



Review of Local Area Partnerships and VCS Together

Presentation of Findings, Conclusions
and Recommendations to NNCP Board
and LAP Chairs

21st June, 2011



INTRODUCTION

- *Thank you - for information and participation*
- *Review and evaluation with focus on extent to which VCS Together and LAPS are “fit for future purpose”*
- *VCS Together and LAPS, but required gaining insight into NNCP, strategic partners and culture of participation and delivery across District*



CONTENTS

- 1. Approach and methodology**
- 2. Local and national context**
- 3. VCS Together**
 - **Findings and conclusions**
 - **Recommendations**
- 4. Local Area Partnerships**
 - **Findings and conclusions**
 - **Recommendations**
- 5. Questions and comment**



METHODOLOGY

- ***Briefing and Desktop Research***
- ***Preparation of “Evaluation Framework”***
- ***Interviews***
 - *Community Partnership partners (and health)*
 - *LAP Coordinators and Board representatives*
 - *VCS Together: staff, Chair*
 - *LAPA Chair*
 - *Community Partnership Manager*
- ***VCS Telephone survey:***
 - *Steering Committee: 12 out of the 17*
 - *Members: 51 (from 420 potential organisations): 12%*
- ***Report and Recommendations***



CONTEXT

National

- *Demise of LSPs and LAA targets*
- *Localism and Big Society*

Local

- *NNCP Community Plan and priorities*
- housing, jobs, “quality of life”
- *Requirement for community engagement and new approach to service delivery by strategic partners*
- *Austerity measures*
- *“Leadership” from NNDC for “wellbeing powers”*



INVESTMENT

LAP	2005/06 Budget	2006/07 Budget	2007/08 Budget	2008/09 Budget	2009/10 Budget	2010/11 Budget	2011/12 Budget	Total
Fakenham	£ 6,000	£ 24,450	£ 48,100	£ 24,375	£ 33,300	£ 40,200	£ 20,100	£196,525
Griffon	£ 31,500	£ 50,000	£ 52,000	£ 55,200	£ 45,000	£ 43,013	£ 21,507	£298,220
Holt	£ 0	£29,020	£ 24,770	£ 17,976	£ 22,135	£ 30,597	£15,298	£139,796
Poppyland	£ 21,000	£ 28,000	£ 46,000	£ 34,862	£ 45,000	£ 43,013	£ 21,507	£239,382
Stalham	£ 17,500	£ 43,547	£ 38,629	£ 45,225	£ 34,298	£ 38,686	£ 19,343	£237,228
Upcher	£ 20,000	£ 0	£ 15,364	£ 43,998	£ 45,000	£ 43,013	£ 21,507	£188,882
Wells	£ 20,000	£ 45,517	£ 49,190	£ 40,850	£ 29,067	£ 34,432	£ 17,216	£236,272
TOTAL	£116,000	£220,534	£274,053	£262,486	£253,800	£272,954	£136,478	£1,536,305

YEAR	2008/09 Budget	2009/10 Budget	2010/11 Budget	2011/12 Budget	Total
VCS Together	£ 63,239	£ 64,688	£ 65,596	£ 32,798	£226,321

VCS - LAP INTERFACE

7 LAPs

Local Coordination and Delivery in Seven Areas

Fakenham Gorleston Holt Poppyland Stanningham Upper Walsingham

VCS Together

District wide Forum & Support

Funded Staffed Voluntary agencies

North Norfolk

Local Community Groups



FINDINGS – VCS

- ***420 community & voluntary groups in North Norfolk***
- ***£65k from NNCP plus £7k core grant from NNDC paid to Voluntary Norfolk***
- ***£371k stated leverage by VN in 2010/11, with £207,288 remaining during 2011/12***
- ***Forum and infrastructure support intrinsically linked, with overlap between brand names of VCS Together and Voluntary Norfolk***
- ***Database owned by VN – ownership of VCS Together brand unclear***



FINDINGS – VCS

- ***Steering Group members (15-20) fully engaged and utilising services***
- ***Of sample of 400+ other groups, about half are aware of VCS Together, and 40% utilising VCS Together/VN services, other than emailings***
- ***Little awareness amongst VCS groups***
 - ***of what Localism or Big Society might mean for them or North Norfolk***
 - ***about public sector priorities (eg GP consortium) or preparation for commissioning***



CONCLUSIONS – VC SECTOR

- ***Needs of sector vary considerably:***
 - ***larger funded groups require support to be more strategic and able to tender and/or be commissioned***
 - ***significant number of small community groups require easy access to simple support services***
- ***Existing VCS Together and VN services delivered in North Norfolk regarded as basic and low level***

