

TO: RESOURCES SCRUTINY COMMITTEE - 13TH AUGUST 2002

**SUBJECT: LOCAL STRATEGIC PARTNERSHIP/COMMUNITY PLAN -
PROPOSALS PAPER**

FROM: POLICY SERVICES

1. PURPOSE OF REPORT

- 1.1 To agree the paper attached at Appendix 1 to be circulated to all District Councillors and CMT for comment.
- 1.2 To take into account the outcome of a joint officers meeting (the notes are to be circulated).
- 1.3 To consider the first progress report on the Community Plan (circulated with the July papers).

2. BACKGROUND

- 2.1 The Resources Scrutiny Committee has been tasked to review the Community Plan process and to make recommendations about the establishment of a LSP for the District and about how the Community Plan should be rolled forward. In meeting this obligation the Scrutiny Committee has requested a survey of participants in the Community Plan process, that an audit of partnerships in the District be undertaken and that a seminar be held to raise awareness of LSPs.
- 2.2 The survey of participants was reported to the Scrutiny Committee earlier this year. The July meeting of this Committee considered the first draft of the partnership audit and the summary of the responses from the workshops and the flip chart notes of the LSP seminar held in May.
- 2.3 The Resources Scrutiny Committee also received at its July meeting the first progress report on the implementation of the current Community Plan for Warwick District.
- 2.4 The July meeting of this Committee considered a number of questions, the answers to which would help officers to devise a proposal for a LSP and as a way forward. The results of that deliberation have now been prepared as a discussion paper for all District Councillors at Appendix 1.
- 2.5 COMPAT officers met on the 2nd August to consider various questions to try to develop a jointly agreed proposal. A summary of that meeting will be circulated separately. Councillors will want to take this into account in deciding whether Appendix 1 ought to be amended or not.

- 2.6 At the July meeting, Councillors had insufficient time to consider the progress report on the current Community Plan. It was agreed to review progress at the August meeting. Councillors will need to bring the papers from the July meeting.

3. POLICY AND BUDGET FRAMEWORK

- 3.1 The Community Plan is and will be a key set of priorities that should help to shape the direction of the Council and its services.

4. OUTCOMES REQUIRED

- 4.1 For Councillors to decide whether the attached paper at Appendix 1 is acceptable for circulation, subject to any amendments that may be made in the light of the notes of the meeting held on the 2nd August and other comments.

Chris Elliott,
Strategic Director.

Background Papers

Report and Appendices - 16th July 2002

Areas in District Affected

All

Executive Portfolio Area and Holder:

Corporate and Strategic Leadership -
Councillor Crowther

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**DISCUSSION PAPER
LOCAL STRATEGIC PARTNERSHIPS/COMMUNITY PLAN**

The Resources Scrutiny Committee has been tasked with developing recommendations for the development of a Local Strategic Partnership covering Warwick District. The Committee has considered some significant questions, however, before concluding its recommendations, the Committee wishes to seek the views of all Councillors and senior officers. The Committee would be grateful if you would complete the attached questionnaire and return it to Liz Young by the 2 September, 2002. The Resources Committee's preferences are those that are emboldened.

1. WHAT IS COMMUNITY PLANNING?

'Community planning is a multi-organisational, community based process, initiated by the council, for creating a shared vision of community-identified priorities, which demonstrates the commitment and support of the organisations and groups involved.'

Local Government Association

A community plan or strategy is a strategic document prepared in partnership with local agencies. Its overall aim should be to enhance the quality of life of local communities by improving the social, economic and environmental well-being of the area and its inhabitants and to contribute to the achievement of sustainable development.

Its key components are:-

- * A long term vision - what the area should look like in 10/15 years time
- * An action plan - identifying short term priorities to achieve long term outcomes
- * A shared commitment to implement the action plan
- * Monitoring, review and reporting progress to the community

Community planning can:-

- X be effective in engaging local communities in debate about aspirations for their areas
- X be an 'umbrella' strategy, within which individual strategies 'nest' or are integrated thus providing a framework and direction for all partners to work to
- X result in more effective and efficient use of public resources
- X join things up at local level

What does a community plan look like?

