

## **LOCALITY WORKING**

**EXECUTIVE MEMBER:** Leader, Councillor Elaine Woodburn, and Cllr John Bowman

**LEAD OFFICER:** Julie Betteridge, Head of Development Strategy

**REPORT AUTHOR:** Julie Betteridge, Head of Development Strategy

**SUMMARY:** This report provides an update on the Locality Working developments and sets out a revised timetable and recommendations for the pilot development phase.

Members are recommended to

- a) Note the progress;
- b) Agree the revised timetable and budget;
- c) Agree the revised locality team development approach; and
- d) Agree the allocation of WNF community resources to localities to deliver worklessness related actions in their Locality Plans.

## **1. INTRODUCTION**

- 1.1 The locality approach set by the West Cumbria Strategic Partnership is being led and resourced in Copeland by Copeland Borough Council. This is supported by a Locality Working Group drawing its members from the partners involved in our locality agenda: Cumbria County Council, Copeland Borough Council, CALC and the West Cumbria Strategic Partnership.
- 1.2 The Executive agreed in November 2008 to take some additional time to consult with parish and town councillors on the concept and principles of locality working.
- 1.3 In Copeland Locality Working is an integrated approach of the three elements, locality governance, public service delivery and community engagement. There has been throughout a clear aspiration to include locally specific regeneration intervention in Locality Plans in addition to the local priorities needed to influence mainstream public services delivery in localities. A report to Executive in August 2008 identified the linkages between locality working and the Council's regeneration aspirations.

## **2. ARGUMENT**

- 2.1 The consultation with parish and town councillors has taken longer than originally anticipated. The delaying of recruitment of the locality team until after this consultation phase was complete is no longer viable in terms of capacity required to progress the locality initiative. The consultation to date has highlighted the importance of ensuring the locality team is able to best deliver support to the locality arrangements whilst enabling a corporate borough wide perspective. There is an expectation that Localities will be able to direct and participate in the recruitment of locality officers helping to develop, co-ordinate and deliver locality plans on the ground. Corporately the Council in leading the initiative need to have officer resource within the initiative able to offer and facilitate strategic links and developments across and in the localities including regeneration interventions in support of the public service local delivery aspirations. The locality Team composition has been revised and is proposed in 3.1 below.
- 2.2 The Locality Plans will be developed from existing parish, community, local action and regeneration plans within localities and include core public service delivery requests alongside new initiatives and community led opportunities. The experience of the South Whitehaven Neighbourhood Management Initiative and other regeneration developments across the borough in the past have highlighted the value of offering a community pot able to be decided locally, against clear criteria, to deliver locally identified community regeneration activities. The Executive have allocated £280,000 of the Working Neighbourhood Fund to Community Initiatives in support of the worklessness agenda in the borough. Executive are asked to consider allocating some of this to the delivery of worklessness related actions within the emerging locality plans.
- 2.3 The decision to run two pilots in localities which offer distinct learning based on their existing and past partnership working has been broadly supported to date. North East and Mid Copeland are still proposed as the pilot areas. The scoping for these pilots and how learning and development will be shared will be completed in the next two months and preparations made to begin the pilots in September 2009.
- 2.4 The event planned to bring the three tiers together to provide final consultation feedback and set out the pilot plan and learning framework will be rescheduled for early September, 2009.
- 2.5 Consultation with other stakeholders, including the community through the neighbourhood forums, will be integrated within the pilots' work programme. This will also include moving to monthly updates across all localities.

### **3. OPTIONS TO BE CONSIDERED**

- 3.1 Executive are asked to consider the following revised options to progress locality working:

- 3.1.1 To support the shift from recruiting one team of locality workers to a model which enables a more direct approach based on the existing experience in the borough of a locality initiative team of 2.6 FTE Locality Managers and 3 FTE Locality Officers. This will enable three teams to focus on groupings of localities and enable a stronger connection of the team to the individual locality as requested. This approach ensures delivery activity is undertaken at relevant levels and ensures the limited development resource is maximised.
- 3.1.2 The timetable for development and implementation provides for a pilot phasing and roll out. The recruitment in two phases will support the pilots through recruiting 1.6 locality managers and 1 temporarily seconded locality officer in Phase One, and the remaining locality manager to focus on the north west localities and the full team of 3 locality officers to be recruited in Phase Two as the pilots are completing ready for the preparations for the full roll out.
- 3.1.3 To allocate 50% of the WNF Community initiative allocation to the locality plans. Allocation of the £140,000 is proposed on a seven part distribution of £20,000 each area, recognising that Whitehaven is made up of three distinct local areas. The key criteria for the allocation is that the actions are prioritised within the locality plan, contribute to the worklessness agenda in the locality and are being delivered by a viable organisation against a detailed project plan. Monitoring will be undertaken through the locality governance of the locality plan with support from the locality officer.
- 3.2 Executive will receive a report in September 2009 at the start of the pilots setting out the full scoping and work programme.

#### **4. CONCLUSIONS**

- 4.1 The proposed revisions to the locality team are informed by the current development experience and offer a good fit to the revised timetable of locality working. It supports the locality agenda governance and plan development, enables co-ordinated capacity in working with public service delivery and ensures that the locality specific regeneration interventions identified and required to progress existing and developing locality plans are picked up by the locality managers.
- 4.2 The ability to use WNF to offer some early, small resource for localities to use to progress their plans and contribute locally to the borough worklessness is positive and engages all the borough in this core priority strand of the council's regeneration delivery plan.

#### **5. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)**

- 5.1 Executive in August 2008 allocated £500,000 of Working Neighbourhood Fund to this initiative. The following table sets out the revised budgeting for the initiative.

<i>Expenditure</i>	<i>2009/10 £</i>	<i>2010/11 £</i>	<i>2011/12 £</i>	<i>Total £</i>
Staffing	101,278	218,173	112,359	431,810
General office costs	10,000	10,300	5,305	25,605
Locality Board Admin	5,000	18,025	18,566	41,591
Total	116,278	246,498	136,230	499,006

- 5.2 The locality team will be recruited in two phases; first to be in post by August to prepare and deliver the pilot phase, the second during January to March 2010 to prepare for and deliver the roll out of the pilots to the remaining localities

## **6. PROJECT AND RISK MANAGEMENT**

- 6.1 The strategic lead within the Council for this work is with the Head of Development Strategy. The additional capacity provided by the revised work team approach will enable the necessary progression of the initiative, ie the two locality governance pilots and locality planning, alongside continuing consultation with all stakeholders.
- 6.2 Limited or non engagement by community leaders from any of the three tiers is an ongoing risk to enabling locality governance arrangements which best suit the individual localities. A set of core principles for the locality process will be incorporated within the pilot developments and a core memorandum of understanding developed which will have a corporate and local flavour to enable a necessary principle consistency across all the localities.

## **7. IMPACT ON CORPORATE PLAN**

- 7.1 Locality working is a transformational leadership initiative within the Corporate Plan with clear targets set in this year's plan to have undertaken two pilots and developed two Locality Plans.

### **List of Appendices**

None

### **Background Documents**

Locality Working development papers

### **List of Consultees**

Leader – Cllr Elaine Woodburn  
Cllr John Bowman

Corporate Team.  
Locality Working Group

### **CHECKLIST FOR DEALING WITH KEY ISSUES**

Please confirm against the issue if the key issues below have been addressed. This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

Impact on Crime and Disorder	Supports
Impact on Sustainability	Supports
Impact on Rural Proofing	Positive
Health and Safety Implications	Supports
Impact on Equality and Diversity Issues	Positive
Children and Young Persons Implications	Supports
Human Rights Act Implications	Positive
Section 151 Officer Comments	The Medium Term Financial Strategy assumed the Earmarked Reserve for Working Neighbourhoods would be utilized over three year period 2008/09 to 2010/11. The three year period has been revised to be 2009/10 to 2011/12 and this will need to be reflected in the budget planning process for 2010/11 onwards to reflect this re-profiling of the reserve.
Monitoring Officer Comments	No comment

Please say if this report will require the making of a Key Decision    No