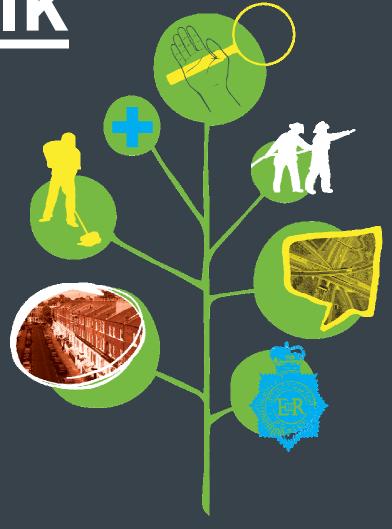
CAA – Norfolk

A summary of findings



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## Similarities and differences

- Different structures
- Different sizes
- Different leadership levels
- Different representation
- All meet regularly
- All updated community strategy
- All get good external representation
- All focused on local issues



#### **Structures**

- 5 operate a clear 2 tier framework strategic and delivery
  - Executive Board/Strategic Board (GY)
  - Partnership Board/MAST (Broadland)
  - Partnership Board/Management Group + thematic partnerships(NCC)
  - Strategic Board/Delivery Board (Norwich)
  - Board/Management Group (KL&WN)
- 3 are different or were setting something new up
  - Overall partnership/project specific partnership groups (Breckland)
  - Partnership Board/changing to a thematic structure/also LAPA (NN)
  - Executive Board/moving to thematic delivery vehicle (SN)



## Size

- The meetings varied in size from 12 to 30 people.
- The average was around 15 20.
- Larger meetings had less engagement; the smallest worked the best.
- Many venues were too small to fit everyone in comfortably and were not conducive to effective discussions.



# Leadership

- Too often meetings appeared to be an extension of the Council which discouraged others from participating.
- The most effective leaders at a district level were high profile, highly competent and independent.
- The best meetings had good engagement and support from senior officers and members.



# Representation

- Generally very good support from a wide range of organisations and sectors (people attended but didn't really participate).
- Frequent sending of substitutes in many meetings means partners don't know each other. (substitutes rarely speak)
- Must be a huge drain on resources for some organisations to feed the 'LSP beast.'
  - Police always attend (but hardly ever say anything)
- Very good attendance by Voluntary Norfolk (and participation)
- Good attendance by NCC senior managers at district LSPs
- Patchy support for district LSPs by PCTs
- My overall impression is that you are not getting good value for money from the representatives attending your meetings.



#### **Achievements**

- Excellent e.g.s of local partnership projects really making a difference.
  - Vulnerable person's pilot (Broadland)
  - Credit unions (a number of LSPs)
  - VCS Together (NN)
  - Safe Haven project (KL&WN)
  - Cherry Tree park (Breckland)
- Some of these are so good they should be rolled out more widely but:
  - No mechanisms for easily facilitating this or sharing learning across LSPs



#### **Achievements**

- Many other successful partnerships between organisations operating outside of the LSP structure.
- A number of LSPs appear to be achieving little that could not be achieved through other means.
- Is maintaining 8 separate Norfolk LSPs a 'luxury'?
- Are there more innovative solutions to achieving partnership working at a local level?



# Managing performance

- Very few reports or discussions about progress on community strategy priorities.
- Most people attending partnership meetings would leave with little idea of whether the LSP was achieving what it set out to do.
- Most LSPs had new or refreshed community strategies; few had clear action plans for delivering outcomes in agreed priorities.
- NCSP has the LAA focus for performance management, but is less clear in areas not covered.



## Links with the LAA – district LSPs

- Overall this was very poor.
- In most instances it was briefly mentioned
- No real debate about how the LSP could be concentrating on achieving LAA outcomes in their locality
- Not clear how priorities in district community strategies link with Norfolk Ambition and the LAA
  - The LAA is mentioned in most opening pages, but then not properly followed up in any actions.
- All LSPs trying to respond to request from LAA team to link their current work to LAA outcomes
  - Very difficult to achieve
  - Mainly looking at retro-fixing rather than new opportunities
- Many attendees do not understand the LAA or their part in it
- No real concept of organisations using mainstream funds towards LAA outcomes.



#### Other comments

- The best meetings were well structured and no longer than 2 hours.
- The management of meeting notes and agenda papers was variable.
- Too much time spent on discussing individual project requests for funding (disproportionate).
- Too many council officers at meetings.
- LSPs are at differing stages of maturity.
- Often duplication of effort between LSPs
  - Surveys, especially in and around Norwich
  - Consultants reports needs assessments
  - Setting up of support services, such as credit unions



# In summary

- Some great work on local initiatives with real outcomes
- Huge commitment to making LSPs work
- Strong Council lead; Good partner support
- Need better focus
- More clarity about what they are setting out to achieve, including measurable outcomes
- Better performance management needed
- Not all current structures are effective
- Consider value for money and investigate innovative solutions to delivering local partnerships
- Where appropriate review and strengthen leadership of LSP
- Ensure better understanding and stronger links to the LAA

