

**14th February, 2013**

**Devolution through Area Partnerships**

**Ward(s)**                      All

**Portfolios:** Cllr Ian Shires - Community Engagement and the Voluntary Sector

**Executive Summary:**

This report initially considers the agreed objectives for Area Partnerships as set out by Full Council on 28th January, 2010 and is informed by work in other localities, in addition to Walsall, in order to provide seven proposals for "devolution". The proposals seek to further develop the Area Partnership model and this report seeks Scrutiny's views on this work to date and how Area Partnerships could be further developed.

A presentation on "Devolution Through Area Partnerships" will be provided to complement this report.

**Reason for scrutiny:**

To present to Scrutiny proposals for the further development of Area Partnerships and to seek Members views on the work to date.

**Recommendations:**

**That:**

- 1. Scrutiny comment on the report and the proposals for "devolution".**
- 2. Provide feedback on how Area Partnerships could be further developed either as part of the proposals provided within this report or in addition to the proposals.**

**Background papers:**

"Area Partnerships: A developing Model for Neighbourhood Management." report to Full Council on 28th January, 2010

**Resource and legal considerations:**

The proposals seek to further develop an Area Partnership approach to locality working. Resource and legal considerations are noted within proposals, in certain instances further detail will need to be provided prior to any final future decision by Cabinet.

**Citizen impact:**

The proposals within this report seek to build on the success of Area Partnerships through "devolution", thereby enabling communities and the citizen to have a greater say/role in the decisions and services that impact on their lives.

**Environmental impact:**

There is no environmental impact to be drawn to Scrutiny's attention.

**Performance management:**

This report seeks Scrutiny's view on proposals for "devolution" which seek to improve the Council and partners work with citizens, leading to better outcomes for local people/local communities.

**Equality Implications:**


At this stage an Equality Impact Assessment has not been carried out.

**Consultation:**

Consultation work is currently ongoing with and through Area Managers. This process has included a presentation to the Area Partnership Chair and Vice Chairs Meeting of 22nd January, 2013. Area Managers are currently discussing the proposals within their Area Partnerships. This report has been prepared to consult Scrutiny on the work to further develop Area Partnerships.

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## 1. Report /Matters for Consideration

1.1. As Members' of Scrutiny will be aware Area Partnerships are aware the Borough has six Area Partnerships which are serviced by multi-agency activity at a locality level tackling matters from litter and anti-social behaviour through to tackling health inequalities and support for children and young people.

1.2 Each Area Partnership has an Area Manager who is responsible for an Area Plan which commits to addressing local community concerns. The role of Area Partnerships as set out in the report to Full Council on 28th January, 2010 was stated as to:

- i) *Focus on Areas that people identify with and that partners can logistically operate in.*
- ii) *Create proper accountability for results with an Area Manager for each of the six Areas.*
- iii) *Produce an Area Plan for each Area which will combine the aims of the Sustainable Community Strategy with other local priorities.*
- iv) *Give people a forum to discuss the utilisation of some mainstream budgets in their Area*
- v) *Increase Community engagement. Walsall needs to improve its performance in terms of people believing that they can influence decisions affecting them in their Area.*
- vi) *Adopt a partnership approach with the partners jointly resourcing the staff team, including some Area Managers being employed by partner organisations.*
- vii) *Recognise the role of elected members as leaders within their communities. Elected members leading, and empowering others to lead, Community Meetings.*
- viii) *Localise tasking by convening Area Partner Meetings on a monthly basis.*

1.3 The proposals in this report have been informed by the Walsall experience of area working to date and research into what has worked well in other local authority areas, including work that has taken place in Sheffield, Stockport and Derby and learning from their experiences. In summary the view formed is one that reaffirms that area based working delivers improved results for communities by offering for example:-

- A recognised forum for local people to bring forward their concerns but also their ideas for local improvements.
- Improved accountability providing in localities a platform for Members to make decisions (where this has been agreed through Council with appropriate constitutional arrangements put in place) in the places where the impact will be felt.
- Improvements in organisational reputation and relations between partner agencies.
- An agreed, open and transparent, co-ordinated approach to resolving local issues through partnership working.
- An opportunity to share resources across agencies in a planned/structured way leading to the achievement of longer term objectives.

