

# Foreword

Welcome to our second Annual Progress Report.

As Chair of the Bassetlaw Local Strategic Partnership (BLSP) I am pleased to share with you another year of successes, through our delivery of the Community Strategy.

2005 has seen a number of key projects come to fruition. The Turbine, our new Business Innovation Centre at Shireoaks Triangle, is now operational with tenants in place, and Nottinghamshire County Council with the support of Bassetlaw District Council and the Economic Regeneration Sub-Group will ensure business development within the District goes from strength to strength.

Another major development was the completion of building works for the new B&Q Distribution Centre on the old Manton Colliery site. Staff are now on site and the finishing touches to the interior are now being completed.

Ensuring equal access to services, residents within the Worksop area can now access more services at the Queen's Buildings offices through the new One Stop Shop. The new advice and information area on the ground floor allows residents to access advice and information from the District Council, County Council, A1 Housing Bassetlaw Ltd., and other service providers

As of April, the structure of the BLSP changed to accommodate a 7<sup>th</sup> Sub-Group – the Children & Young People Group previously under Social & Community Development became a Sub-Group in it's own right. This supports the rising profile of this policy area nationally and will be a key feature of future strategic developments for both national and local government, and partnership working.

In May 2005, the Partnership held it's first Conference for partners. The Development Day was a great success and allowed members to become more aware of the work being carried out across all Sub-Groups, and allowed detailed discussion about potential joint projects. In the afternoon we also looked at the future challenges facing Local Strategic Partnership (LSPs) through the development of Local Area Agreements (discussed on page 15). It was agreed by all, that a similar event should be held once a year to ensure we keep on track with our commitments and to allow an opportunity to celebrate our successes. Our next event is planned for September 2006.

In June, Nottinghamshire were successful in their bid to be part of the second wave of Local Area Agreements. This has meant a busy second half of the year for organisations across the county, and has involved closer working across the different themes of the BLSP to ensure the District's priorities are included.

The Bassetlaw Community Strategy 2003-2007 clearly sets out targets for improvement and you will see in the following pages that we have improved further towards our goals. As both individual organisations and BLSP partners we are committed to ensuring that we **'Get the Best for Bassetlaw'**.

I would like to thank the Vice-Chair Michael Newstead, and the Board for their support during the year, and look forward to the challenges of 2006. In particular the New Year will see us begin to plan for the next Community Strategy from 2007 onwards, and with changes taking place across main service providers



A handwritten signature in black ink, appearing to read 'Mike Quigley'.

Cllr Mike Quigley MBE  
Chair of Bassetlaw Local Strategic Partnership  
(Leader of Bassetlaw District Council)



A handwritten signature in black ink, appearing to read 'Michael Newstead'.

Michael Newstead  
Vice-Chair of Bassetlaw Local Strategic Partnership  
(Director of BCVS)

# Introduction

## Bassetlaw Local Strategic Partnership

Focusing on the 7 key areas within the Community Strategy – Economic Regeneration, Learning & Skills, Environment, Health, Social & Community Development, Community Safety, and Children & Young People – the BLSP aims to improve the quality of life for everyone in our District. More than 200 private, public and community organisations are working together to ensure Bassetlaw holds a great future for everyone who lives, works and learns here.

## Turning the Vision into Action

The BLSP has an ambitious vision, but one which we are confident we can deliver. Through consultation with Bassetlaw People and the commitment of the Partnership's members we are dedicated to ensuring:

**“Bassetlaw will be a place where everyone has the opportunity to live, work, learn, and enjoy leisure time and take pride in creating a safe, fair and healthy environment”**

In order for the Bassetlaw Local Strategic Partnership to achieve its vision we are focusing our efforts on the 7 key areas for action listed above. Each of these areas is being led by one of the Sub-Groups of the BLSP. The diagram in the following section shows the Structure of the BLSP.

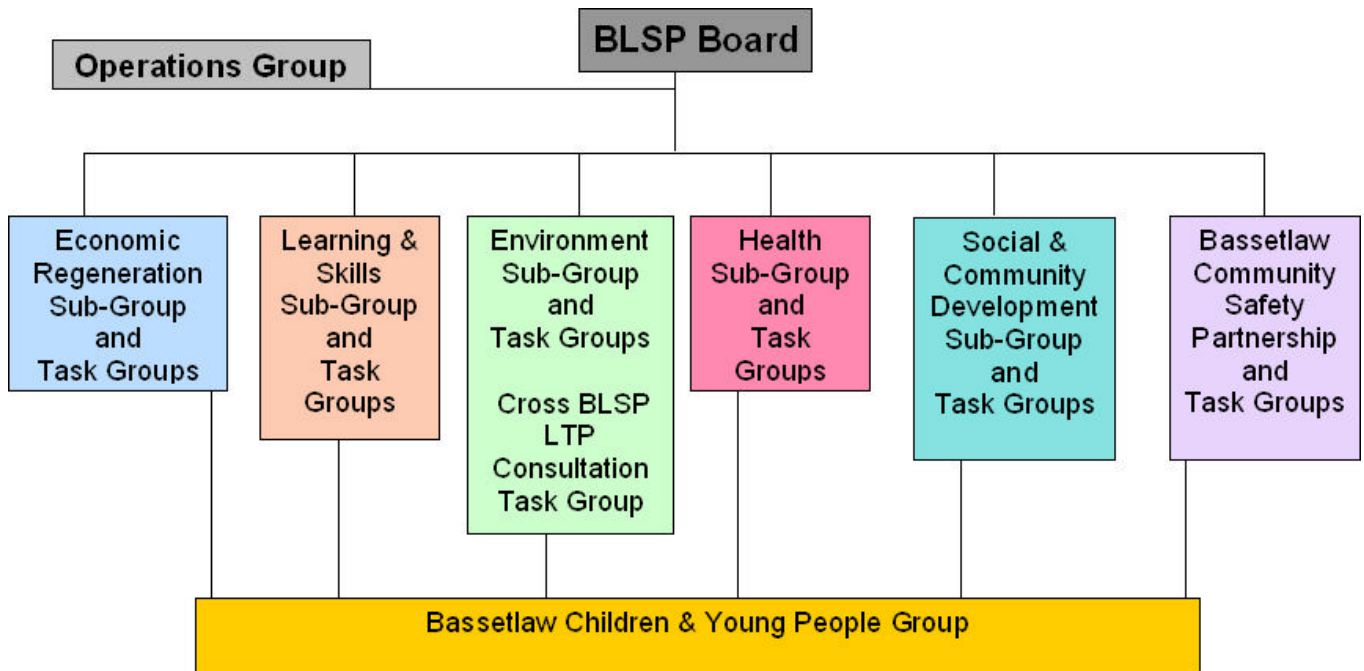
# Structure of the Partnership

## Bassetlaw District

One of the main functions of the Community Strategy is to regenerate the District and our communities by working in partnership with local service providers, public sector organisations, voluntary sector agencies, and local residents.