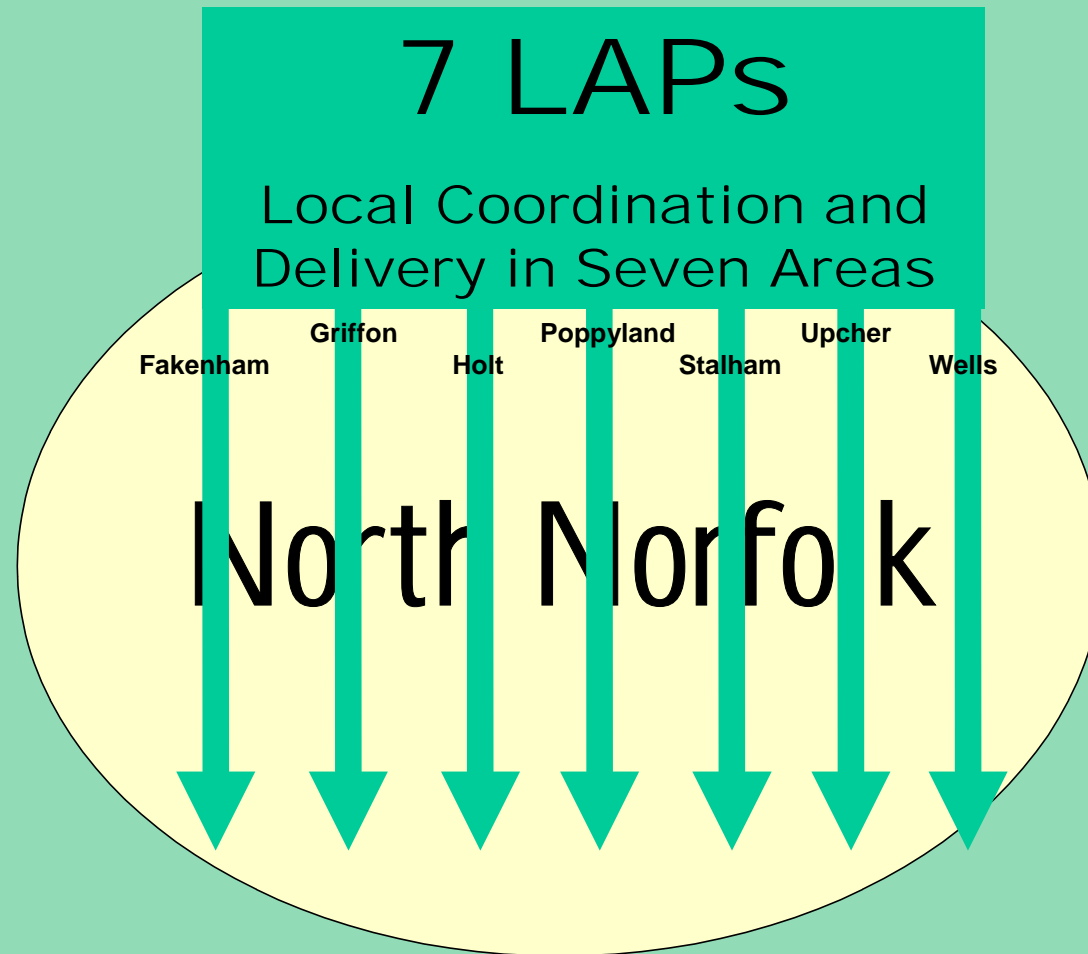


RECOMMENDATIONS - VCS

- ***Both infrastructure support and Forum services crucial to future, but need to improve range and access to meet anticipated needs***
- ***Specification to be prepared with a fixed budget and put out for expressions of interest to at least VN, RCC, West Norfolk, which can include service (not money) leverage***
- ***Service to be informed and guided by NNDC/CP and to work with and through LAPs***



LOCAL AREA PARTNERSHIPS



LAP ACTIVITIES

Nine Activity Themes

- *Outreach and Engagement*
- *Communication and Networking*
- *Community Hub*
- *Town / Parish Improvements*
- *Service Delivery*
- *Funding*
- *Infrastructure Development and Maintenance*
- *Economic Development*
- *Representation*



FINDINGS - LAPs

- ***Similar objectives and principles***
- ***Each very different in culture, style, focus and programme***
- ***Low levels of recognition of role and brand, although wide knowledge of on the ground activities***
- ***All projects important, but mostly low level and impact of many is limited and parochial***
- ***LAP areas artificial... natural populations***
- ***Little recognition of their value from CP partners***