- Solutions to complex local issues that may not always feature on the "strategic radar" as a Borough wide issue (or have become a longstanding issue that is managed but not completely eradicated) but fester and thereby drain resources slowly over a long period of time. The cumulative impact of which is significant. These issues come in a variety of forms and often show a single agency response to such community issues is not a reasonable position to assume - for example issues such as the handling of scrap metal on housing estates, long standing issues of anti-social behaviour or potential for community tensions through to matters such as prostitution and drug and alcohol misuse.
- An opportunity for local people to become more involved in civil society and the solutions to the problems that impact on their lives.

Example of lessons learned include:-

- To only devolve things to the right level, or not all where decisions need to be made at a local authority wide level.
- To manage the aspirations of communities honestly with a "can do attitude" but recognising area working is effective for certain issues but not everything.
- To continuously adapt the model for area working in accordance with local circumstances but in a co-ordinated way that ensures bureaucracy, meetings and new structures are only in place for a purpose and do not develop outside of the agreed framework for partnership working.
- For strategic leaders to champion the approach to area working and challenge siloed working at all levels.
- Community engagement is a continuous process that takes place through a range of contacts that can be formal and informal. Council and partner agencies should support such mechanisms but recognise there are always inherent challenges in ensuring the views of all are heard. The role of the Voluntary and Community Sector (VCS) in helping to reach everyone is crucial.

1.4 A clear message from the work that has taken place is that Area Partnerships are effective but could be enhanced through greater levels of devolution that further put the citizen at the centre and seek to minimise the use of resources as individuals and communities become more enabled and empowered to act for themselves.

1.5 Section 4 of this report provides proposals to further develop Area Partnerships through devolution and by building on the understanding gleaned from the Council's and others experiences.

## 2. Detail

2.1 It is important to confirm at the outset that these proposals are founded on a principle that **key strategic matters for the Borough as a whole should remain to be dealt with at a Borough wide level**, for example key spatial planning decisions **but** what is proposed is that **more detailed concerns for local communities** such as where specific street cleansing services take place offer potential to be **decided/more closely informed by the community that receives them and therefore benefit from a greater sense of community**

**ownership.** In this way understanding between what is to be devolved and what isn't is clear from the beginning.

2.2 It is also important to state that in providing these proposals they have been developed within the context of the Council's agreed commitment to Area Partnerships referred to at point 3.2 of this report. **Appendix 1 illustrates how the proposals strategically fit together, within the Council's agreed framework for locality working, reinforcing the Council and partner agencies intentions for co-ordinated area based partnership work.**

2.3 The following proposals and activities are provided in order to deliver "devolution through Area Partnerships". In considering these proposals please note that those marked with an \* will require further consideration ultimately by Cabinet/Council (as appropriate), including how they will be evaluated prior to any final decision being made to proceed. Others however, are considered viable to proceed at this stage, subject to any Cabinet decision on this report. At the outset criteria for evaluating the success of each proposal (against intended outcomes) will be fully detailed prior to initiation:-

- (a) Devolved Budgets/Resources and Participatory Budgeting
- (b) Greater Alignment of Teams
- (c) Strengthening Local Accountability and support to Scrutiny through Area Partnerships\*
- (d) Community Hubs (Please note this proposal is already progressing following Cabinet's decision of 25th July, 2012).
- (e) Local Area Co-ordinators\*
- (f) Pilot work to enhance the role of the Voluntary and Community Sector
- (g) Support for attracting funding for key local initiatives

**(a) Devolution of Budgets/ Resources and Participatory Budgeting**

2.4 Under this initiative local people within each Area Partnership area are empowered to make certain choices about where resources that relate directly back to service budgets are used. To test this two service specific pilots are proposed, one which looks at Streetpride, focussing on street cleansing and grounds maintenance and the other which looks at Highways Maintenance (Engineering and Transportation).

2.5 Essentially the process would involve the community in each Area Partnership area being informed of the budget/resources for these areas of work and then being asked what their priorities are for service delivery. Having established those community priorities practical options for service delivery are developed and the community with local Members are given the chance to vote on their favoured option. The option that comes out on top is then chosen for implementation and future monitoring by the Area Partnership.

2.6 A framework for how this is practically managed is set out in appendix 2 of this report.

2.7 Noting these are pilots it's important to be mindful that they will run alongside a set of core services that the Council will continue to offer to ensure the Authority meets its obligations to local communities.

