partnerships, Chief Officer, Newcastle Community and Voluntary Support and</p>	

		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

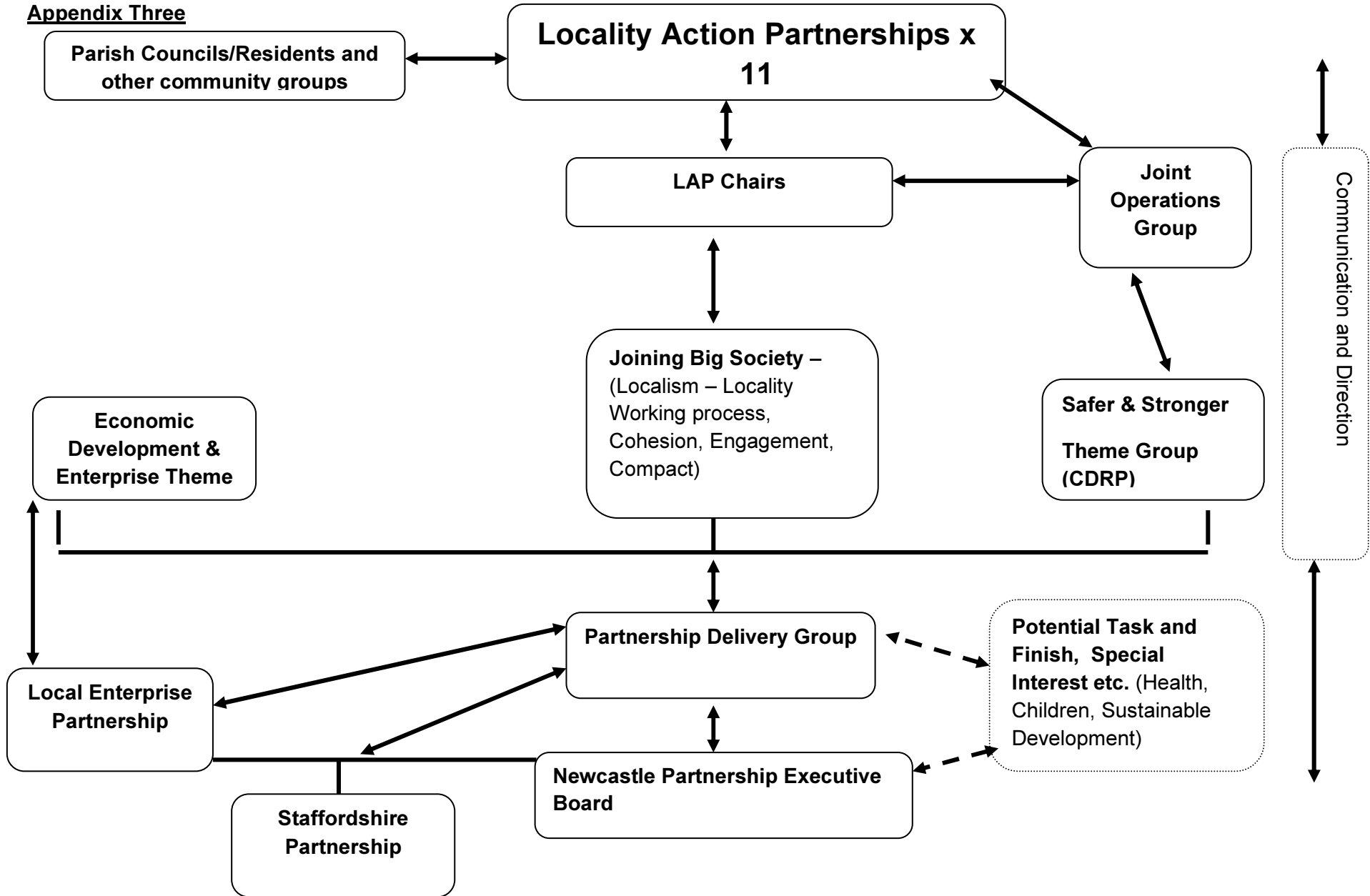
Robert Roche


Evening Session – 6-8pm

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

DRAFT

Appendix Three



Locality Action Partnerships - Transformation Action Plan - March 2011	Newcastle Partnership and Newcastle Borough Council	

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 the Locality Action Partnership.

Name of the Group:

The Group will be known as the Locality 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 the area 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 LAPs 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, PcsO 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, Naylon, 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

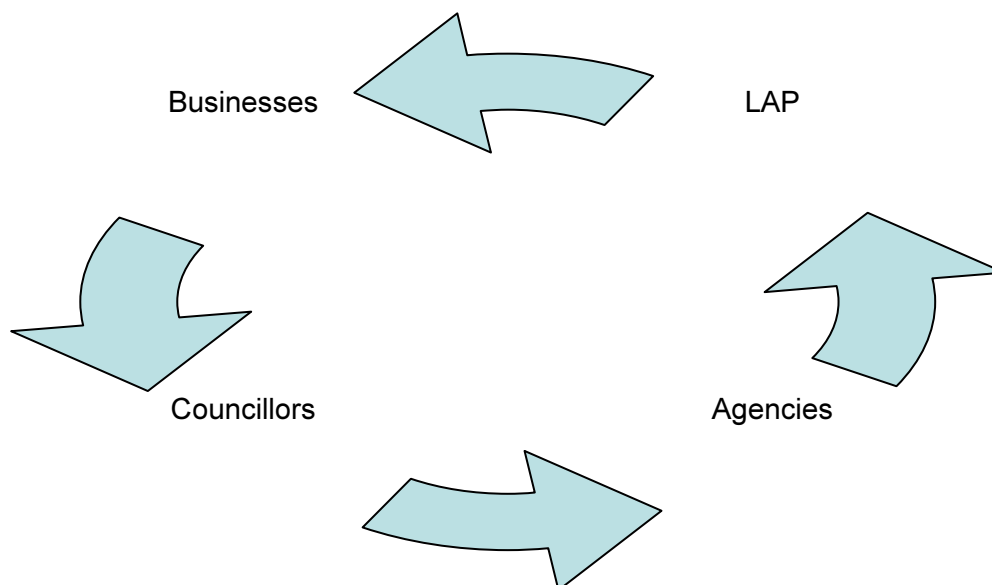


Table 3

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 6 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.