

SHAPING THE FUTURE OF THE LOCAL STRATEGIC PARTNERSHIP

Minutes of a meeting held on **Tuesday 5 September 2006** at 10.00 am
at The Astral Centre, Lowestoft College

Present

SALC – Philip Hayes
Flagship Housing – Martin Aust
Job Centre Plus – Tina Ellis
St Johns Housing Trust - John O' Sullivan
Savo – Christine Pinsent
Sure Start – Sheila Keenan

LSP Board Members and Support Offices*

Gwen Parsons
Roger Knights
Alan Osborne*
Linda Thornton*
Councillor Jane Hore
Councillor Wendy Mawer
Andrea Cronin*
Sam Revill

Waveney Economic Partnership

Tanya Cable
Richard Perkins
George Swietlik

Waveney Primary Care Trust

Sandy Griffiths
Ian Sullivan

Suffolk County Council

Sue Boardman
Charlotte Foster
Teresa Goldson
Gill Jenkins
Gabrielle Turner-Ayres
Cathy Craig

Waveney District Council

Councillor Sue Allen
Louise Jordan-Hall
Carol George
Martyn Burnside
Andrew Reynolds
Kate Wroe
Dawn Pointon

Also in attendance:

Neil Shaw (IDeA Facilitator) and Brian Partridge (Consultant) were also in attendance.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Paul Storey (Board member), Martin Jelley (Board member), Maxine Narburgh (Board member), Bob Russell (Board member), Cllr Mark Bee (Board member), Glen Garrod (Board support officer), Lucy Robinson (Board support officer), Steven Wood (WDC), Richard Best (WDC), Dr Mohan (Health), Julie Bolton (Family Welfare Association), Mike Betts (Lowestoft Community Church), Liz Broadhurst (Children and Young People – CDRP), Tricia Hart (Learning), Karen Hubbard – Crime & Disorder Reduction Partnership), Bob Blizzard MP, Councillor Bruce Provan (WDC Member), Margaret Oldham (DIAL), Anne Severino (Board Member, Suffolk Council Council) and Stephen Javes (Orwell Housing).

2. WELCOME AND INTRODUCTION

Gwen Parsons (Chair of the Local Strategic Partnership Board) welcomed everyone to the meeting. The purpose of the day was to enable members of the Local Strategic Partnership, key agencies and elected members to consider progress on the Local Strategic Partnership (LSP) and to agree the proposed improvement plan, which would deliver future improvements in the Partnership. There would also be a session to explore how the Partnership could strengthen its engagement with all key local partners.

A verbal update was given in relation to the role of the Local Strategic Partnership Board, the Project Management Group and the Theme Panels. The main focus for the day was to identify “What difference can the LSP make in Waveney, both on a local and sub-regional basis?” To this end, those present were requested to give consideration to the proposed LSP Improvement Plan and also to identify those agencies that would be responsible for delivering required actions.

3. WAVENEY LSP PEER REVIEW

Neil Shaw (IDeA Peer Review Team Leader) addressed the meeting regarding the recent Peer Challenge undertaken on the Waveney Local Strategic Partnership. Five key areas were identified as needing future improvement. In addition, the LSP Board had identified a series of activities / actions that it thought would be useful to consider when the LSP Improvement Plan was being formulated.

Copies of the findings of the LSP Peer Challenge and issues identified by the LSP Board were circulated at the meeting.

Attendees were separated into five ‘break-out groups’, each group being requested to consider a specific strategic objective within the proposed LSP Improvement Plan.

Feedback received from the five groups on the Improvement Plan (amending the initial draft) is outlined on the Appendix to these Minutes.

THE MEETING ADJOURNED AT 12.15PM FOR LUNCH
AND RE-CONVENED AT 12.55PM

4. IMPORTANCE OF PARTNERS

Gwen Parsons welcomed everyone to the afternoon session which, through four ‘break-out groups’, would be exploring how the LSP could maintain good engagement with all key local partners.

The groups were requested to consider the following three questions in relation to partner engagement:

- (1) How can the LSP make sure that it has the right people / organisations on the Theme Groups?

- (2) How can the LSP have a better focus on cross-cutting issues?
- (3) How can actions on other fronts be developed?

With regard to cross-cutting issues, particular reference was made to ‘social inclusion’ and those issues that had already been identified prior to the LSP Board being re-structured so that it was better aligned with Local Area Agreement Blocks. It was considered that there was sufficient scope within the LSP and its partners to allocate additional specific tasks / actions, where a need was identified.