**(b) Greater Alignment of Teams**

2.8 It is proposed that team working across the Council and between agencies is enhanced through the Area Partnership structure. Area managers already have key contacts in a number of services who is the lead for that area. However this practice is not universal. It works best in services which have typically been most involved in area partnership activity (e.g. community safety, parks, cleansing). A review of partnership structures and Area Partnership meetings is underway, supported by a locally led "Peer Review", and aligned to this is the need to ensure good governance arrangements are in place in order to help strengthen local accountability and as appropriate local decision making. To this end it is important to ensure clarity of purpose under the current arrangements and to consider where other groupings feature within the partnership landscape, for example project reference groups, children's area partnerships, locality family teams etc? Where it is decided they do feature then they should do this with **strong linkages with Area Partnerships**.

2.9 It is suggested under this proposal that an allegiance to Area Partnership structures becomes more engrained to ensure Council and partner agency services are more able to respond to this agenda for devolution.

**(c) Strengthening Local Accountability and support to Scrutiny through Area Partnerships**

2.10 It is proposed that through devolution of decision making as illustrated for example, by proposal (a) above, local accountability will be strengthened. It is also proposed that Area Partnerships take on a supportive role to Scrutiny providing comments/feedback to Scrutiny and Cabinet on service delivery within localities. This would assist local people in their ability to influence improvements in services. The mechanisms to facilitate such arrangements, alongside any constitutional matters would need consideration as appropriate.

**(d) Community Hubs**

2.11 A proposed model of community hubs - community-based organisations delivering a variety of service through local venues was put forward to Cabinet Executive on 25<sup>th</sup> July, 2012.

2.12 The objectives of community hubs are that they will

- 1) Build capacity in local communities to improve services for residents
- 2) Strengthen the sustainability of local community organisations and their ability to build council objectives
- 3) Reduce dependency on public services by supporting self sufficiency and independent living

2.13 In order to develop the model further Moxley Peoples' Centre and Ryecroft Neighbourhood Resource Centre were chosen as pilot sites. It is anticipated that through this work where resources are devolved to the locality through "community hubs" the local community, through local Community Centre

Management Committees, will have a greater say in decision making that focuses on local service provision channelled through the "hubs."

2.14 Progress on this initiative is following the below process, including dialogue with local Ward Members:-

- (a) The Council (and other partner organisations) are to assessing the type of services and activities which, if offered at local community scale, would have maximum impact on achieving significant change to key outcomes
- (b) A scoping exercise is underway to review what change the pilot hubs may need to make to their activities and services to make substantial impact on outcomes for residents
- (c) An initial scoping exercise with both centres management teams has identified that they can learn from the practical experience of the other and exchange visits between centre managers have taken place. Scoping work with property services is also taking place in terms of the current use of community assets.
- (d) Work to support a detailed business case setting out the investment needed to achieve substantial and measurable change
- (e) The business case will then be reviewed to assess how it contributes to the aims of the area plan.
- (f) Following the above steps the Council will then need to decide what level of investment to make on the basis of the business case.
- (g) As appropriate the Council and the community organisations enter an agreement specifying the service provision and level of grant and the arrangements for measuring and evaluating impact.

**(e) Local Area Co-ordinators**

2.15 Local Area Co-ordination was originally developed in Western Australia in 1988 to build individual, family and community self sufficiency so that individuals with intellectual disability can choose to live with their families, or in their local community without compromising their quality of life. It has a strong person centered value base and works with individuals and families in communities. Through LACs it is envisaged that individuals that are supported become more able to engage in civil society to the same level enjoyed by others.

2.16 LACs support a number of identified individuals (up to potentially 50) and their families and are based in their local communities as a local, accessible, single point of contact for people of all ages who may be vulnerable due to age, disability or mental health needs. This enables the support provided by LACs to be personalised, flexible and responsive, within the context of their family and community life. It is proposed that such individuals work within Area Partnership structures but are not an addition to the role of the Area Manager.

2.17 A pilot programme for Local Area Co-ordination is proposed to take place in two locations in the Borough (to be decided). It is suggested to trial LACs for a period of one year to be reviewed. This would involve the recruitment of two Local Area Co-ordinators, one for each pilot site and the support for six to nine months of an organisation called "Inclusive Communities" who are currently trialing this work

elsewhere in the country. Prior to fully developed costs being made available, an indicative budget allocation of £50,000 is suggested. Appendix 3 of this report provides further detail on progressing Local Area Co-ordination in Walsall.

