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AGENDA for a Meeting
of the **IMPROVING NEIGHBOURHOODS BOARD**
on **24th March 2009**
from **5.45pm to 8.00pm**
at **The Wembley Room, Lynnsport Leisure Park, Greenpark Avenue,
King's Lynn**

Dear Board Member

Please find attached an agenda for the next meeting of the Improving Neighbourhoods Board.

Please note the meeting will be held at Lynnsport Leisure Park, Greenpark Avenue, Kings Lynn. A light buffet will be available at the meeting.

I would be grateful if you could please let Sarah know as soon as possible if you are unable to attend.

Yours sincerely

Vicky Etheridge
Neighbourhood Manager

Distribution

- Board Members

Board Chair
Chris Bamfield
01553 616648
Chris.bamfield@west-norfolk.gov.uk

Board Vice Chair:
Sue Lowe
Sue.lowe@ageconcernwnd.org.uk

Secretariat:
Sarah Dennis
01553 616256
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Agenda

	Time
Light Refreshments and Informal Catch Up Time	5.45pm – 6.15pm
1. Welcome from Chair	6.15pm
Standard Items	
2. Minutes of the Meeting held on 27 th January 2009 and Matters Arising	6.20pm
3. Budget Update (<i>Paper to follow</i>)	6.25pm
<ul style="list-style-type: none">• Street Lighting	
4. Improving Neighbourhoods Team Report	6.40pm
<ul style="list-style-type: none">• Presentation from Trainees	
Items for Decision	
5. Governance Framework and Code of Conduct (<i>Paper B attached</i>)	7.10pm
6. Draft Action Plan 2009/10 (<i>Paper C attached</i>)	7.25pm
7. Any Other Business	7.50pm
<ul style="list-style-type: none">• Mainstreaming – Undertaking a Service Review• Kings Lynn Growth Partnership Consultative Group	
8. Date of Next Meeting	
Tuesday 2 nd June 2009 at 5.45pm in the Wembley Room, Lynnsport Leisure Park.	

Paper B

How the Board Works – Role, Responsibilities and Acceptable Behaviour

Background

The Mid-term evaluation recommended that the Improving Neighbourhoods Board review how it works, in particular to clarify the roles and responsibilities of Board Members and how the Board works with other bodies such as the West Norfolk Partnership Management Group.

At our board meeting in January we discussed the role of the Board for the remaining year of operation, as well as acceptable behaviours of board members. This paper proposes a set of “rules” for the Board based on these discussions and draws on documents used by other neighbourhood management initiatives.

Role of the Board

- To allocate the remaining funds and ensure they are spent as intended;
- To promote the successes of the Programme to potential funding partners to secure long term future;
- To support the development of the five neighbourhood partnerships;

Relationship with other bodies

- The Improving Neighbourhoods Board is accountable to the West Norfolk Partnership Board;
- The Improving Neighbourhoods Board makes recommendations to the West Norfolk Partnership Management Group;
- The Improving Neighbourhoods Board oversees the work of the Neighbourhood Partnerships and helps to resolve issues / blockages;
- The Improving Neighbourhoods Board acts as a link between the 5 neighbourhood partnerships and the West Norfolk Partnership, particularly to ensure that neighbourhood issues are fed into the Sustainable Communities Strategy and other Borough strategic documents;
- The Board will encourage communication with the 5 Neighbourhood Partnerships and will put in place opportunities for the Partnerships to meet with the Board to discuss issues and collaborate on work;
- The Improving Neighbourhoods Board oversees the performance of the Improving Neighbourhoods programme against the Action Plan, it does not have a line management role with regard to the Improving Neighbourhoods team, this rests with the Borough Council.

How the Board will Work and Acceptable Behaviours

Structure

- The Board will be made up of the following groups of people;
 - 1 resident per neighbourhood (plus their deputy)
 - Service providers from the following areas;
 - Health,

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- Police
 - Housing
 - Borough Council Open Spaces
 - County Council Highways
 - Education
 - Employment
- Four Councillors – 2 from County and 2 from the Borough Council
 - Four champions for the themes of
 - Older people, young people, disabilities, diversity
 - The Board may review membership periodically and decide to invite additional members to participate, however in order to keep meetings manageable, membership of the Board will not exceed 25;
 - Each Board member (with the exception of Councillors whose appointment is made by the respective Councils) is allowed to nominate a deputy who is invited to attend all Board meetings alongside the main member. In the case of resident members, the deputy will be put forward by the respective neighbourhood partnership. Deputies have no decision-making responsibilities unless they are attending on behalf of a board member.
 - The Board will establish task and finish / sub-groups as required; these groups will be set up by the Board and given a clear role.
 - The Chair and Vice-Chair will be elected by the Board, following nomination, and subject to the consent of the nominee. In the event of more than one nominee a secret ballot will be held. The Chair and Vice-Chair will be re-elected annually.