A community plan is likely to be structured around a number of key priorities that emerge from consultation with the local community and partner organisations. It is also likely to include agreed targets and milestones.

Warwick District's Community Plan comprises of 10 action plans focussing on transport: environment: social inclusion: community involvement: health: education: community safety: sports and leisure: and affordable housing. A working group for each theme, made up of officers, councillors, community and partner representatives, are responsible for ensuring the plans are implemented and their progress is monitored by the Community Planning Action Team (COMPAT) via quarterly reports.

Community planning is not a prescriptive process. Every authority and every community will be different. The community plan will reflect local circumstances and local needs but should reflect the guiding principles of:-

- X engagement and involvement of local communities
- X active participation of councillors
- X based on a proper assessment of needs and the availability of resources
- X prepared and implemented by a broad local strategic partnership (LSP)

What is an LSP?

An LSP is a local partnership set up to tackle local issues such as crime, employment, education, health and housing. The Government wants every local authority area to be covered by a partnership bringing together the public, private, voluntary and community sectors to identify the top priorities of the communities they serve and to work with local people to address them. LSPs are voluntary with no statutory or executive powers and partners remain responsible and accountable for decisions on their own services and the use of their own resources.

Key tasks:

- X to prepare a community strategy/plan for the area
- * to rationalise/streamline local plans, partnerships and initiatives
- * to provide a local forum for joint working to meet local needs
- * to submit bids for funding
- * devise and meet public service targets
- * developing and delivering a local neighbourhood renewal strategy

Getting started

LSPs can build on the work of existing community planning partnerships, in Warwick's case, COMPAT or PIE, as opposed to creating something new, on the premise that an open and inclusive process is adopted in developing/extending its membership and terms of reference are reviewed. Local authorities are expected to be a prime mover in convening and leading

them initially but in the longer term each LSP should decide its own leadership arrangements.

Not everyone can be directly represented on the LSP, but a structure should be developed to provide tiers of involvement and clear linkages to facilitate effective dialogue between all stakeholders and the LSP.

An LSP for Warwick District?

An introductory seminar was held for elected members and key partner organisations in May 2002. COMPAT has used the feedback to further consult councillors and seek their views on all the key aspects of what an LSP will look like for Warwick District.

COMPAT will be meeting to reach agreement on the main LSP issues as identified by partner agencies.

Bigger consultation events are planned for the autumn both on the review of the community plan and the development of an LSP when all the key stakeholders will have the opportunity to discuss the proposals put forward and gain consensus on structure, method of involvement, links with the community plan and membership of the LSP.

A draft will be widely circulated for approval and sign up by partner organisations in December with a view to launching the LSP in January/February 2003.

2. AREAS FOR DISCUSSION

There are a number of questions that arise in considering the form that a LSP may take covering Warwick District. There are also a number of possible answers. Councillors may well have other questions that need to be answered. These questions and answers will help to shape the recommendations that the Committee has to make to the Executive and to inform its officers.

1. What should be the purpose of the LSP?

Possible answer 1: to oversee development and implementation of a community plan - **yes**

Possible answer 2: to bring together plans, initiatives and partnerships - yes

Possible answer 3: to develop public service agreement for priorities targets (some) - **shared**

Possible answer 4: to submit bids for funding - perhaps

Possible answer 5: to develop and implement a local neighbourhood renewal strategy - for the LSP to determine

Possible answer 6: to develop and implement other cross cutting and cross-organisational strategies that reflect the priorities of the local community - **yes**

Possible answer 7: to create greater awareness of public services and activities - **yes**

2. What will be the responsibility of the LSP?

Possible answer 1: None as it will rely on its member organisations to subsequently take and exercise decisions - **yes**

Possible answer 2: Be responsible for a limited range of duties, in the same manner as have the PIE and Regenesi s Boards - **yes**

3. What values should the LSP operate upon?

To be determined by the LSP.