FINDINGS - LAPs

- ***Co-ordinator Job Descriptions and person Specifications locally determined and very different***

LAP CO-ORDINATOR TASKS	SPREAD	AVERAGE
Communication and Information	15 – 30%	20%
Consultation	5 – 20%	15%
Project Planning and Development	10-30%	25%
Project Management	20 – 35%	25%
Organisation Infrastructure	10 – 30%	15%

- ***All have public offices, with three located in retail setting***

LAP SUCCESS FACTORS

Heading	Key Factors
1. Purpose	Clearly identified role and purpose of the LAP
2. Aspiration	Aspiration for the LAP activity, outputs and outcome
3. Breadth of Participation	Range of local stakeholders and the benefit to the rural hinterland (and Parishes)
4. Public Benefit	Outputs, (quantitative and qualitative measures)
5. Impact	The difference made by the LAP's existence (Outcome), and the sustainability of the impact
6. Sustainability	Sustainability of the LAP organisation
7. Value for Money	Perception of the value of the benefits generated
8. Acceptance	LAP and its role and activities are valued
9. Management & Support	Guidance and support provided by NNCP/NNDC
10. Working relationships with partners	Effective working relationships with officers from the main public partners or agencies,
11. Leadership	Credibility and capacity to bring people and partners together to lead and enable local initiatives



"VALUE FOR MONEY"

- ***Delivery of outputs across whole District***
 - ***portfolio of 70 plus LAP projects***
 - ***number and range of beneficiaries***
 - ***additional leverage of funding***
 - ***development and sustenance of 7 LAPs***
 - ***more appropriate outputs could have been achieved in certain locations***
- ***Opportunity Cost***
 - ***NNCP could have achieved different results, but no evidence that it could have achieved better results***



SUSTAINABILITY OF LAPS

- *None of LAPs made substantial progress towards sustainability*
- *NNDC / NCC to take a view on strategy for sustainability, and advise / resource accordingly:*

A) asset development

B) project management (with management fees)

C) income generating activities / user charges

D) fund raising



LAPA

- *LAPA is the key interface between LAPs, and with and between LAPs and public partners*
- *Polarised views about its effectiveness, with some LAP chairs “voting with their feet”*
- *Has a clear purpose, but only performs two of four key functions, and so largely dysfunctional, with missed opportunities and growing alienation between primary audiences*



CONCLUSIONS - LAPs

- *All independent organisations with strong determination to survive !*
- *LAPs have limited impact on Community Partnership strategy or objectives*
- *LAPS have a value*
 - *in establishment and management of a local independent delivery mechanism*
 - *with capacity to bring people together*
 - *make a difference with locally owned and delivered initiatives*



OVERALL CONCLUSIONS

- *Some great work and initiatives on the ground*
- *None of the supporting structures are really “fit for purpose”*
- *Major factor has been lack of clarity on what is expected from LAPs or VCS Together, and lack of leadership in addressing recognised shortcomings*
- *Little joined up work between public sector staff engaged on community development*
- *Perception that CP is funding organisational infrastructure rather than the LAP outputs*