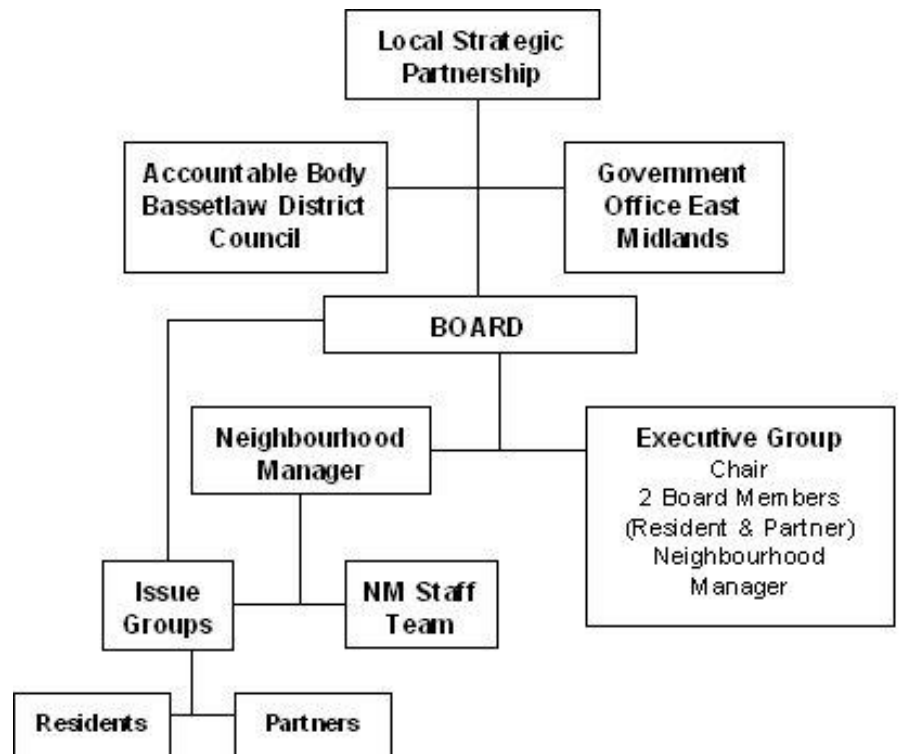
The Local Strategic Partnership is key to this process of joint working and has an important role to play in

- ▶ identifying issues that cut across the Sub-Groups,
- ▶ facilitating effective communication between Sub-Groups, and
- ▶ in promoting closer partnership working.



## Neighbourhood Management

Each of these work areas is also being delivered at neighbourhood level by Manton Community Alliance through the Manton Neighbourhood Management Pathfinder. This allows us to provide additional support to the areas of the District in greatest need. Manton Community Alliance feeds in to all the Sub-Groups of the BLSP, allowing best practice from the Pathfinder to be used elsewhere in the District. In addition, the Pathfinder team benefit from networking with service providers across the District, which allows more scope for mainstreaming the work of the pathfinder in to general service delivery.



## Linking to the County Community Strategy 'Nottinghamshire Community Strategy 2005-2009'

This Strategy frames a vision for Nottinghamshire for the next four years. It makes the links between the activities already underway and those priorities which local people have told us that all partners, working together, should address to improve quality of life across the county.

This document, which builds on the Framework Community Strategy for Nottinghamshire published in 2003, outlines the major priorities over the next four years.

The document discusses the important links between existing local partnerships, the emerging Nottinghamshire Partnership and the Local Area Agreement which is currently being negotiated and which will change the way we all work to deliver better services for local people. This is a high level document, which cannot represent all the activities that are being undertaken across the county but annual Action Plans will be published giving more local detail, targets and outcomes.

The aim is to build on the strong tradition of partnership work in Nottinghamshire; there are over 300 existing partnerships - neighbourhood, local, sub-regional and thematic. The existing plans and strategies of these partnerships are also the foundation, the County Council doesn't want to duplicate or supersede them but they'll complement and contribute to their work.

In particular, it builds on the work of the existing LSPs. It reproduces the main priorities driving the local work of each of the LSPs and the County Council has evaluated what each of these is trying to address. Several LSPs are currently consulting on their priorities and forward plans as they near the end of their first 3-4 year cycle and begin to plan for their next. It is clear that there is much common ground between LSPs in the county and city, and there is alignment and consistency between the priorities being pursued by LSPs and those outlined in this wider strategy.

The Nottinghamshire Partnership Forum, which steered the work that resulted in the drafting and adoption of the Framework Community Strategy, is now evolving into a more formal partnership, which is driving the development of the countywide Local Area Agreement, bringing together all the main players to deliver better public services across the county. Partners believe that by developing better working relationships, we can build on the county's strengths, tackle our needs and improve quality of life for all, creating truly sustainable communities.

It is important to stress that the sub-regional agenda in North Nottinghamshire and Greater Nottingham - is very important, with two existing sub-regional partnerships driving economic development and regeneration issues on behalf of the East Midlands Development Agency. The relationship with the City of Nottingham and the One City Partnership is also very important. It is impossible to address many themes or priorities across the conurbation for example in transport, urban and sub-regional planning and development, without close collaboration over cross-boundary issues. We do this with the Joint Structure Plan, the Local Transport Plan and the Greater Nottingham Development Strategy, and this approach is working well in the development of the Local Area Agreement. The document also puts into context more detailed work being carried out by individual organisations, networks and communities. The strategy should provide a vital link between local concerns and priorities, many of which are addressed by parish and town councils, and the sub-regional, regional and national framework. One particularly important relationship is with the East Midlands' Integrated Regional Strategy, which acts as the region's sustainable development framework and sets countywide and more local work in context.



Following a range of consultation exercises, together with partners' views and recent research into the state of the county and its communities, the priorities in the new strategy, are:

- ▶ Safer and Stronger – making Nottinghamshire safer, building a strong sense of community and enriching lives
- ▶ Healthier – improving health and well-being
- ▶ Learning and Earning – helping everyone to reach their potential
- ▶ Cleaner and Greener – protecting and improving the environment
- ▶ Travel and Access – travelling easily and safely and being able to access all the services people need.

The Nottinghamshire Partnership aims to promote the economic, social and environmental well-being of the county and its people through a number of guiding principles, which are:

- ▶ Community involvement and participation
- ▶ Equality
- ▶ Sustainability
- ▶ Subsidiarity
- ▶ Quality and value for money
- ▶ Accountability
- ▶ Partnership

# District Profile

## The current 'State of Bassetlaw'

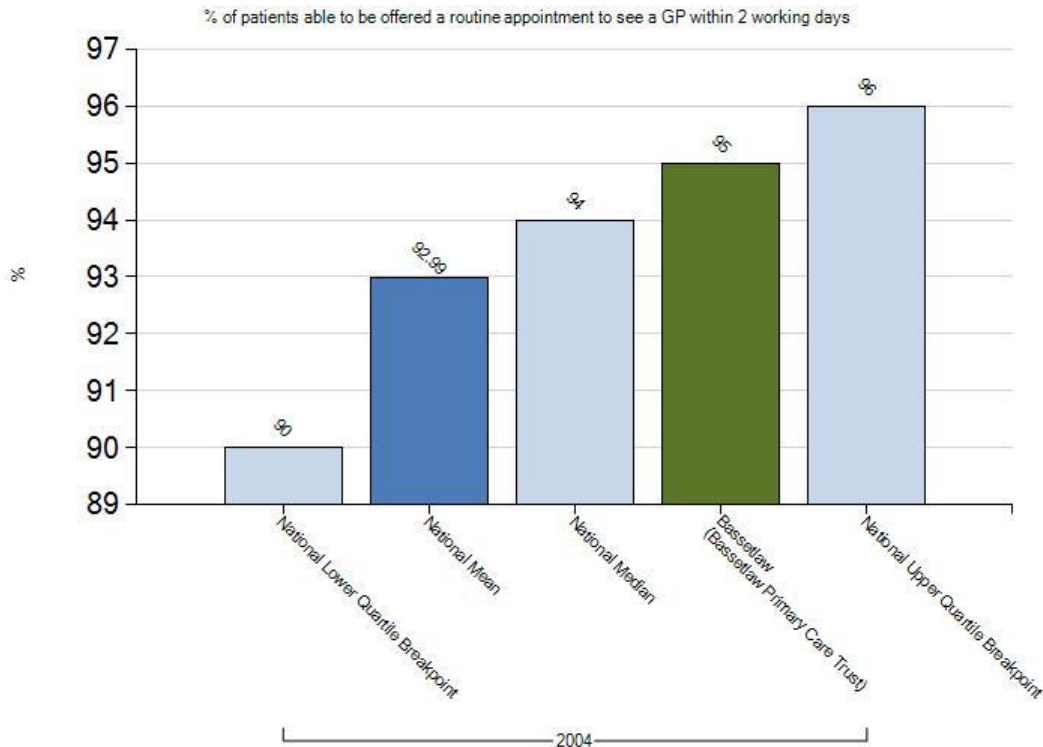
Bassetlaw has undergone a number of changes in recent years. Below is a small sample of the statistics available for the District. Some of these are available at ward level, and we are constantly reviewing our monitoring techniques to enable more ward level data to be available.