Decision-Making

The Board works on the basis of consensus. Consensus decision-making is based on respect for all those in the decision making process, and the belief that, by combining thoughts and ideas a better quality decision would be more likely. Consensus decision-making requires;

- Trust
- Facilitation (as opposed to conventional chairing)
- A participative decision making process (as opposed to an adversarial debate).

If a consensus is blocked, the decision would need to be revisited. There should be time and space for the blocker to reflect on the decision. By blocking a decision this should not be based on vengeance or self interest but should be based on the fact that the decision would be harmful to the group.

In order for effective decision-making to take place the Board requires a quorum of 12 from the 21 members (or 60%), whichever is the smaller, for the meeting to be quorate. This should include at least 3 resident members in attendance for the meeting to be quorate. The requirement for other members to be present, for example councillors, to be determined by the Chair and will be dependent on the matter(s) under discussion and the decision(s) being taken;

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With regards to consensus decision-making, two members in disagreement with a decision will constitute a block, if a consensus fails, the decision will be deferred until the next meeting, and unless it is deemed to be an urgent item (whether an item is urgent to be determined by the majority). In the event of a tied vote, the decision will be deferred for further discussion at the next meeting.

Members are expected to support and respect decisions made by the Board, publicly disagreeing with a Board decision or undermining a Board decision in public would be considered as misconduct.

Responsibilities of Board Members

- All board members are expected to positively promote the Improving Neighbourhoods programme, board and its funded activities;
- All board members are expected to read board papers in advance of meetings, or to have talked through papers with the Neighbourhood Manager / a member of the Improving Neighbourhoods team.
- Board members have the responsibility to bring issues of relevance to the Programme to the board for discussion;

Code of Conduct / Standards of Behaviour

It is recognised that board members carry out an important role and challenging role; board members are expected to work together and support one another to fulfil the role of the Board. It is therefore important that board members treat one another with respect, listen to different points of view and demonstrate integrity.

At times board members will be asked to treat information as confidential, if a board member is known to have breached confidentiality they will be asked to explain their actions to the Board and might be asked to resign.

The Neighbourhood Manager and the Chair of the Board are the nominated “press spokesmen”, other Board members must not make public statements on behalf of the Board unless invited to do so.

Code of Conduct for non-Board members who observe Board meetings

The Improving Neighbourhoods Board meetings are public, open meetings and as such members of the public and interested parties can attend meetings to observe proceedings. Observers will be asked to respect the way that the Board works and to allow the meeting to take place in their usual fashion. Observers are not board members and are therefore not entitled to speak up or participate in board discussion unless by invitation of the Chair. In the event of a vote, observers will not be allowed to participate. It will be up to the Chair’s discretion to allow observers to remain in the meeting when confidential items are discussed.

Recommendation

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1. It is recommended that the Board note this paper and agree to look at in more detail before the next Board meeting, forwarding any ideas and comments to the Neighbourhood Manager;
2. In addition it is recommended that the Board seek the views of the West Norfolk Partnership Management Group, with a view to considering these comments, and then approving the paper at the next Board meeting in June;
3. Finally, it is recommended that this paper replace the previous Acceptable Working Practices document.

Vicky Etheridge
Neighbourhood Manager
12.03.09

Improving Neighbourhoods Action Plan 2009-2010

This action plan covers the remaining 15 months of the Improving Neighbourhoods programme from January 2009 up until the end of March 2010. The Plan builds on the five themes that were established at the beginning of the programme in 2006, and which were validated as priorities by the 2007 household Quality of Life Survey. The Plan aims to be both ambitious and realistic, recognising that this is the last year of the Improving Neighbourhoods programme as funded by the Safer Stronger Communities Fund; on the one hand the Team and the Board will need to direct energies into setting up the five Neighbourhood Partnerships and their action plans, and on the other we need to start finding ways in which aspects of the programme can be sustained beyond March 2010.

Unlike previous years this Action Plan is more of a framework, as it sets the strategic context for the work of the neighbourhood partnerships which is where the majority of the Improving Neighbourhoods team staff resource and financial resource are now concentrated. Each of the five neighbourhood partnerships is being encouraged to develop their own action plan based around shared priorities and actions, which will be informed by the knowledge and experience of the partnership members, as well as the data that has been made available from the Quality of Life survey and DAWN.