**(f) Pilot work to enhance the role of the Voluntary and Community Sector**

2.18 The voluntary and community sector in Walsall like all sectors is challenged within this current austere climate. Beyond this local voluntary and community sector infrastructure is believed to lack borough wide capacity. Despite this the sector offers great potential and it is proposed as plans to further develop central infrastructure emerge, work within localities can progress.

2.19 A “hub and spokes” model for future VCS activity potentially offers a robust framework for the sector to increase its resilience and ability to deliver to the needs of local communities. Within this it would allow the sector to develop within localities, sufficient critical mass for communities to feel more able to have a say and articulate more clearly their views on local concerns, thereby facilitating community engagement with the sector at a locality/Area Partnership level.

2.20 A pilot programme has been initiated in Willenhall based on the Area Partnership structure. The ambition is that the pilot will establish the vision for the sector within the Area Partnership area, current levels of VCS activity and an action plan to deliver against the vision and key ambitions for the area. This work will assist the sector in utilising existing community assets to their full potential whilst enabling the concept of consortia development to be further explored either through an Area Partnership based approach or more centrally. Consideration of a future consortium would seek to harness the Voluntary and Community Sector’s unique skills, expertise, diversity and commitment. This strength, combined with the cost efficiencies a consortium provides, would give the sector greater ability to be successful when potentially competing for public service contracts in the future.

2.21 Representatives from the third sector operating within Willenhall and across the Borough, with partners (Walsall Council, Walsall Housing Group) have developed the following framework to build their action plan on:-

- a) Increasing opportunities - (Increase choice & diversity)
- b) Consortium funding – (Better opportunities to draw down external funding)
- c) Community Voice – (Local champions for the sector)
- d) Communication – (Sharing good news & showcasing events)

The above will seek to;

- e) Embed a robust vibrant Voluntary & Community Sector at a neighbourhood level

**(g) Support for attracting funding for key local initiatives**

2.22 Within the West Midlands region there is great difference in success levels for obtaining funding when applying for and securing external funding. The Big Lottery Regional Manager reports that there is considerable room for



improvement in Walsall, noting the authority area is currently ranked the third worst in the west midlands region for securing lottery funding and sliding slide down to the bottom of this ranking.

- 2.23 The majority of the funding that Walsall is eligible for relates to opportunities for the Voluntary and Community Sector. Unfortunately support from within the sector is currently challenged and therefore it is proposed that Walsall Council recruit a Grants Officer who is able to facilitate the acquisition of strategic resources ie funding by enabling successful bids to be put together.
- 2.24 The post of Strategic Resources Officer (Grants Officer) has been advertised on the open market, following consideration from a redeployment perspective. The deadline for external applications has now passed and interviews are currently being scheduled.
- 2.25 The new post holder would work with the Voluntary and Community Sector and other key partners to pull together significant funding bids and would ensure Walsall Council and its partners are fully sighted on future funding opportunities for the Borough.

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## Appendix 1: Delivering against the role of Area Partnerships as agreed at Full Council on 28th January, 2010

### Key:

Colour	Meaning
	Need for significant improvement.
	Need for improvement.
	No key further action

Role of Area Partnerships as agreed by Full Council on 28th January, 2010	Current Position	Recommended Action
i. Focus on Areas that people identify with and that partners can logistically operate in.	There are currently six Area Partnerships covering the Borough. The Areas chosen are of sufficient size and scale for partners to operate in and currently do operate in. Local people are able to identify the areas and the communities that live within them.	Having considered previous arrangements at a neighbourhood level and reviewed other activity by other local authorities (for example in Sheffield and Stockport) it is proposed to continue with the existing Area Partnership structures.
ii. Create proper accountability for results with an Area Manager for each of the six Areas.	Each Area Partnership has an Area Manager.	No additional action recommended.
iii. Produce an Area Plan for each Area which will combine the aims of the Sustainable Community Strategy with other local priorities.	Each Area Partnership has an Area Plan which fits with the current Sustainable Community Strategy (SCS). The SCS is being refreshed and once completed/agreed, to continue to comply will require the Area Plans to be realigned to the new SCS.	Once the new SCS has been agreed align the Area Plans to the Strategy. It is proposed that the new SCS is agreed by March, 2013 with refreshed Area Plans to follow. Area Managers are aware and ready to respond.
iv. Give people a forum to discuss the utilisation of some mainstream budgets in their	Area Partnerships have had a budget of £40,000 each however, they do not discuss the utilisation of mainstream budgets.	See section 2a of the report (Devolution of Budgets/Resources and Participatory Budgeting) which introduces the proposal to achieve this. Two pilot services are suggested - Streetpride