### Key Facts

- ▶ 41.7% of the District's population (44887)<sup>1</sup> lives outside of the main centers of Worksop and Retford in 73 villages, served by 45 Parish Councils and 10 Parish Meetings.
- ▶ The current population of the District based on a mid-2004 estimate is 110,300.<sup>2</sup>
- ▶ We have 7302 properties within our council stock in total, and we need to get 2843 properties to the Decent Homes Standard by 2010 (as at 01.04.05)<sup>3</sup>.
- ▶ Housing Prices for the District<sup>4</sup>

Minimum prices in Bassetlaw 2003 and 2005			
Property Size	April 2003	August 2005	% Change
1 bedroom	£43,500	£61,000	40.2%
2 bedrooms	£56,500	£88,000	55.8%
3 bedrooms	£64,500	£104,500	66.8%
4 bedrooms	£114,500	£155,000	35.4%

- ▶ 95% of Bassetlaw Primary Care Trust was able to offer 95% of patients a routine appointment to see a GP within 2 working days.<sup>5</sup>



## Key Measures for Bassetlaw Local Strategic Partnership

The table below contains 9 key measures by which the BLSP assesses its overall effect. The measures cut across all thematic areas of the BLSP and the partnership work of each Sub-Group will inevitably have an impact in the long-term. These are reported on annually where possible alongside the other indicators monitored by the individual Sub-Groups.

	Definition	Base Number	Performance 2003/2004	Performance 2004/2005
1	Gross Domestic Product per head of population	Base Data GDP for North Nottinghamshire 81 compared to the UK 100 in 1998 <sup>6</sup>	Data for 2003/2004 not available. GVA in 2002 for North Nottinghamshire = £4,870,000 compared to £926,275,000 for UK. (Most current data at time of printing)	Data for 2003/2004 not available. GVA in 2002 for North Nottinghamshire = £4,870,000 compared to £926,275,000 for UK. (Most current data at time of printing)
2	Unemployment rate in Bassetlaw	Base data 4% Average Unemployment in Bassetlaw from January - December 2002 (3.0% Notts average)	Unemployment in Bassetlaw from April 2003 to March 2004 – 2.03% (average over year) <sup>7</sup>	Unemployment in Bassetlaw from April 2004 to March 2005 – 1.88% (average over year) <sup>8</sup> This represents a 7.4% improvement from 2003/2004.
3	Number of households receiving income support	Base number of 6,495 for Bassetlaw (August 2000)	This information is not available at District Level.	This information is not available at District Level.
4	Life Expectancy at Birth <sup>9</sup>	Base data from 1997-1999 Government Office 74.3 years for men and 79.4 years for women in Bassetlaw <sup>9</sup>	Office for National Statistics figures for Bassetlaw 2001-2003 – 75.3 years for males and 80.1 years for females	Office for National Statistics figures for Bassetlaw 2002-2004 – 75.9 years for males and 79.9 years for females
5	Raise the number of homes which meet basic housing standards	Base Data of 97% based on Bassetlaw District Council Annual Housing Report <sup>10</sup>	3.13% private sector dwellings made fit or demolished.	2.93% private sector dwellings made fit or demolished. <sup>10</sup>
6	Percentage of 15 year old pupils in schools maintained by the Local Education Authority (LEA) achieving 5 or more A*-C GCSEs or equivalent	Base Data from 2002/2003 figures for BV38 – 47.2%. Collated via NCC National Best Value Indicators (This is the county average)	BV38 2003/2004 – 47.10%. Collated via NCC National Best Value Indicators (This is the county average)	BV38 2003/2004 – 47.10%. Collated via NCC National Best Value Indicators (This is the county average)
7	Number of reported crimes	Base Data will be 2002/03 figures – Notts Police target to a reduction of 3% by 2004 <sup>11</sup>	2003/2004 figures – 13,342 total reported crimes (135 per 1,000 population). This is a 3.40% reduction on the baseline.	2004/2005 figures – 11,171 (103 per 1,000 population). This is a 19.12% on the baseline. <sup>12</sup>
8	Percentage of people satisfied with the cleanliness standard in their area.	Base data of 58% of respondents satisfied with the cleanliness of the streets and relevant land (2000/01 User Satisfaction Survey figures for BV89) (Base data for 2003/2004 will be available June 2004)	User Satisfaction Survey figures for BV89 2003/2004 – 54% <sup>13</sup>	User Satisfaction Survey figures for BV89 2003/2004 – 54% <sup>13</sup>
9	Overall satisfaction with the area	Base Data of 70% satisfied as at October 2002 (Bassetlaw Citizen's Panel Survey)	78% <sup>14</sup>	78% <sup>14</sup>

## Bassetlaw Local Development Framework (LDF)

Bassetlaw District Council is currently developing new planning policies under the Local Development Framework (LDF). The LDF will replace the current Local Plan as the main consideration during the assessment of planning applications. It will therefore have a considerable effect on the future of Bassetlaw.

Unlike the Local Plan, the LDF consists of a collection of interrelated documents that either contain procedural information or planning policies. During 2005 the Policy and Implementation Unit, which is responsible for the LDF, produced the first two procedural documents, the Local Development Scheme and the Statement of Community Involvement.

In June 2005 the Local Development Scheme was agreed by the Secretary of State and approved by the Council in August 2005. This scheme sets out which documents the Council is producing, when and how. It clearly identifies when consultation will be occurring on each document.

The second document, the Statement of Community Involvement (SCI), identifies the consultation methods that will be undertaken during the development of each policy document. As part of its production it underwent two periods of consultation in 2005. All LSP members were sent copies of the SCI during these consultation periods and meetings held with Sub-Groups during consultation on the first draft in April. The SCI has since been submitted to the Secretary of State for examination. The Planning Inspectorate will undertake this independent examination in March 2006.

During 2006, Bassetlaw District Council will be producing the first of four planning policy documents - the Core Strategy. This document outlines the preferred options and will be published for the first of two six-week periods of consultation on the 9<sup>th</sup> of January. Copies will be sent to all LSP members and presentations made to Sub-Groups during the consultation period.