4. What should be the model for the LSP?

Whilst there is clear Government guidance on the role of an LSP, various models are emerging and it is important to consider which structure is best suited to the needs of Warwick District.

In research carried out by Warwick University the emerging models can be categorised in two ways:

- (a) A hub and spoke, or atomic model, which has the LSP at the centre with other partnerships and theme groups on the outside. A variation on this is that the whole thing is the LSP and the hub is the management board.

Choosing the membership of the LSP or the board is a big issue. Numbers need to be kept small for it to be effective. Notwithstanding this there is an issue about how to select representatives for the core group - from the theme groups, the constituent organisations, to reflect geographical interests, or a combination of the three.

- (b) The second model is the inclusive or “telephone dial” model which is looser in its organisation, the whole of the dial being the LSP, with a co-ordinating group at the centre. This appears to have growing support in counties as it provides flexibility and hopefully less pressure on numbers at the core, by emphasising the key role of the theme groups as the place where most of the partnership work will be done.

The second model was preferred.

5. Should the LSP just cover Warwick District?

Possible answer 1: The LSP could just cover Warwick District - **yes**

Possible answer 2: The LSP could cover South Warwickshire by updating the SRB6 Partnership Board

Possible answer 3: The LSP could be County wide, as WCC are examining in any case a Countywide Strategic Partnership

Possible answer 4: The LSP could be at town or part District level to reflect the differing priorities of parts of the District

Possible answer 5: The LSP could be a combination of some of the above

This is a significant area for debate, as a number of organisations have indicated their preference for a South Warwickshire LSP as their remit covers both areas and they don't have the real resources to participate in two district LSPs and they view the 2 districts as facing similar issues. There is also the need to avoid duplication with the structures that are in place under the PIE Board. It exhibits most of the features of a LSP and has funding to allocate. The Chair of that Board has written to ask for a meeting to resolve this matter.

6. What should be the shape of the management and decision making process of the LSP?

Possible answer 1: There should be a core group representing the key delivery agencies and representatives of differing parts of the community (e.g. BME, voluntary, business) via established or created fora, supported by an officer group drawn also from the key agencies.

Possible answer 2: There should be a core group representing the key delivery agencies and representatives from various priority theme groups (e.g. Community Safety, Economy, etc) supported by an officer group drawn also from key agencies.

Possible answer 3: There should be a core group representing the key delivery agencies and representatives from various parts of the District (e.g. Kenilworth, Whitnash, etc) supported by an officer group drawn also from key agencies.

Possible answer 4: A combination of the above - **yes**

7. Who should be part of any core group?

Possible answers: **WDC, WCC, PCT, Police, W. College, C & W Chamber of Commerce, C & W LSC, CSWP, Connexions, CVS, WRCC.**

8. How should others be involved?

Possible answer 1: nominated representatives to the core group reporting back to forums of wider involvement (e.g. senior people's forum, community safety forum, town forum)

Possible answer 2: through specific consultation processes (e.g. citizens panel, public meetings, exhibitions, etc)

Possible answer 3: through the communication and membership channels of participating organisations, (e.g. CVS, Warwickshire Rural Community Council, REC, CDP, etc)

Possible answer 4: through web sites and other e-gov channels/techniques (e.g. chatrooms)

Possible answer 5: through all of the above - **yes**

9. What will be the relationship with existing partnerships and fora (e.g. Community Safety Forum) in the District?

Possible answer 1: All the others will be subject to direction and oversight by the LSP

Possible answer 2: All the others will be influenced by the LSP

Possible answer 3: There will be no real relationship at all

Possible answer 4: The existing partnerships should be reviewed and rationalised so that they connect to the LSP but take the role of the place where most work is done - **yes**

Possible answer 5: partnerships at part District or neighbourhood level should be established as part of the LSP

10. How will Councillors be involved?

Possible answer 1: via membership of the core group - **yes**

Possible answer 2: via membership of partnership, theme group or community forums - **yes**