In response to recommendations of the mid term review, the action plan incorporates the most appropriate and relevant national indicators that are also built into the West Norfolk Partnership's Sustainable Communities Strategy - the over arching strategic document for the Borough. In this way we are demonstrating how the Improving Neighbourhoods programme is contributing to the Sustainable Communities Strategy.

The table below presents the areas of work that the Improving Neighbourhoods Team will lead, at this stage of the programme our efforts are concentrated in four main areas of work which, if effective will deliver a number of benefits. These four main areas of action are;

- Improvements to public spaces, particularly parks and play areas;
- Development of activities on the MUGAs, and encouraging better use of other existing leisure facilities;
- Setting up 5 Neighbourhood Partnerships and action plans
- Exit strategy and mainstreaming

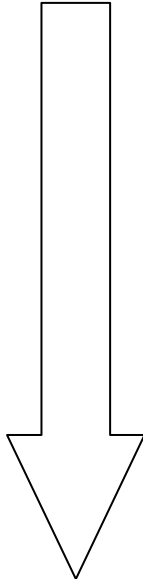
The table also shows where actions incur a cost to the programme. These areas of expenditure have already been approved by the Board.

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A monitoring framework will be drawn up to show how we will measure progress, impact and effectiveness of actions. This will include how we propose to monitor actions funded by the neighbourhood partnerships. The monitoring framework will be prepared by the time of the next Board meeting in June.

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Theme: Cleaner, Greener

Outcome	Action	Indicator	Lead	Cost to Improving Neighbourhoods programme 2009/10
<p>Cleaner, greener and safer public spaces</p> 	<p>To continue to deliver high quality grounds maintenance and cleansing services through dedicated neighbourhood clean up teams, working closely with partner agencies such as Freebridge, County Council and other landowners.</p>	<p>NI 195 & 196 Improved street and environmental cleanliness, fly tipping</p> <p>NI 5 overall satisfaction with area</p>	<p>Open Spaces team, Borough Council King's Lynn and West Norfolk</p>	<p>£137,000</p>
	<p>To provide a graffiti removal service for use on public and private property</p>		<p>Open Spaces team, Borough Council King's Lynn and West Norfolk</p>	<p>As above</p>
	<p>To improve park and play facilities, in particular:</p> <ul style="list-style-type: none"> • Loke Road Rec, • Peck's Field • Kingsway / Red ring park • Winfarthing Ave • Parkway • Plantation Wood & Rookery • Woodside • Centre point & Coronation Wood 		<p>Improving Neighbourhoods - Michelle Parker</p>	<p>£340,000</p>

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Outcome	Action	Indicator	Lead	Cost to Improving Neighbourhoods programme 2009/10
	<ul style="list-style-type: none"> Pulkey Wood 		Improving Neighbourhoods, Michelle Parker and Trainees	
	Promote Greener Grants Fund to encourage residents, community groups and community based services such as schools to take ownership of public open spaces and make more attractive.			£6,000
	To work with the Neighbourhood Partnership to try and find some solutions to resolve car parking issues on Fairstead			

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Theme: Safer

Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
People feel safer Crime rates declining Less anti-social behaviour	Complete programme of alley gating	NI 21 - dealing with local concerns about anti-social behaviour and crime by the local council and police		£25,000 if board approval given
	Continue to promote and support Safer Neighbourhood Teams, particularly through the Neighbourhood Partnerships	NI 5	Norfolk Constabulary Neighbourhood Partnerships	n/a
	Identify "gaps" and opportunities in the PFI scheme to replace street lighting in King's Lynn and put pressure on relevant partners to rectify	NI 17 - perceptions of anti social behaviour	Improving Neighbourhoods	£10,000 if board approval provided
	Work with young people, services and groups who work with young people to encourage use of the MUGAs and a programme of activities related to MUGAs and other outdoor and leisure facilities.		Improving Neighbourhoods - Sports and Activities Motivator	Salary Costs plus £5,000

Theme: Broadening Horizons

Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
People more active and lead healthier lifestyles	To promote use of MUGAs and development of clubs and activities. Work with users to develop "rules" re. usage and to encourage ownership. Also encourage better use of other council leisure facilities.	NI 8 - adult participation in sport Self reported improvements in health and well being, Self reported increase in activity levels,	Improving Neighbourhoods - Sports and Activities Motivator	Salary Costs plus £5,000
	Oversee the "Do Something Different" project in Fairstead which aims to help people lose weight and adopt a healthier lifestyle which they can sustain in the long term	consumption of fruit and veg. NI 17 - perceptions of anti social behaviour	Hertfordshire University / WNP Health and Older People Partnership	n/a - funded by West Norfolk Partnership
	Assist the Health Trainer coordinator to recruit trainers, promote their work and ensure it connects into the Neighbourhood Partnerships		NHS Norfolk	n/a - funded by Norfolk NHS
	Assist the development of the Football in the Community programme in		King's Lynn Community Football	£10,000