The Core Strategy sets the broad objectives for new planning policy in Bassetlaw District. It also proposes a preferred strategy for the overall distribution of development across Bassetlaw. During its development, planning officers have ensured that it complies with the objectives of the Community Strategy.

Although it does not consider detailed policy matters or the future of specific sites in itself, the Core Strategy is a very important planning policy document, as all future planning policies must be in conformity with the Core Strategy.

The Core Strategy will strongly influence which sites are likely to be allocated for future development in the next LDF documents, the Proposals Section and Proposals Maps, and the scope of the planning policies within the Development Control document. These more detailed documents will be produced during 2007 and 2008, after the Core Strategy has been adopted.

To guarantee that linkages are maintained, planning officers will continue to meet each LSP Sub-Group during the development of the Core Strategy in 2006 and the final three documents during 2007/08.

**For more information contact Chris Telford, Principal Planner (Policy & Implementation Unit) on 01909 533493.**

## Bassetlaw Community Empowerment Network (CEN)

At the BLSP Board meeting in July 2004, a report outlined the initial proposal for a CEN to operate within the District. Within this the Board agreed to the following four recommendations:

- ▶ The BLSP support the establishment of a Community Empowerment Network.
- ▶ The Board considers granting a place on the Board to a representative of a Community Empowerment Network (subject to this approach being ratified by Bassetlaw organisations/ communities).
- ▶ The detail of the organisation of the Community Empowerment Network will be led by the Social & Community Development Sub-Group.
- ▶ The issue of the Network and how it might be utilised will be included in the Board's Away Day agenda to allow all members of the Board to contribute to its development.

The proposal agreed in October 2004 by the BLSP Board to support the administration and function of the Network included:

- ▶ A Quarterly review of the member database
- ▶ Mailouts
- ▶ E-mail mailshots
- ▶ News Bulletins – minimum of 3 per year
- ▶ Organisation and delivery of 2 conferences per year

It is acknowledged by the BLSP Board that the Community Empowerment Network is a very low cost but innovative approach to engaging Bassetlaw communities in the work of the LSP. In order to deliver the aims of the CEN it was agreed that the BCVS are well placed to manage the Community Empowerment Network with support from the District Council, and they agreed to do this as part of the proposal in October 2004.

The BCVS already have extensive databases and it is hoped that these could be expanded further to include more communities of geography and interest. Similarly, the BCVS have a vast amount of experience in managing information and disseminating this in a variety of forms.

The Community Empowerment Network will be of value to all LSP Partners working to connect with Bassetlaw residents and organisations. Through these networks it is hoped that information could flow in two directions from the Partnership and directly back from Bassetlaw communities. This contact would be supplemented by network events.

In April 2005 the BCVS reported to the Board that the Database was almost complete. The network is an IT link to all communities of geography and interest in the District, and can be used by the LSP for consultation and feedback/ progress reporting.

## Integrating Parish Plans

Parish Plan's are a vision of how you would like your town or village to be. For many communities it has been a stepping-stone to applications for other grants.

The Plan could address any social, economic or environmental issues, such as:

- ▶ housing;
- ▶ transport;
- ▶ access to services i.e. doctor's surgery;
- ▶ local parks and green spaces;
- ▶ play groups, childcare, after school clubs, etc.;
- ▶ village halls or other meeting places;
- ▶ support for local businesses;
- ▶ building projects - ensuring designs and uses are compatible with existing buildings and their residents (village design statements).

Parish Councils within Bassetlaw looking to undertake a Parish Plan contact the Rural Officer who is employed by Nottinghamshire Rural Community Council, and part funded and based at the District Council. The Rural Officer supports the group in obtaining funding, and creating the Parish Plan and Action Plan. Departments within the Council are consulted throughout the process depending on the issue and action, which the group wishes to take forward e.g. Planning. When the Parish Plan and Action Plan is produced a copy is sent to a number of Services within the District Council for comment and amended as necessary. The final documents are used to solve the issues identified by the community with help from wide ranging organizations including partners of the BLSP.

In order for the LSP to digest the key themes that keep reoccurring throughout the plans a simple table format is used and relevant issues brought up for support by the LSP Sub-Groups.

The following areas of Bassetlaw have completed a Parish Plan or are within the process:

- ▶ Everton
- ▶ Misterton
- ▶ Gringley
- ▶ Mattersey Thorpe
- ▶ Normanton on Trent
- ▶ Ranskill
- ▶ Misson
- ▶ Blyth

## Our Rural Community

As mentioned above within the list of Key Facts, 41.7% of the District's population (44887)<sup>1</sup> live outside the main centres of Worksop and Retford in 73 villages, served by 45 parish Councils and 10 parish meetings. The two Market Towns of Worksop and Retford serve as the hub of communication for the villages, most of which have populations of less than 3,000.

This results in a large proportion of local services being delivered across a wide rural area, leading to issues of access, standards and general availability. Bassetlaw District Council produced a revised Rural Strategy in November 2004 which recognised the priorities as outlined in the Government's Strategy and the need for partnership working to delivery quality services to rural areas. The Government's Rural Strategy 2004 set out a targeted approach to rural policy and delivery for the next 3-5 years. The vision is for a sustainable countryside that is living, working, protected and vibrant. It identified 3 priority areas:

- ▶ Economic and Social Regeneration
- ▶ Social Justice for All – Fair Access to Public Services and Affordable Housing and tackling Social Exclusion
- ▶ Enhancing the Value of our Countryside

The Government Strategy recognised that partnership working should delivery services to meet local needs. Bassetlaw has established partnerships with the PCT, Nottinghamshire Rural Community Council and the Bassetlaw Community Voluntary Sector.

In addition, Nottinghamshire County Council Rural Strategy Study Group made final recommendations in April 2005 on developing a Countywide Rural Strategy Framework.

The Government has devolved responsibility for rural issues to Regional Development Agencies and Government Office. The needs of rural areas will be addressed in regional strategies. GOEM has produced its Regional Rural Delivery Framework, which identified rural priorities as:

- ▶ Improving access to affordable rural housing
- ▶ Increasing the quality of the region's green areas (green infrastructure)
- ▶ Improving enterprise, innovation and employment opportunities
- ▶ Improving accessibility to jobs and services
- ▶ Developing active communities
- ▶ Supporting existing land-based and other rural business, and adapting to economic change
- ▶ Addressing climate change

The Framework is subject to consultation January to April 2006. It will be reviewed and revised to take account of the responses to the consultation. It is hoped that it will become a reference for many rural delivery organisations within the East Midlands and that it will guide their policies.

## Rural Proofing

Rural proofing all aspects of policy is a consistent theme of the Government's Rural Strategy 2004. The Countryside Agency has produced a checklist for Local Strategic Partnerships to 'rural proof' their policies ([www.countryside.gov.uk](http://www.countryside.gov.uk)). Further information is also available from the Commission for Rural Communities, who now have responsibility for rural proofing ([www.ruralcommunities.gov.uk](http://www.ruralcommunities.gov.uk).)

Bassetlaw District Council has been part of a Countryside Agency funded Rural Proofing initiative in the East Midlands to produce a toolkit and establish best practice. The revised Bassetlaw Rural Toolkit will be incorporated into the Service Delivery Plans 2006 onwards. Initial approaches have been made to BLSP Sub-Groups and it is hoped that the BLSP will consider rural proofing in future policy developments.