Role of Area Partnerships as agreed by Full Council on 28th January, 2010	Current Position	Recommended Action
Area.		(Grounds Maintenance and Street Cleansing) and Highways Maintenance.
v. Increase community engagement. Walsall needs to improve its performance in terms of people believing that they can influence decisions affecting them in their Area.	Current opportunities for local people to influence local decision making are focussed on traditional routes ie local elections, engagement with local councillors, the opportunity to participate in ad hoc surveys etc. Turn out for elections is as experienced elsewhere in the country, relatively low.	<p>Proposals 2a (Devolution of Budgets/Resources and Participatory Budgeting), 2c (Strengthening local accountability and support to Scrutiny through Area Partnerships), 2d (Community Hubs), 2e (Local Area Co-ordinators), 2f Enhance the role of the Voluntary &amp; Community Sector (linked to proposal 2g).</p> <p>These proposals give people a greater say on specific service budgets, on services delivered locally either by the Council or by the third sector, help enable everyone to be able to participate in civil society and seek to strengthen the voice of local communities.</p> <p>This recommendation is coloured yellow recognising a number of the proposals are pilots and it will be the outcome of the pilots that further inform progress on this objective.</p> <p>It should be noted however, that through Area Partnerships a whole host of community engagement mechanisms are utilised from "Family, Fit and Fun Days" through to use of newsletters and social media (Facebook, Twitter etc).</p>
vi. Adopt a partnership approach with the partners jointly resourcing the staff team, including some Area Managers being employed by partner organisations.	Fully compliant. One Area Manager is employed with the NHS and two with WHG. There is however, a potential vulnerability to be considered where staff are employed by other agencies.	Consideration of how any potential vulnerability associated with seconded staff can be minimised whilst further encouraging the commitment of resources from partner agencies.
vii. Recognise the role of elected members as leaders within their communities. Elected members leading, and empowering others	Elected Members currently meet within Area Partnership Community meetings. There are opportunities within Area Partnership meetings for others to participate.	See section 2a of the report (Devolution of budgets/Participatory Budgeting) - no further action recommended, although Community Meetings within each Area Partnership may wish to consider how empowerment of members of the local community

<b>Role of Area Partnerships as agreed by Full Council on 28th January, 2010</b>	<b>Current Position</b>	<b>Recommended Action</b>
to lead, Community Meetings.		may be further enhanced at Community Meetings?
viii. Localise tasking by convening Area Partner Meetings on a monthly basis.	Monthly Area Partnership Tasking meetings currently take place in all six areas but there are other potentially similar meetings which also take place which may lead to confusion?	Section 2b provides proposals to reinforce what was agreed by Full Council. It is suggested under this proposal that an allegiance to Area Partnership structures becomes more engrained to ensure Council and partner agency services are more able to respond to the agenda for devolution. This is supported by a current review of Area Partnership meetings.

## Appendix 2

### Devolution of Budgets/Resources and Participatory Budgeting

- 1.1 Two service specific pilots are proposed, one which looks at Streetpride, focussing on street cleansing and grounds maintenance and the other which looks at Highways Maintenance (Engineering and Transportation).
- 1.2 A meeting of Cllr Shires, Cllr Ansell and Cllr Harris with the Executive Director (Neighbourhoods), the Head of Streetpride, the Head of Engineering & Transport and the Head of Communities and Partnerships took place on Friday, 26<sup>th</sup> October, 2012 to discuss how these pilots can go ahead. At the meeting an initial framework was discussed. This has now been further developed as follows:-

#### (a) Streetpride (Street Cleansing and Grounds Maintenance)

1. The Area Partnership/local community is informed of the street cleansing and grounds maintenance resources for their area and informed of certain criteria including relevant statutory responsibilities. They are then asked about their priorities for these services locality using this criteria. In other words where should resources be deployed and in what way.
2. These priorities are then taken away to be considered by the Area Manager and relevant Service Manager/Head of Service, in order to be developed into options for future service.
3. Options for future service are then brought back to a future Community Meeting to be voted on.
4. The chosen service is then put into practice with regular liaison between the Area Manager and the relevant Service Manager.
5. Regular reports on progress etc are then made to the Area Partnership Community Meetings with a review after a year and as appropriate further consideration for the following year.
6. Please note this model would include a reactive element to ensure it was responsive enough to issues as they occur.