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Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
	the 5 neighbourhoods.			
People have access to "safe" loans and are encouraged to save	Promote the expansion of the Norfolk Credit Union into West Norfolk	Number of members of Credit Union	Improving Neighbourhoods trainees	n/a
Numbers of people long term unemployed do not increase / increase significantly	Work with services to try to limit numbers of people becoming unemployed turning into long term unemployed	Numbers of unemployed and long term unemployed	Neighbourhood Manager with Job Centre Plus	n/a

Theme: Involved and Included

Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
People feel more able to influence decision making.	Set up five Neighbourhood Partnerships and assist each Partnership to produce and take forward an action plan to address priorities.	NI 1 - % people who feel they can influence decisions in their locality	Improving Neighbourhoods	Salary costs & £65,500 total amount allocated to the Partnerships for delivery of action plans.
People know where to go to get information about services and what's happening in their area	Ensure that residents are at the heart of each neighbourhood partnership and know how to take part and influence	NI 2 - % people who feel that they belong to their neighbourhood NI 6 participation in regular volunteering	Improving Neighbourhoods	As above

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Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
	decisions. Encourage residents to lead on activities as appropriate.	NI 3 civic participation in the local area		
Perceptions that people in the area treat one another with respect and consideration	Encourage each partnership to address cohesion issues and to raise awareness of cohesion issues in each neighbourhood with the WNP diversity forum.	NI 4 - % people who believe people from different backgrounds get on well together in their local area	Diversity Officer / Neighbourhood Partnerships	To come from Neighbourhood Partnership budgets, plus lever in funds from WNP cohesion fund
	Actively promote and participate in Around the World in 80 Dishes	NI 23 perceptions that people in the area treat one another with respect and consideration	WNP Diversity Officer	n/a
People feel able to access services and know where to go to get information	Set up neighbourhood offices in each area and encourage other services to do the same	NI 5 general satisfaction with area NI 175 - access to services and facilities by public transport, walking and cycling	Improving Neighbourhoods and Freebridge Community Housing	Office overheads / rent

Theme: Working Together

Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
Board is more strategic	Assist Board to take on a more strategic role, whereby it supports the work of the neighbourhood partnerships and promotes the successes of the Programme to other bodies e.g. WNP		Neighbourhood Manager and Chair of Board	£12,500
Board members are clear about role and feel able to undertake duties effectively	Assist all Board members to play an effective role on the Board, clarifying roles and duties as appropriate			As above
Roles and responsibilities between Board and other WNP bodies is clear	Ensure a clear line of accountability between the neighbourhood partnerships, the IN Board and the WNP, and clarify decision-making roles and responsibilities between the different Partnerships			As above
	Mainstreaming / Exit Strategy - promoting neighbourhood management approach in		Neighbourhood Manager and Improving Neighbourhoods Board	-

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Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
	other parts of the Borough			
Five effective neighbourhood partnerships with SMART action plans	Set up effective Neighbourhood Partnerships which involve all key services and local residents to work together to deliver shared goals.		Improving Neighbourhoods Team	Salary costs & £65,500 total amount allocated to the Partnerships for delivery of action plans.
Fairstead Pub site is developed and funds reinvested	Actively seek a developer for the Fairstead Pub site and agree how proceeds of sale will be used.		Deputy Neighbourhood Manager	-
Better connected to policies and plans, in particular the local area agreement, sustainable communities strategy and physical regeneration programmes like NORA and the Growth Partnership	Use place on growth partnership and consultative group to shape policies and actions; Tie in SCS indicators to our Action Plan and revise "map" for drawing up next version of LAA and the Sustainable Communities Strategy so that they are driven by experience and evidence form the neighbourhoods			-

Theme: Programme Management

Outcomes	Actions	Indicators	Lead	Cost to Improving Neighbourhoods 2009/10
Effective communications plan	Communications Plan - produce communications plan that will; Promote successes of Improving Neighbourhoods Increase awareness of activities and encourage involvement		Deputy Neighbourhood Manager	-
Effective monitoring framework which is used to measure performance	Set up and agree a programme monitoring framework in order to capture the impact of actions and measure effectiveness.			-
Evaluation undertaken at the right time and contributes to mainstreaming	Commission end of programme evaluation.		Neighbourhood Manager and Board	£20,000
Quality of Life survey undertaken at the right time and contributes to mainstreaming	Repeat the household Quality of Life Survey in 2010 in order to measure impact of programme.			£22,522
Clear plan in place to continue most effective aspects of programme beyond March 2010	Draw up exit strategy			-