Rural Proofing has also formed part of the Nottinghamshire Local Area Agreement process. It formed part of the initial block/ sub-block discussions in summer 2005 Furthermore, while there is not a separate Rural Local PSA, there are rural elements to some targets e.g. accessibility. It is hoped to rural proof the Nottinghamshire Local Area Agreement. Bassetlaw and Rushcliffe (who was also part of the rural proofing initiative) can advise on best practice. Bassetlaw has just completed its first annual review of progress in Rural Proofing and is looking forward to 2006. Bassetlaw and the BLSP will continue to 'Think Rural' and work with partners to find local solutions to rural service delivery.

## Rural Charter (East Midlands Rural Affairs Forum)

BLSP applied for Rural Charter Status in April 2005 and were awarded the Rural Charter following the May meeting of the EMRAF Charter Committee. It identifies best practice in Bassetlaw LSP in addressing the service needs of the rural community. BLSP will continue to 'Think Rural'. The BLSP can now use the logo in publicity material and promote the importance of rural services needs when designing service delivery mechanisms.

## Rural Social Inclusion Indicators 2004/05

The following were used to measure Rural Social Inclusion in Bassetlaw.

### Indices of Deprivation 2004 (IMD 2004)

The new IMD 2004 measured seven domains of deprivation and these can be used to provide data on rural areas to Super Output Level where appropriate.

- ▶ IMD 2004 Income Deprivation – rural
- ▶ IMD 2004 Employment Deprivation – rural
- ▶ IMD 2004 Barriers to Housing and Services – which provides data on access and affordability

## Countryside Agency

The Countryside Agency identified in the document 'Indicators of Rural Disadvantage' the following:

- ▶ Geographical Availability of Post Office
- ▶ Geographical Availability of Banks and Building Societies
- ▶ Geographical Availability of Cash Points

The State of the Countryside 2005 identified Headline Rural Indicators on:

- ▶ Low Income
- ▶ Employment activity rates

## Social Need in Nottinghamshire 2004

Nottinghamshire County Council has produced an updated report on social need across the county using 22 indicators. It is proposed to use 3 indicators from the survey that may identify rural need in Bassetlaw – overcrowded households, provision of central heating and dependency rates.

Rural Disadvantage Indicators	
<b>Income and Financial Disadvantage</b>	
1	IMD 2004 – Income Deprivation Rural ▶ % of people in rural wards in low income band
2	Geographical Availability of Post Offices
3	Geographical Availability of Banks
4	Geographical Availability of Building Societies
5	Social Need in Nottinghamshire 2004 ▶ People dependant on those in employment
<b>Employment Disadvantage</b>	
6	IMD 2004 – employment Deprivation Rural ▶ Employment activity rate in rural areas
7	IMD 2004 – Employment Deprivation Rural ▶ Unemployment rates in rural areas
<b>Housing Disadvantage</b>	
8	IMD 2004 Barriers to Housing and Services
9	Social Need in Nottinghamshire 2004 ▶ Households that are overcrowded
10	Social Need in Nottinghamshire 2004 ▶ Households lacking central heating

# New Developments

## Local Area Agreements

Local Area Agreements (LAAs) are a new way of striking a deal between central Government, local authorities and major local delivery partners in an area. The LAA will give local authorities and their partners the flexibility to find local solutions to local problems, and to prioritise spending to achieve their agreed priorities. The LAA is a three-year agreement setting out the priorities and targets for a local area.

The Local Area Agreements Prospectus, published in July 2004, sets out the Government's LAA key objectives:

- ▶ improving central/local relations
- ▶ improving service delivery
- ▶ improving efficiency
- ▶ improving partnership working and;
- ▶ enabling local authorities to provide better leadership.

## Local Area Agreements in the East Midlands

Derby and Derbyshire were among 21 areas chosen by Government to pilot LAAs with the idea of streamlining funding to focus on three areas or "blocks":

- ▶ Children and Young People
- ▶ Safer and Stronger Communities
- ▶ Healthier Communities and Older People

These pilot areas began implementing their LAAs in April 2005, having been approved in March 2005.

## The second phase of LAAs

On the 22<sup>nd</sup> June it was announced that Nottinghamshire County Council was one of the 66 upper tier councils to take part in the second phase of the LAAs. The LAA will commence in April 2006 and run for 3 years.

Benefits of this new way of working will include the following:

- ▶ Priorities can be determined locally rather than being set by Government
- ▶ Money can be pooled from existing Government funding streams and spent on local priorities
- ▶ 12 stretch targets can be negotiated that will attract a £1.5 million pump-priming grant and the potential of a £17million reward grant.

The aim is that the LAA will be based on the priorities identified in the Community Strategies within Nottinghamshire. This includes all 7 Districts and the County (eight Strategies in total). In addition, the second phase will focus on the three blocks from the pilot round listed above, plus a fourth block centring on Economic Development – Economic Development and Enterprise. These four blocks will provide wide-ranging coverage of the issues in Nottinghamshire. However, the priorities need not be confined to these blocks, and Government is encouraging the consideration of other cross cutting priorities that do not fit into the four blocks which the local area might wish to tackle. The Nottinghamshire LAA has adopted the following as cross-cutting issues:

- ▶ Equality and Diversity
- ▶ Reducing Inequalities
- ▶ Rurality
- ▶ Community Engagement
- ▶ Delivering the Respect agenda.

Work is underway on agreeing the priorities for the four blocks, and additional work on the governance and accountability arrangements, pooling of funding streams, monitoring of progress, and delivery of the outcomes will also need to be finalised.

The final version of the LAA needs to be submitted to GOEM by the end of February 2006 for final agreement, and will be implemented from April 2006. The BLSP's Sub-Groups are actively involved in the production of each draft of the LAA and will ensure that Bassetlaw's priorities are represented in the final version.

## Restructuring of local Services

### National Police Force Restructure

The Home Secretary is proposing to reduce the number of police forces in England and Wales. This follows a report called 'Closing the Gap' which found that larger forces are better able to deal with protective services such as serious organised crime and major incidents. This report can be found on the Home Office website at [www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

Community policing will continue to be fundamental to providing policing services at the most local level. Alongside the decision to reduce the number of Forces is a commitment to strengthen local accountability. By 2008 the Government has pledged that there will be a Neighbourhood Policing Team in every area with additional PCSOs (Police Community Support Officers) playing a key role.

Guidance issued suggests that mergers should remain within recognised regions. The East Midlands Region includes Nottinghamshire, Lincolnshire, Derbyshire, Leicestershire and Northamptonshire. A report must go to the Home Secretary with a shortlist of proposals for change and a preferred option was identified prior to Christmas.

HMIC published its review of the structure of police forces on Friday 16<sup>th</sup> September. The key findings were that the present 43-force structure is not fit for purpose for future challenges and must change. The review establishes a correlation between the size of a force and its ability to provide protective services (such as serious organised crime, counter terrorism, critical incident management, major crime and public order). The solution to this would be to reconfigure the service based on strategic forces with the necessary critical mass to provide effective neighbourhood policing and protective services. Strongly empowered BCUs would comprise a key part of this.

The Home Secretary addressed chiefs and police authority chairs on Monday 19 September, endorsing HMIC's findings and calling on the service to respond to the challenges set out in the report. The service was invited, in consultation with criminal justice, local government and other partners, to come forward by the end of December with firm proposals for force restructuring in each region. A central team headed by John Giffard, chief constable of Staffordshire, will help to co-ordinate and support this process. The service has been asked to consider certain criteria set out in the HMIC report such as size of force, geography, criminal markets, co-terminosity with local government and CJS partners and local identity. The HMIC report is available at <http://www.homeoffice.gov.uk/hmic/new.htm>.