Feedback received from the four groups is outlined below:

Group 1

- Social Inclusion was not being addressed strategically
- The term ‘social inclusion’ needed to be defined
- The ‘right’ people / organisations should be represented on the Theme Groups
- Better channels of communication needed across the Theme Groups
- Membership of the LSP Board / Theme Groups needs to be communicated to partners
- Capacity / support for the LSP
- Support for each of the Theme Groups
- Input / involvement of Elected Members
- Members are not consistently engaged in all the Theme Groups
- Cross-cutting issues – opportunities for joined-up working are not being exploited
- Work plans for the Theme Groups would assist in ensuring better focus on cross-cutting issues
- Terms of reference need to be shared across the Theme Groups

Group 2

- Clarification sought as to the composition of the current LSP Board
- Members should not necessarily be on the Board or one of the Theme Groups but an interest in taking the LSP forward should be sufficient
- A database of skills / organisations interested in participating / delivering actions on behalf of the LSP should be established
- It should be possible to set up a team to deal with a specific remit which could identify issues, formulate recommendations and explore funding etc
- Rural Deprivation / Exclusion (eg no public transport, low skills / aspirations) – scoping / mapping of such areas required in order to address needs of local communities.

Group 3

- Cross-cutting issues – it was crucial that partner knowledge / expertise was being shared
- Information about partners and the information they keep should be shared with others
- The right people / organisations should be represented on the Theme Groups (was guidance from Central Government available on this?)
- LSP Champions / Theme Group Members need to feed information back to their respective organisations (individual and collective)

Group 4

- Board to consider appropriate remuneration of Chair, serious job description, requires robust selection, ongoing appraisal and remuneration.
- Requires dedicated secretariat.
- LSP Board to identify current and potential partners and relevant Theme Group.

- Project Management Group to identify opportunities for special interest groups / cross-cutting theme groups and co-ordinate their work eg social inclusion - may be time / task limited or ongoing.
- The above will ensure that the focus is on what is important for 'Waveney', not a structure that simply fits in with Local Area Agreements. Focus will be on what matters to partners, not artificial groupings (in terms of community focus).
- Engage all partners to adopt a culture of consultation and engagement to better understand needs and priorities (day job – not one-off exercise) and remove barriers to upward migration of data.

5. **SUMMARY**

Gwen Parsons highlighted some of the recurrent issues put forward by the Groups. In relation to paid remuneration of the Chair of the LSP Board, it was reported that a previous advert for the post for no financial reward had failed to secure a candidate. Both the belief and financial commitment of LSP members would be needed if paid remuneration were to be pursued as a serious option.

The importance of addressing 'local' issues was stressed. In particular, 'social inclusion' had been identified as an area that had been missed. The LSP Board gave strategic direction but there was nothing to prevent the Board approving ad-hoc Groups being set up to address specific local issues (such as social inclusion). In addition, there should be the opportunity for individuals / organisations to have an input into improving services for Waveney, without having to join a Theme Group if they did not want to do this. Engaging with partners to 'make a difference' was important in effecting change for the better and the contributions of local groups / organisations were welcome and would be encouraged in achieving this.

In closing the meeting, Gwen Parsons thanked everyone for attending and for their input in shaping the future of the Waveney Local Strategic Partnership.

The meeting was concluded at 2.45 pm

Strategic Objective 1 - ensuring that the revised community strategy is driven by the needs of local people

Key issue	Action	06/07 milestone	07/08 milestone	Key accountability/lead
1.1. The community strategy should reflect the full extent of the complex local agendas for health/social care, education, economic development, the environment, culture and community safety	<ul style="list-style-type: none"> Simplify localised targets and LAA targets to reflect outcomes of community consultations Include analysis of outcomes of the consultation on the community strategy 	Agree the final priorities of the Strategy by end November 2006	Review community strategy documents in September 2007	Resource group: Gwen Parsons (LSP Chair) Alan Osborne Sally Simpkin Sam Revill Roger Knights (or delegated Officers of the above)
1.2. There are too many headline objectives in the current Community Strategy	<ul style="list-style-type: none"> Identify a maximum of 12 key performance measures 	Agree 12 (max) performance measures by mid December 2006		As above
1.3. The Community Strategy must appeal to Waveney residents	<ul style="list-style-type: none"> Develop an attractive and readable community strategy summary document presented in plain language and other languages appropriate to Waveney's communities 	Theme groups to proofread by December 2006 Translation of document by December 2006 as appropriate	Distribution by January 2007 Website posting by January 2007 Major local launch of Community Strategy documents in January 2007	Angela Cronin WDC Glen Garrod WDC Phil Harris WDC (Communications Officer) PCT Communications Officer (TBC) Gill Jenkins SCC Libraries
1.4 Waveney residents mostly unaware of LSP & Community Strategy	Develop and implement an LSP Communication and Marketing Strategy with LSP partners	Identify LSP Champions within each partner agency by January 2007		Phil Harris WDC Communications Officer Carol George LSP Co-ordinator

