

	Area for Development	Position/Action to Date (Aug 06)	Possible Actions
	<b>Theme = Structures, Membership and Ways of Working</b>		
0	Agree revision to LT Board Membership to reflect changing role and relationship with new SSOG level of the partnership structure		<b>Present revisions to structure and governance chart to Board at November meeting</b>
7	Develop inclusive partnership model - less formal, separation of LT and LCC	Proposed revised structure has less focus on statutory organisations and more on V & CS and geographical representation	<b>Launch new structure at longer meeting in February 2007</b> - include lunch and a development session. Share changes widely to ensure that all interested bodies are aware.
15	Structures - ways of working		<b>Plan ahead for 2007 meetings, including themes for meetings</b> (led by theme partnerships?), and incorporate small group discussions, workshops focus groups etc. <b>Hold meetings in different locations/venues.</b>
21	More inclusive mechanisms for developing LT work and taking decisions	Some partners see LT as an "exclusive club" - need to work with non-statutory sector to dispel this	<b>Formal call for SSOG and LT Board Agenda items in advance of agenda-setting process.</b> More opportunities for non-statutory sector to influence/be represented on decision making boards, for example by invitations to attend and speak at meetings.
14	Structures - chairing Board	Currently chaired by Leader of LCC	Proposed that Leader of LCC should be ex officio chair of LT. <b>Different sectors or theme partnerships to lead parts of the Agenda for each Board meeting/host the meeting</b>
8	Re-visit shared partnership values, behaviour and trust	Job Description, including roles and responsibilities produced for Board Members in first draft of induction pack. Induction Pack to be revised Autumn 2006.	List of shared values and expected behaviour to form part of the revised Job Description to be included in revised Induction Pack and get sign up from board members. Undertake an activity to build trust as part of a Board meeting after re-structure
35	Promote partnership working skills		<b>Arrange a session for the Board on partnership working skills as part of the February 2007 meeting when the new structure will be launched.</b>

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**Theme = Diversity/Developing links with & supporting Communities of Interest**

6	Integration of equality and diversity into core activities	This is a legislative requirement under the Race Relations Amendment Act. Results of Disabilities Citizens Jury and BME Citizens Jury reported at quarterly board meetings. Partners asked to take on board issues raised and act to address them within own organisations.	The Citizens Jury Action Plans should provide the basis for action in this area but we need more involvement of/support from Board members and front line staff in delivering these action plans. Theme of a future LT Board Meeting? LT Board members to be offered the Race Equality training.
11	Better representation and diversity of V & CS (including Board)	See above - revised structure proposes additional representations for V & CS - need to think about wider engagement. 3 key areas - representation on power networks, increased diversity within sector and great representation/influence at Board/SSOG	<b>Identify a lead officer from the Policy Team to work with each "community of interest"</b> . Work more closely with infrastructure consortium
18	Strengthen capacity of V & CS	Additional £40k of funding provided to Parish Councils in 2006/07. Significant pump-priming funding for V & CS through LAA. Briefing meetings held with V & CS representatives prior to each Board meeting	<b>Broaden out briefing meeting to include other V &amp; CS representatives and LRAPLC</b> . Need to review capacity within sector and identify greatest areas of need. Identify where the VCS can help to deliver LAA/Community Strategy
19	Strengthen links with underrepresented groups		<b>Set up annual Forum/Development Day</b> (in the Spring each year, and in addition to the Conference) where marginalised and excluded groups have an opportunity to put their views to the Board. Develop a specific section of the website or even set up an on-line citizens jury? Invite networks/groups of unrepresented people to contribute/comment on activities of LT on an on-going basis. Need to build upon existing relationships, i.e. Citizens Juries and develop "scrutiny" role of excluded groups
25	Develop follow up strategy for BME Citizens Jury	Action Plan produced - need to prioritise actions and engage with all LT Board Members	LT Conference used as a mechanism to prioritise the Action Plan. LT partners all have a clear role to play in delivery

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## Theme = Relationships

16	Clarify relationship with theme partnerships	Theme partnerships to provide minutes of Board meetings for consideration/reporting to SSOG and LT	<b>Attend each theme partnership to explain changes to LT structure, progress with LAA, review of Community Strategy etc.</b> Produce a list of meetings dates for each partnership and ensure minutes are made available as part of the papers for each Board meeting and on the LT website.
10	Clarity about the role of Board Members and specifically Champions	Board Champions group to lead the review of LT structure, working with representatives from the V & CS	<b>Produce an Induction Pack and Job Description for Board Members to explain structure, role and expectations</b> - include the guide to LT (see 2) and fact sheets on key projects (see 28). Include a specific section for the Champions about their role/responsibilities.
22	Improve county and district relationships - consider representation on Board and sub-structures	Variable relationships, build on closer relationship between the Districts	Role of District Council Leaders as link between DLSPs, DCs and Leicestershire Together
23	Clarify relationship between LT and LRP	LRP confirmed as rural delivery arm of LT, including in LAA. LRP in new structure as one of the "communities of geography" representatives	Regular progress reports from LRP on LT Board Agenda. LT/LAA Agenda item on each LRP Board meeting Agenda. LRP currently reviewing its future role and structures in context of LT and LAA.
12	Lack of parish involvement in LT activity, use of Parish Plans to inform key strategies	Review of SLA with RCC and independent review of Parish Plans process underway. Worked underway with RCC to refocus on some of the LAA priority areas. Regular meetings established with LRAPLC and Charter and Memorandum of understanding established.	On-going programme of meetings with LRAPLC and event planned in Jan/Feb 2007, open to all Parish Councils, focussing on LAA, key LT projects etc. Need to ensure that Parish Plans process is fully inclusive
34	Closer dialogue with City Council about diversity issues	Monthly meetings set up between County and City Lead Officers. Already happening in relation to BME issues and Citizens Jury.	Identify joint pieces of work to be undertaken. Clarify how and when things are going to be developed collectively and joint commitment.