#### Force restructuring: evaluation of options September – December 2005

Period	Action by Forces/Authorities	Deliverables
19 September to end of September	Establish review teams	Notify Home Office of lead contacts in force and Authority
October	In conjunction with other forces and Authorities in the region, and CJS and local government partners, identify options for restructuring; undertake initial analysis of options and produce short list. Initial work to be co-ordinated and supported in each region by HMIC and subsequently by central team.	Report to Home Office setting out initial analysis of options, including against national criteria and identifying short-list of options for further examination in next phase.
November	Work up detailed cost benefit analysis of short listed options and identify preferred option.	Report to Home Office setting out analysis to date of each option and draft proposals.
December	Validate and refine preferred option; commence implementation planning.	Submit final report to Home Office by 23 December setting out full cost-benefit analysis of each of short-listed options, the preferred option, the rationale for the recommendation and initial implementation plans.

## National PCT Restructure

Nottinghamshire PCTs, as part of the Trent Strategic Health Authority (SHA), are currently restructuring due to recommendations within the report "Creating a Patient led NHS" (March 2005) and the subsequent document "Commissioning a Patient led NHS". A key element of this is that the new PCT structure should be coterminous with local authority and region boundaries. The proposal is based on PCTs serving a population of approximately 750,000 residents.

This also mirrors restructures elsewhere within Police Forces, and may indicate the way Local Government could be structured in the future White Paper expected.

Within Trent SHA 3 County Programme Boards were involved in the decision making process, to ensure stakeholders were engaged in the restructure discussions. In addition all PCTs have discussed the proposals at local Board level. 6 models initially considered by the Nottinghamshire Programme Board were as follows:

- ▶ *Model One* – One PCT: Nottinghamshire Wide PCT
- ▶ *Model Two* – Two PCTs: Nottingham City PCT & Nottinghamshire County PCT (matching Nottinghamshire County Council boundaries and incorporating all existing Nottinghamshire PCTs excluding Nottinghamshire City)
- ▶ *Model Three* – Two PCTs: North Nottinghamshire PCT and South Nottinghamshire PCT
- ▶ *Model Four* – Three PCTs: Greater Nottingham PCT, Central Nottinghamshire PCT & Bassetlaw PCT
- ▶ *Model Five* – Three PCTs: Nottingham City PCT, Nottinghamshire PCT & Bassetlaw PCT
- ▶ *Model Six* – Three PCTs: Nottingham City PCT, North Nottinghamshire PCT and South Nottinghamshire Boroughs PCT

Each model was scored and ranked 1<sup>st</sup> to 6<sup>th</sup>. Bassetlaw PCT favoured Models Four and Five, and Doncaster & Bassetlaw Hospitals NHS Foundation Trust supported Bassetlaw remaining separate.

The final proposal from Nottinghamshire was submitted to Trent SHA on 12<sup>th</sup> September, before consideration at the public session of the Trent SHA Board on 20<sup>th</sup> September.

## Proposals submitted by Trent SHA to the Department of Health (DH)

On the 15<sup>th</sup> October, a paper was sent to DH proposing that Models One and Two be considered as the most favourable options for restructuring within Nottinghamshire. From these two options, there is currently no favoured option, and further consultation will take place.

The current situation therefore is that the main proposal by Bassetlaw PCT – that it remain separate due to current service delivery mechanisms, and geographical areas covered – has not been put forward. Moreover, as the only PCT in the County, which is running with a budget surplus, and consistent high performance ratings, there are serious financial and performance implications for service delivery of any proposed merger.

## Final Proposals for consultation

In December 2005, Trent SHA released the document 'Consultation on new primary care trust arrangements in Trent: Ensuring a patient-led NHS'. The final three options put forward for consultation are:

- ▶ Option One: One PCT for Nottinghamshire (Including City and Bassetlaw)
- ▶ Option Two: Two PCTs – Nottinghamshire City and Nottinghamshire County organisations, coterminous with both City and County Councils
- ▶ Option Three: Two PCTs - Nottingham City and Nottingham County minus Bassetlaw which would be linked to Doncaster

The Consultation period will run from 14 December 2005 to 22 March 2006. The Consultation will take place across Nottinghamshire and responses can be made:

- ▶ via website: [www.tsha.nhs.uk](http://www.tsha.nhs.uk)
- ▶ via email: [pctconsultation@tsha.nhs.uk](mailto:pctconsultation@tsha.nhs.uk)
- ▶ via freepost

For further information the following documents may be of use:

- ▶ 'Creating a Patient Led NHS in Trent' (October 2005), Trent Strategic Health Authority.
- ▶ 'Creating a Patient-led NHS in Nottinghamshire – Proposal for Future PCT Configuration' (September 2005), Nottinghamshire Programme Board.
- ▶ 'Creating and Commissioning a Patient Led NHS for the Bassetlaw Community – The Way Forward' (September 2005), Bassetlaw Primary Care Trust.
- ▶ 'Consultation on new primary care trust arrangements in Trent: Ensuring a patient-led NHS' (December 2005), Trent Strategic Health Authority.

## Nottinghamshire County Council Voluntary Sector Infrastructure Review

In September 2005, NCC released a Consultation Paper on the review of the Voluntary Sector in Nottinghamshire in accordance with Government's 'Change Up' agenda.

The County Council is a significant funder of the core costs of infrastructure organisations in Nottinghamshire (over £554,075.00 in 2005/06) and is, therefore, a vital partner in terms of the long-term sustainability of these groups and a shaper of the services they provide to the sector.

The review represents an opportunity to better co-ordinate funding with other partners and to plan for a vibrant, appropriate and cost effective Voluntary Sector Infrastructure which represents best value and compliments the County's services to, and aspirations for, its diverse communities.

The consultation paper is the opportunity for various stakeholders to help shape Nottinghamshire's response to the 'Change Up' agenda.

### Background to the review

The County Council has worked with the voluntary and community sector through the consortium, because they wish to work towards a voluntary sector infrastructure for Nottinghamshire that is:

- ▶ Sustainable within the existing budget
- ▶ Providing good value for money
- ▶ Providing consistent support services across the whole county to voluntary / community groups of all sizes
- ▶ Providing good quality and appropriate services to all sectors of the voluntary / community sector

In doing this they have also sought to engage other funders so that they can work with them to make best use of all the resources available to Nottinghamshire and reduce bureaucracy.

NCC are also working across all departments within their authority to improve services to voluntary and community sector groups, to reduce bureaucracy, and provide services that are good value for money, that do not duplicate what is available elsewhere but complement what other organisations provide or fund.

### Securing Sustainable Services

There are several ways in which the services NCC want to support could be secured. At the moment all infrastructure services are grant aided by the County Council. They apply for funding and, if successful, usually have a three-year agreement. Whilst the minimum standards they must operate within are specified and services provided are monitored, specific outcomes are not stated as the grant usually contributes to core costs, i.e. the minimum necessary to ensure the organisation exists.

The advantage of this system of funding is that it provides a degree of funding stability for groups whilst enabling a degree of flexibility whilst other projects develop and decline. However, it is difficult to quantify outcomes and to demonstrate value for money.