Strategic Objective 2 - ensuring the LSP has community engagement at its heart

Key issue	Action	06/07 milestone	07/08 milestone	Key accountability/lead
<p>2.1. Build on existing community engagement work by the partners to ensure that the needs of local communities are understood and this is continually fed into the planning processes for the delivery of services</p>	<ul style="list-style-type: none"> • Identify all the key community engagement processes used by the partners • Identify key opportunities for joined up consultation • Clarify mechanisms for sharing the outcomes of consultations • Establish an annual process for reviewing the outcomes from key consultations • Identify key opportunities for engaging with local communities and agree key issues for engagement • Agree where partners consultation funding can be pooled to be used more effectively 	<ul style="list-style-type: none"> • All the key community engagement processes used by the partners identified, by [insert date] • Report to PMG on the key opportunities for joined up consultation, by [insert date] • Key engagement themes/issues identified for 06/07, by [insert date] • Each themed group has identified its key engagement issues, by [insert date] • Community Engagement strategy is agreed by [insert date] 		
<p>2.2. Ensure engagement with all local politicians and other agencies who may find it difficult to engage with the community and demonstrate a joined up approach, reaching the socially excluded</p>	<ul style="list-style-type: none"> • LSP adopts the role of a 'Banker'. It has '48 branches' (local councillors) and they have numerous 'sub branches/community champions' (post offices, Neighbourhood watch, youth groups and others) where they display the 'cheque book and what it might be able to 'purchase' • Identify qualifying ideas, schemes and options about the areas and what fits the 	<p>Each milestone - to be determined by the funding available.</p> <p>All LSP partners promote the initiative via the internet/ blog page and radio etc.</p>		

	<p>bill</p> <ul style="list-style-type: none"> • To ensure rationalisation of resources with other stakeholders and their need to engage with the 'community' an initial meeting is held with Police, SCC WDC WCF etc to get them to promote community services in a friendly manner ensuring all groups are reached. • Proposed projects are handed in to ward councillors, analysed and sorted into the themed areas • Identified projects delivered to PMG and presented to the LSP Board 			
<p>2.3. Work with local people to increase local people's ownership of the objectives in the strategy</p>	<ul style="list-style-type: none"> • Explore approaches for more 'bottom up' engagement and consultation 			

Strategic Objective 3 - further strengthen partners engagement in the LSP

Key issue	Action	06/07 milestone	07/08 milestone	Key accountability/lead
<p>3.1 Ensure a stronger alignment of the individual partners' key strategies with the objectives of the community strategy</p>	<ul style="list-style-type: none"> • Ensure all partners are identified and engaged with the appropriate Theme Group and ensure appropriate Sub-Group working to focus on key issues. • Each partner to understand the community strategy objectives and seek ways of ensuring their key strategies contribute to meeting objectives and actively seek cross party synergy • Partners to engage effectively with local communities to understand their needs, building these into their delivery plans and strategies, sharing and informing cross-party working • Individual partners to report annually to the Theme Group they sit on regarding how their strategies and delivery plans contribute to community strategy objectives and where synergies have been delivered. 			<p>LSP Board</p> <p>Managers / Boards of Partners</p> <p>Managers / Boards of Partners</p> <p>Chairs of Theme Groups</p> <p>Managers / Board of Partners</p> <p>Chairs of Theme Groups</p>
<p>3.2. Ensure that there is greater alignment of resources with the priorities in the strategy</p>	<ul style="list-style-type: none"> • Individual partners to seek opportunities to align budgets and resources to achieve common objectives 	<ul style="list-style-type: none"> • The Board considers 2007/08 budget proposals, linked to the strategy's key objectives, by [insert date] 		<p>Managers / Boards of Partners</p>

	<p>that benefit the community through Theme Groups.</p> <ul style="list-style-type: none"> • Maximising resources and the value of them that are secured in Waveney through effective partnership working 			<p>Chairs of Theme Groups</p> <p>Managers / Boards of Partners</p> <p>Chairs of Theme Groups</p>
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Strategic Objective 4 - involve elected members to a greater extent in the partnership