## Theme = Communication

4	Clear communication strategy to build wider ownership and aid understanding. Communication seen as one way and top down - other partners to consider ways to encourage more two way communication	Communication strategy drafted	<b>Communications Officer to present communications strategy to February Board meeting.</b> Partner organisations, especially front line staff, to provide Communications Officer with news items and details of promotional opportunities. Communications Strategy to include a protocol around sharing news items which partners would sign up to
32	Better sharing, learning and communication - sharing of good practice, successes and difficulties	Induction pack produced for all Board members - to be revised by Autumn 2006.	One Board meeting out of 4 to be based around Development activities. Use of e-mail alerts and newsletter.
33	Wider communication about LT to staff in councils and all partner organisations		Better use of new LCC CIS and website. Repeat information sessions for LCC and partner staff. Encourage people to attend meetings as observers and ensure that it is clear that meetings are public.
28	Link projects more closely to LT e.g. via project group - partners to champion within their own organisations and networks		<b>Make fact sheets available to partner organisations on key projects e.g. The Jitty, LSORA, Funding Toolkit, The Jitty etc - these D8can also be included in induction pack</b>
30	More partner buy-in to projects - over-reliance on County Council funding. Claim that LCC has badged its own activities as LT	Currently little support from partner in developing/ implementing projects	Agree partner contributions before projects/ work commence. Recognise that contributions are not only money, but people and time.
2	Ownership of Community Strategy by front-line staff	Information sessions held in 2004 and 2005 for LCC staff - drop-ins early morning, lunchtime and late afternoon. Short document produced for Citizens Jury outlining what LT is and the Board members.	<b>Organise a further series of information sessions for County Council and partner organisation staff.</b> Encourage board members to disseminate information better to front line staff. <b>Modify the simple guide to LT produced for the Citizens Jury and use with 3 audiences - Board, stakeholders and public</b>

<b>Theme = Other</b>			
1	Alignment of partner strategies and Community Strategy	Meetings between district & county Community Planning officers take place to try and ensure this on a district/county basis. Reliance on other partners to align own strategies through involvement on the board.	<b>Develop and agree a timetable for the preparation of the Sustainable Community Strategy.</b> Adopt a more strategic approach to aligning partner strategies through closer consultation with partners when developing/ reviewing strategies. Better alignment may occur as community strategies and other partner strategies are reviewed and revised to reflect agreed priorities and outcomes in the LAA.
5	Joint consultation and engagement strategies	Three Citizens Juries held under LT auspices to date - young people, BME communities and people with Disabilities.	Working group could be established for people in partner organisations with a remit for consultations which would aid co-ordination/joint-working and raise awareness of consultations planned. Extend use of the consultation database
9	Take a lead in tackling difficult issues		Identify the key issues that need to be tackled e.g. explore the role of LT in assisting the CVS network in refining their structure and capacity, focus on issues such as economic migration
29	LSORA linked more closely to LT/LAA - intelligence to inform policy development	Spreadsheet produced showing LAA target data already mapped and available on LSORA	

### **Already underway/addressed**

3	Explicit connection between LAA and Leicestershire Together	Proposed revised structure clarifies relationship between SSOG, LT and LAA Blocks	Explanation of/emphasis on relationship re-emphasised in all partner documents e.g. Community Strategy, LAA, theme partnership strategies
13	Structures - executive group	Terms of reference for role of SSOG drafted and agreed	Meetings arranged for August and October 2006
17	Clarify and formalise LAA decision making process	Decision making process clarified and communicated	Communicate via e-mail alerts and LSP newsletter
26	Clarity on LAA performance management and accountability, including respective roles of theme groups, SSOG and Board	TEN performance management system purchased, schema developed and data input underway. LAA Policy and Performance Officer appointed from 11/09/06. All LAA Blocks asked to identify lead performance officer	Include update in workshops at LT Conference
20	Annual LT Conference	Conference held in 2005 with 180 delegates and 2006 conference planned for 30th October	Conference to include update on LAA and chance to influence "refresh", BME CJ, key LT projects, engaging communities of interest etc. Workshops planned around Peer Challenge, Communication, Communities of Interest etc
27	Integrate LAA and Community Strategy performance management	Community Strategy performance management will also be undertaken using TEN. Second phase of delivery once first LAA report is delivered	Reports to future Board meetings on both LAA and CS will be in format of "traffic light" TEN reports
31	Use LAA to influence neighbourhood delivery - changes to service delivery as a result of involvement in LT	Neighbourhood Management arrangements in place in 3 Districts - North West Leicestershire, Melton and Charnwood. County-wide group, including DCs and LAA Leads established to share good practice and assist co-ordination	