#### (b) Highways Maintenance

1. The Area Partnership/local community are presented with the budget for Highways Maintenance and informed of certain key criteria including relevant statutory responsibilities. Under this proposal those works which must be under taken are then made known along with a suite of those works where there is an element of choice. In addition to this the Area Partnership/local community is then asked to identify their local priorities for the service.
2. All of the information from the above is then taken away to be considered by the Area Manager and relevant Service Manager/Head of Service, in order to be developed into options for future service.
3. Options for future service are then brought back to a future Community Meeting to be voted on.

4. The chosen service is then put into practice with regular liaison between the Area Manager and the relevant Service Manager.
5. Regular reports on progress etc are then made to the Area Partnership Community Meetings with a review after a year and as appropriate further consideration for the following year.
6. Please note this model, as in the case for Streetpride would include a reactive element to ensure it was responsive enough to issues as they occur.

## Appendix 3

### Local Area Co-ordination

- 1.1 Local Area Co-ordination was originally developed in Western Australia in 1988 to build individual, family and community self sufficiency so that individuals with intellectual disability can choose to live with their families, or in their local community without compromising their quality of life. It has a strong person centered value base and works with individuals and families in communities.
- 1.2 It combines a range of activities and delivers them very locally as a single, local point of contact these include elements of:
  - Information
  - Self advocacy and advocacy
  - Personal network development
  - Community linking
  - Community building
  - Supporting self direction
  - Planning for the future
  - Brokerage
  - Developing local partnerships and leadership
  - Supporting access to services
- 1.3 LACs support a number of identified individuals and their families and are based in their local communities as a local, accessible, single point of contact for people of all ages who may be vulnerable due to age, disability or mental health needs. This enables the support provided by LACs to be personalised, flexible and responsive, within the context of their family and community life.
- 1.4 They take time to get to know and build positive, trusting relationships with individuals, families and local communities and develop a more personal relationship with a wide range of vulnerable people and their families.
- 1.5 A Walsall Officer Delegation visited Derby City Council on 9<sup>th</sup> October, 2012 to hear about the concept of Local Area Co-ordinators in greater detail. This meeting resulted in an offer being accepted by Cabinet Members for a presentation on LACs by Ralph Broad of “Inclusive Communities” took place with Cabinet/CMT on Wednesday, 7<sup>th</sup> November, 2012.

### The Pilot Areas

- 1.6 Following the above it is proposed that a pilot programme for Local Area Co-ordination takes place in two localities to be decided. It is suggested to trial LACs for a period of one year to be reviewed. This would involve the recruitment of two Local Area Co-ordinators, one for each pilot site.
- 1.7 The Pilot it is suggested would be supported by “Inclusive Communities” noting that consideration of matters relating to procurement need to be fully established. The first part of the pilot would be designing the pilot in each locality based on the principles described above, including how it would be evaluated after the first year.

### Establishment of a Leadership Group

- 1.8 It is suggested that in order to ensure the project is appropriately designed, managed and evaluated that a steering group/leadership group is established from a range of service roles and community. The steering/leadership group members would have responsibility for ensuring the timely, effective and relevant (to Walsall) design/implementation of the programme and ensuring effective collaboration across service types to build partnerships and reform opportunities.

### Funding for Local Area Co-ordination

- 1.9 Part of the project design phase would include setting LAC pay grades, considering possible costs around equipment, office, small discretionary budgets etc - these, plus initial design support costs, will form the bulk of the initial costs.
- 1.10 Support through “Inclusive Communities” is suggested to be around 6-9 months (1-2 days per week of Ralph Broad’s time, supporting to build local skills, capacity, expertise and connections with other sites). As described above, a steering or leadership group would be established and a project lead appointed. “Inclusive Communities” would support the project lead to develop the local project plan that will drive the effective design, development, integration and implementation of the LAC programme.
- 1.11 One key role of the steering/leadership group and project plan would be to identify a range of sources of potential long term resourcing (within existing resources) of the LACs - this (and the design of LAC roles) will act as a catalyst for identifying and acting on systems change/reform opportunities.
- 1.12 In the first instance, prior to fully developed costs being made available, an indicative budget allocation of £50,000 is suggested.
- 1.13 It is intended that a separate Cabinet report on developing Local Area Co-ordination will be subsequently developed/provided should Cabinet and Corporate Management Team feel that this proposal is appropriate to further progress.