Key issue	Action	06/07 milestone	07/08 milestone	Key accountability/lead
<p>4.1. Provide all district council members with clarity on their role/responsibilities</p>	<ul style="list-style-type: none"> • Prioritise training and development for members on the theme groups • Training on the role of the elected member on the LSP, key rights and responsibilities (inc leadership and managing performance/accountability) = ROLLING PROGRAMME • All LSP correspondence to be clear and simplified (Language) 	<ul style="list-style-type: none"> • Attendance by key members on the Leadership Academy by Spring 2007 • 50% of members, trained in understanding their community leadership role, developing and understanding partnership working competencies by Spring 2007 • IDEA Bid for further training to be submitted Autumn 2006 	<ul style="list-style-type: none"> • Attendance by senior members on the Leadership Academy by Autumn 2007 • 50% of members, trained in understanding their community leadership role, developing and understanding partnership working competencies (Annual refresher courses) 	<p>Action 1 – Chief Executive of WDC</p> <p>Action 2 – The nominated elected member of the LSP</p> <p>Action 3 – The Communications Team of WDC</p>
<p>4.2. Raise greater awareness of the LSP and improve members 'buy in' to the objectives of the partnership</p>	<ul style="list-style-type: none"> • Invite all members to the launch of the new community strategy with a view to clarifying the purpose of the LSP and how all members can contribute to the process • All political Groups to nominate LSP lead to take a prominent role in receiving progress briefings on the LSP and relaying this within their own Groups • Report progress on LSP objectives at least once a year, to the council's overview & scrutiny committee • 	<ul style="list-style-type: none"> • Joint evening event held by the end of November 2006 for County, District Town and Parish members. • Nominees identified through member training events by Spring 2007. • LSP Progress briefing event to be coordinated bi-annually 	<p>Review of nominated member following elections</p> <p>LSP Progress briefing event to be coordinated bi-annually</p>	<p>Action 1 – Chair of the LSP.</p> <p>Action 2 – Leaders of political Groups</p> <p>Action 3 - The nominated elected member of the LSP</p>

<p>4.3 Raise awareness and improve buy in of Town and Parish councils</p>	<ul style="list-style-type: none"> • Cascading progress and success on a regular basis 	<ul style="list-style-type: none"> • LSP Board to prepare briefing report bi-annually 		<p>Action 1- Coordination of activity between LSP Chair and chair of Waveney SALC.</p>
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Strategic Objective 5 - sharpen the delivery of the strategy's objectives by dramatically improving performance management

Key issue	Action	06/07 milestone	07/08 milestone	Key accountability/lead
<p>5.1. Establish a clear performance management system for the partnership</p>	<ul style="list-style-type: none"> • PMG to agree which partner will take the lead on establishing a performance management system • Agree the key objectives and measures • Enable all partners to have IT based access to the performance management system, to report their data promptly • Establish a process for exception reporting and milestone reporting to the Board and theme groups, in line with project management principles 	<p>5.1 PMG recommend performance management system to LSP Board*</p> <p>5.1 PMG agree which partner will take the lead on establishing a performance management system, by 11 September 2006</p> <p>5.1 Performance management training for all theme groups by April 2007</p> <p>5.1 Theme groups' action plans and key objectives to be identified (link to above milestone)**</p> <p>5.1 Key objectives and measures are uploaded to the performance management system by March 2007</p> <p>5.1 Block 4 pilot the performance management system</p>		<p>Each theme group nominate key individual to lead their performance management activity by October 2006. Key co-ordinating of performance management project/PMG – Portfolio Manager (Community Cohesion & Partnerships) WDC</p> <p>Chairs of theme groups</p> <p>Block 4 Chair</p>

		<p>six weeks after Board agree system (see milestone marked * above) and by November 2006</p> <p>Theme group Block 2 by December 2006</p>	<p>Establish a system of reporting on cross-cutting issues across the groups by September 2007</p> <p>Blocks 1 and 3 by March 2007</p>	<p>Chairs of theme groups</p> <p>PMG</p>
<p>5.2. Draft robust delivery plans to underpin the community strategy</p>	<ul style="list-style-type: none"> • [link to 3.1.] 	<ul style="list-style-type: none"> • first performance monitoring report is produced by January 2007 (on Blocks 2 and 4) • quarterly performance reporting is established by April 2007 		
<p>5.3. Set clearer objectives and measures</p>	<ul style="list-style-type: none"> • Establish a manageable number of key performance indicators and link to objective marked ** above using a project management approach to focus on small, medium and strategic projects across the LSP. • Ensure all strategic objectives are SMART 			