An alternative approach would be for the County Council to more clearly state the exact services it wishes to support and to invite applications, or even tenders, from organisations in the VCS who would wish to provide such services. The eventual chosen groups could then expect to have a much more specified agreement, which would contain specific outcomes to be achieved. Such an agreement ought, under the terms of The Compact agreed within Nottinghamshire, to be funded on a full cost basis, i.e. fully covering all core management/ organisational costs associated with the specific work to be done. This has the advantage of setting much clearer outcomes, which are easier for both parties to monitor and demonstrate. However, the loss of flexibility for relatively small organisations

may prove critical if the level of finance provided is not sufficient to maintain the organisation in a stable fashion. In addition, many of the social inclusion, community cohesion and social capital contributions of infrastructure groups are hard to define/ quantify but would prove critical if lost.

## Proposals so far

It is proposed that infrastructure groups should be funded at their current level through 2006/07 whilst the process of changing from where we are now to where we want to be takes place, although some changes may take longer than this and will need to be managed accordingly.

After the 7<sup>th</sup> December 2005 a further plan and timetable will be produced so that the steps towards implementation of the County Council's plans will be clear for all concerned. It is likely that this plan will include further detailed research work with the VCS groups and infrastructure organisations before further recommendations for progress are taken for political decision.

Background papers, which you may find useful, and are available from the Voluntary Sector Liaison Service include:

- ▶ 'Change Up' (2004) Active Communities Unit of the Home Office
- ▶ Role of the Voluntary Community Sector in Service Delivery (2002) HM Treasury
- ▶ Nottinghamshire County Council Executive Briefing Report (22<sup>nd</sup> June 2005)

## Unity Strategy

### 2006 Onwards

Bassetlaw District Council revised its Strategic Plan during 2005, with the new Strategic Plan 2005-07 having the 3 new key priorities of:

- ▶ Community Safety – the number one priority
- ▶ Community Property
- ▶ Community Engagement

As noted within the last Annual Progress Report, the Council also has existing Social Inclusion and Rural Strategies. In addition, during 2004 the BLSP and the District Council completed the baseline information for the 10 Community Cohesion Indicators set by the Home Office, and attended the GOEM Community Cohesion Network. All of this work led to the need for a more co-ordinated approach to these areas of policy/ strategy.

As part of the Nottinghamshire Community Strategy it was agreed that a Countywide Community Cohesion Framework should be produced, which will be agreed in February 2006. Bassetlaw District Council will be working with NCC in its production and the BLSP will adopt the final Framework/ Strategy when produced.

In addition Bassetlaw District Council is developing a Sustainable Communities Framework, in line with the Government's Sustainable Communities agenda.

There are many common themes and inter-linkages between these 4 areas, and therefore the District Council is in the process of completing a UNITY document, which will bring together the 4 strands:

- ▶ Rural,
- ▶ Social Inclusion,
- ▶ Community Cohesion, and
- ▶ Sustainable Communities,

to support the delivery of the key priorities identified in the Strategic Plan, and to assist the BLSP when the new Community Strategy is produced to commence April 2007.

## BLSP Board Strategic Objectives

Members of the BLSP Board met for an annual away day event on 22 October 2004. The purpose of the day was to reflect on the progress of the Partnership and to agree an agenda for the BLSP Board for 2005 onwards.

The outcomes of the day were anticipated as being:

- ▶ a set of agreed strategic objectives, and
- ▶ a set of agreed actions to enhance the impact and performance of the BLSP.

The challenge for the Board was to adopt 2 or 3 strategic over-arching objectives and to put energy and resources into delivering these – over and above the wider partnership activity.

The following six Strategic Objectives were identified:

- ▶ Strategic Objective 1: Reduce rates of obesity
- ▶ Strategic Objective 2: To raise educational aspirations
- ▶ Strategic Objective 3: Reducing accidents in the home, and road traffic accidents
- ▶ Strategic Objective 4: Crime (with a focus on vehicle crime)
- ▶ Strategic Objective 5: Increase economic activity of 16-25 year olds.
- ▶ Strategic Objective 6: Increase the accessibility of opportunities and services to those in rural communities.

At the away day the Board agreed that a small group of members would meet to review the outcomes from the day and determine if the proposed strategic objectives were valid. A meeting between Michael Newstead, the current Chair of the Partnership at that time, Louise Newcombe, Chair of the Health Sub-Group, Fran Walker, Chair of the Learning and Skills Sub-Group, Paul Learoyd, Nottinghamshire Wildlife Trust, and Gillian Blenkinsop, Bassetlaw District Council took place in November 2004.

In respect of the proposed strategic objectives the group recommended the following at a Special Board meeting in December 2004:

▶ Strategic Objective One: Obesity	Recommended that the Board do not prioritise this issue. It is being led by the Bassetlaw Primary Care Trust through a multi agency task group. An update report can be provided to the Board for information.
▶ Strategic Objective Two: To raise educational aspirations	Recommended that the Board take on this issue, initially with the focus of one school where there is the most marked decline in educational attainment from primary to secondary school. Fran Walker to be asked to lead on this with appropriate support from Board members and with the agreement of the Education Authority and local Head Teachers.
▶ Strategic Objective Three: Reducing accidents in the home and on the road	Recommended that the Bassetlaw Primary Care Trust continue to lead on the reduction of accidents in the home. The Board will receive a presentation from County at the first meeting of the Board in 2005 and it is recommended that a decision as to whether this objective is to be taken forward will be agreed at that meeting.
▶ Strategic Objective Four: Crime (vehicle crime)	Recommended that this be led by the Bassetlaw Community Safety Partnership.
▶ Strategic Objective Five: Increase economic activity of 16 - 25 year olds	Recommended that this be referred to the Economic Regeneration Sub-Group.
▶ Strategic Objective Six: Increase access of opportunity and services to those in rural communities	Recommended that the Board take the issue of transport as one of its strategic objectives – to cover accessibility issues for the whole District not exclusively rural areas.

It was agreed that members of the BLSP Board adopt Strategic Objectives Two, and Six. A decision on objective three was delayed until the February 2005 meeting of the Board when it was agreed that sufficient work was being undertaken by the Health and Community Safety Sub-Groups via a new group looking at Avoidable Injuries and Community Safety with a wider remit.

## Strategic Objective Two: To raise educational aspirations

This objective was agreed by the BLSP Board as a priority for 2005 onwards. The lead officers were identified as Fran Walker, Chair of Learning & Skills Sub-Group, and Cllr Mick Storey, County Council Cabinet Member for Education.

At the BLSP Board meeting in April 2005, Fran Walker reported that discussions had taken place with a wide range of partners on how best to contribute to the raising of educational achievement and aspirations. Fran identified a number of barriers to achieving these aims within her presentation.

The main conclusion is that we need to capture success, work through the extended schools programme, existing schemes like Sure Start and other Government initiatives like the Test Bed Learning Scheme and the Regional Learning Campaign.

It was confirmed that work had already started for a week-long learning celebration in 2006.

## Strategic Objective Six: Increase access of opportunity and services to those in rural communities

This objective was agreed by the BLSP Board as a priority for 2005 onwards. The lead officers were identified as Bob Middleton and officers at the NRCC, particularly the Rural Transport Officer.

Following wide ranging consultation with transport service providers and community representatives an Access Issues Paper was produced and presented to the Board. This Paper was also circulated to NCC Local Transport Plan Officers and Accessibility Planning Officers for inclusion in the Strategies being produced.