Possible answer 3: via membership of part district/neighbourhood forums - **yes**

Possible answer 4: via membership of scrutiny committees responsible for holding LSP and Community plan to account - **yes**

Possible answer 5: via determining political priorities for Council (i.e. input from Council to content of Community Plan) - **yes**

Possible answer 6: via all of the above - **yes**

11. What kind of support should the LSP have?

Possible answer 1: dedicated support (i.e. officer specifically appointed for purpose of supporting and organising LSP – rather like PIE) from WDC - **preferred**

Possible answer 2: support from various but existing officer time

Possible answer 3: dedicated support (i.e. officer specifically appointed for purpose of supporting and organising LSP – rather like PIE) from pooling of resources from all key agencies - **yes**

Possible answer 4: support from various but existing officer time at theme group/partnership and community fora - **yes**

Possible answer 5: mixture of above but choice needed between 1 (**preferred**) and 2

12. What kind of resources should the LSP have at its disposal?

Possible answer 1: None, it will rely on participating organisations to fund all decisions and actions but will have an agreed priority plan. It will need running costs - **yes**

Possible answer 2: It will be given responsibility for allocation of resources from specific funding bids (rather like SRB6 funds are determined by the PIE Board) - **yes**

Possible answer 3: It will be given a specific budget from pooling of some resources from key agencies

Possible answer 4: a mixture of 2 and 3 above

13. How will the LSP be monitored and held to account?

Possible answer 1: via a WDC scrutiny committee

Possible answer 2: annual community parliaments/agms

Possible answer 3: via sectoral forums (e.g. older people's Forum, Business Forum)

Possible answer 4: own web site, newspaper, etc

Possible answer 5: All of the above - yes

14. The issue of how the Community Plan should interact with other statutory and established plans, strategies and services also needs to be considered. The difficulty is that the action plans of many of the component

parts of a Community Plan need to change annually and they are in many cases proscribed by national, regional and county wide policies and requirements. These can often crowd out legitimate local priorities.

In this case, Councillors may wish to consider that a Community Plan should have perhaps only 5 or 6 priorities and that these could cut across various strategies and services. The Community Plan would set out what each other strategy or service should attempt to contribute to local objectives and fund and redirect resources accordingly. For example, if one major priority was to promote an active community and in doing that the strategy was to increase participation in civic life, then the Community Plan might require the Community Safety Strategy to increase the number of people participating in neighbourhood watch schemes. It might also require Leisure Services to train more people to act as sports coaches.

The Community Plan might also identify key tasks that need to be undertaken as they would involve a significant change to the quality of life in the area. For example, it might require to be set up a cross organisation project team to take forward or support the scheme for the redevelopment of the National Agricultural Centre in order to help rejuvenate the rural economy. This approach would and should influence the capital strategies of the key delivery agencies.

In this way the Community Plan may also influence funding of other organisations so that they help to deliver its objectives.

QUESTIONNAIRE

	POSSIBLE ANSWERS (Please Tick) (see main document for detail)							
QUESTION	1	2	3	4	5	6	7	COMMENTS
1. What should be the purpose of the LSP?								
2. What will be the responsibility of the LSP?								
3. What values should the LSP operate upon?								
4. What should be the model for the LSP?								
5. Should the LSP just cover Warwick District?								
6. What should be the shape of the management and decision making process of the LSP?								
7. Who should be part of any core group?								
8. How should others be involved?								
9. What will be the relationship with existing partnerships and for a (e.g. Community Safety Forum) in the District?								
10. How will Councillors be involved?								
11. What kind of support should the LSP have?								

	POSSIBLE ANSWERS (Please Tick) (see main document for detail)							
QUESTION	1	2	3	4	5	6	7	COMMENTS
12. What kind of resources should the LSP have at its disposal?								
13. How will the LSP be monitored and held to account?								
14.	Agree -----			Not Agree -----				

GENERAL COMMENTS:

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NAME:

Please reply to Liz Young, Policy Services, by 2 September, 2002.