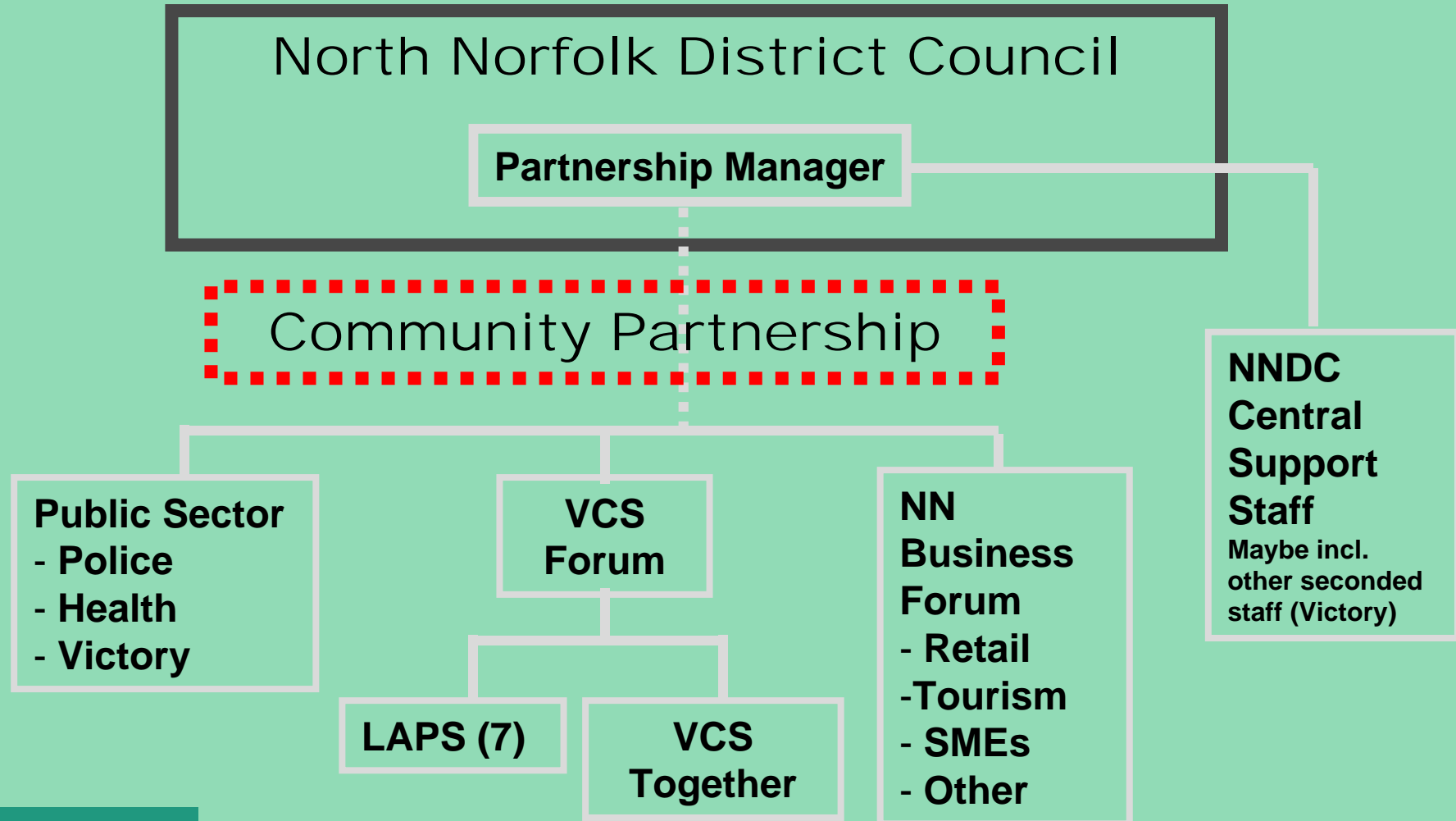


"FIT FOR FUTURE PURPOSE"

- ***Recommendations have to be set and agreed in context of agreement around future***
- ***Big Society, emphasising a greater role for charities, social enterprises, voluntary and community bodies in public service ownership and delivery.***
- ***Challenge is for the public (and third sectors) at local level to identify their respective local roles***
 - ***use local knowledge***
 - ***build stronger ties and understanding between local government and the voluntary/community sector***
 - ***build stronger collaboration and resource sharing within voluntary sector***



PARTNERSHIP STRUCTURE



RECOMMENDATIONS - LAPs

Set out a framework for their future to provide confidence, commitment and requirements, include:

- *Communication and direction of travel*
- *Engagement of business(es) champion, link to NNBF*
- *Role of parishes*
- *Real value is as a delivery vehicle for and with public sector partners, particularly NNDC*
 - *need to take a view on role of “service hubs”*
- *Potential activity programme:*
 - *core services: communication, consultation*
 - *local services: eg TIC, Festivals, Arts, Bloom projects*
 - *strategic projects: Holt Vision, Maltings, etc*
 - *specialist projects to be rolled out across wider area, eg Voyager (ie no territories)*



RECOMMENDATIONS - LAPA

- ***Must be the “engine room” for thinking, planning, and guidance of strategy and work of LAPs and VCS Together***
- ***Go back to first principles and redefine role, purpose and terms of reference to ensure it is “fit for purpose”***
- ***Primary means for public sector partners to communicate to and hear from LAPs and VCS Together***
- ***If Community Partnership continues, role of LAP and/or VCS representatives must be clarified***



SUMMARY

- ***Significant investment been made over recent years, building community infrastructure and capacity – don't lose it !***
- ***LAP independence is to be valued***
- ***Build on the foundations..... Value the sector !***
- ***Set LAPs and VCS Together in context of NNDC strategy for town/parish and community development***
- ***Allow and enable local empowerment, BUT...***
 - ***Raise sights***
 - ***Give clear direction through SLA***
 - ***Provide leadership***



QUESTIONS and COMMENTS