## Valuing and Promoting Diversity through the Bassetlaw LSP

A time limited Task Group was set up in 2005 to look at the issue with the following Terms of Reference:

1. To promote the types of support available to local people/ organisations, including information sessions, which showcase specialist support and examples of good practice.
2. To facilitate, where possible, mutual training sessions across organisations within the District. This will include recommendation of good training providers, and sharing evaluation of training sessions.
3. To ensure a co-ordinated approach to consultation with Bassetlaw residents, whether general or targeted to a specific community or group of residents. This will ensure consultation is not duplicated and hopefully encourage all Bassetlaw residents to become more involved with service delivery.

To collate current data on the population of the District, the needs of different communities to give an understanding of the current situation. This will enable us to identify areas for improvement i.e. where communities are excluded or discriminated against, or where members simply do not engage.

4. To have a co-ordinated approach to consultation, which will also enable local organisations to be consistent in developing policies and procedures, which ensure that differences in religion, culture, race, age, nationality, gender, disability, and sexual orientation are accepted and accommodated wherever possible.

In addition the BLSP Board was presented with a Diversity Policy Statement produced by the Social & Community Development Sub-Group.

The initial year long phase of work for the group will culminate in an event in March 2006 – ‘Real Lives Real People’ – which will celebrate local experiences and look at the support services available to community groups and individuals within the District.

# BLSP Development Day May 2005

In May 2005, the BLSP held a Feedback Conference, for local stakeholders and BLSP partners to highlight the work of the BLSP to date. The Conference provided an opportunity for the Sub-Groups of the BLSP to showcase their key projects and assess future areas for joint working across the different themes of the Community Strategy.

In addition, the event also allowed the Board and partners such as Nottinghamshire County Council (NCC), and Government Office for the East Midlands (GOEM) to outline key influences on the BLSP's agenda for the future, and how the Partnership can further progress. One of the main outcomes from the day was to examine how the Community Strategy is truly adding value through its work, and to discuss the impact of Local Area Agreements.

The key was to ensure the strategy is achieving its purpose:

“... a strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom.”  
(s.4(1), Local Government Act, 2000)

The conference was well attended and all partners worked in a concentrated and focused way throughout the day, productivity was high and the quality of the debate was impressive.

In order to set the context for future action and share a common view on where the Partnership is now, the Sub-Groups were firstly asked to review their priorities and successes. The full list of issues raised is included considerable achievements including: Robin Hood Airport Doncaster Sheffield; Bassetlaw Skills Fair 2003 and 2004; increased numbers of drug users accessing treatment leading to reductions in crime; Manton Neighbourhood Management Pathfinder; the development of the Healthy Living Centre; and Wheels to Work. These were highlighted as examples of projects that would not have happened without partnership working. Sub-Groups articulated a clear set of priorities, with some groups having a debate about the need for a review of priorities and targets to ensure the Community Strategy was reflecting current issues and priorities.

In a subsequent exercise Sub-Groups were asked to consider partnership working, what was working well, what wasn't and how they could improve. The intention was that Sub-Groups considered the suggestions for improvements at their next appropriate meeting (this forms part of the Way Forward Plan for the partnership, as set out at the end of this section). The exercise generated some strategic suggestions for the Partnership Board and these are also highlighted for consideration in the 'Way Forward' Plan.

In order to share agendas and promote joint working across the Sub-Groups, participants undertook a task that focused discussions between members of different groups. The specific task was to identify common issues and ideas for joint working. The activity produced an impressive range of ideas and connections to be followed up.

The conference afternoon session focused on the new government initiative of Local Area Agreements (LAAs). A presentation on LAAs was given by the facilitators Dawn Reeves and Rebecca Croxson – copies of the presentation were included in the conference pack and are available from [gillian.blenkinsop@bassetlaw.gov.uk](mailto:gillian.blenkinsop@bassetlaw.gov.uk). There were a number of issues and questions raised about LAAs and a range of reactions expressed from participants about how LAAs would affect Bassetlaw. Reactions included major concerns (around process and engagement) through to acceptance and a clear pragmatism from some participants who were focusing on how the Partnership could make it work and take advantage of it for the area.

It was clear that there is a need for further information on the subject and that the development of an LAA within a county framework will be challenging for the Partnership. Participants were reminded that ideas and suggestions discussed during the earlier exercises would still form part of the way forward. The LAA builds on the work of the Partnership and is a mechanism to set out what the Partnership is doing (outcomes and targets), how it will deliver it, associated funding streams will be mapped and this will be agreed with Government via the County Council. It was highlighted that the main difference with LAAs was the focus on outcomes and how performance/ outputs are monitored. (The LAAs will be based on the local issues identified within the Community Strategy.)

The facilitators also set out how the ideas/ proposals generated by Sub-Groups would fit with the LAA and reflected back the experience of the pilots, that whilst it was hard work completing the LAA there were significant benefits. The challenges for the Partnership in completing an LAA include:

- ▶ reviewing the Governance Arrangements to ensure that the Partnership is fit for purpose, has it the right mechanisms in place to manage the overall performance and delivery of the outcomes and targets agreed in the LAA;

- ▶ developing an appropriate Performance Management Framework – building on existing systems and aiming to reduce bureaucracy and working with the County Council and wider partners to deliver added value for Bassetlaw through the process.

The conference feedback was positive and although time was limited at the end of the day the objectives were largely achieved.

The Conference Report produced from the Day (available on the BLSP website), provides a clear account of the discussions that took place. It includes recommendations for an Improvement Plan, and clarifies the joint projects identified.

<b><u>Proposed Action for Improvement</u></b>	
<b><u>Common issues for the Partnership Board</u></b>	
1.	Agree a partnership approach to marketing and promoting an enhanced image of the District
2.	Develop a coordinated approach to communicating the achievements of the partnership and the District
3.	Appropriate mechanism to formalise linkages between Sub-Groups e.g. LSP group members rotate 'visits' to other groups, agree common targets and joint activities. Consider an annual conference with wider stakeholders and theme groups involved
4.	CDRP to consider closer working with neighbouring areas to share experience and secure focus on issues in wider area affecting community safety in Bassetlaw.
5.	Consider evaluation of the Manton Pathfinder and develop an approach to tackling deprivation in neighbourhoods across the District
<b><u>Actions for all theme groups</u></b>	
6.	Review outcomes in the Community Strategy and in advance of the LAA. Theme groups to have a clearer focus on delivering outcomes and targets
7.	Theme groups to review list of ideas for potential joint work between groups and ideas for improvement highlighted above.
<b><u>Local Area Agreement (LAA)</u></b>	
8.	Consider the review of governance arrangements and structure of the Partnership in the light of the LAA. Review scope to include: Clear links with Children and Young Peoples Theme Group; development of a 'Chairs group'; exploring the need for transport as a separate theme group. (Note: it was suggested that this review be carried out urgently by a Sub-Group of the Partnership)
9.	The need for a review of performance management approach for LAA outcomes – does the Partnership need to restructure its performance management arrangements or does its existing structure provide a sufficient focus on the outcomes? Fit between national targets and local targets needs to be set out.
10.	The Partnership needs to consider the incorporation of rural service indicators and the level of rural service provision
11.	Exploration of Voluntary and community sector funding for engagement and development of mechanisms for communities /groups to be involved in service delivery and decision-making (as per mandatory outcomes in LAA.)