

CENTRAL BEDFORDSHIRE

Partnership & Community Network Model Proposals



Draft
15 October 2008

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MODEL

Central Bedfordshire Partnership Framework

It is very important that councils and other local work together in partnership with businesses, representatives of the voluntary and community sectors and local people to improve the well-being of an area. The Local Strategic Partnership (LSP) will bring key partners together to create a shared vision and a shared sense of priorities and place for Central Bedfordshire.

The vision and priorities will be set out in the Sustainable Community Strategy (SCS), which will describe the long term actions and ambitions for the place and its people. The Local Area Agreement (LAA) will help deliver what is set out in the SCS and will be a contract with central government and the Central Bedfordshire Council and its partners to improve services and the quality of life of its residents.

The Bedfordshire and Luton Voluntary Sector Compact, Getting it Right Together and its associated Codes of Good Practice have been adopted by Central Bedfordshire. The Compact defines the working relationships between the third sector and statutory organisations with the underlying philosophy that third sector activity is recognised as being fundamental to the development of a democratic, socially inclusive society. Therefore Compacts help to address imbalances of power or capacity between the two sectors so that communities benefit from well planned and supported partnership working arrangements and to deliver the strategic priorities of the Council and LSP.

Creating Central Bedfordshire Council is the rare opportunity we have, to reflect and refresh the way we work not just internally, but also how we work with partners, to involve and engage with others in the decision-making and service design process.

By building on structures and best practice already in place, and harnessing our collective energies, our overall ambition is to provide effective and beneficial channels for the many different groups and for supporting across the Central Bedfordshire area as well as local community membership to influence long term priorities via the community planning process as we all as day to day local servicedelivery.

In accordance with the Local Government and Communities Act 2007, Central Bedfordshire Council will become the accountable body for the Sustainable Community Strategy and Local Area Agreement in Public Health the accountable body for the agreement.

Its role and responsibilities as the accountable body include:

- a statutory duty to develop a Sustainable Community Strategy;
- a statutory duty to produce a Local Area Agreement;
- a statutory duty to involve residents, stakeholders and communities (from April 2009);
- enhanced powers of scrutiny, to hold partnersto account under the statutory duty to cooperate;

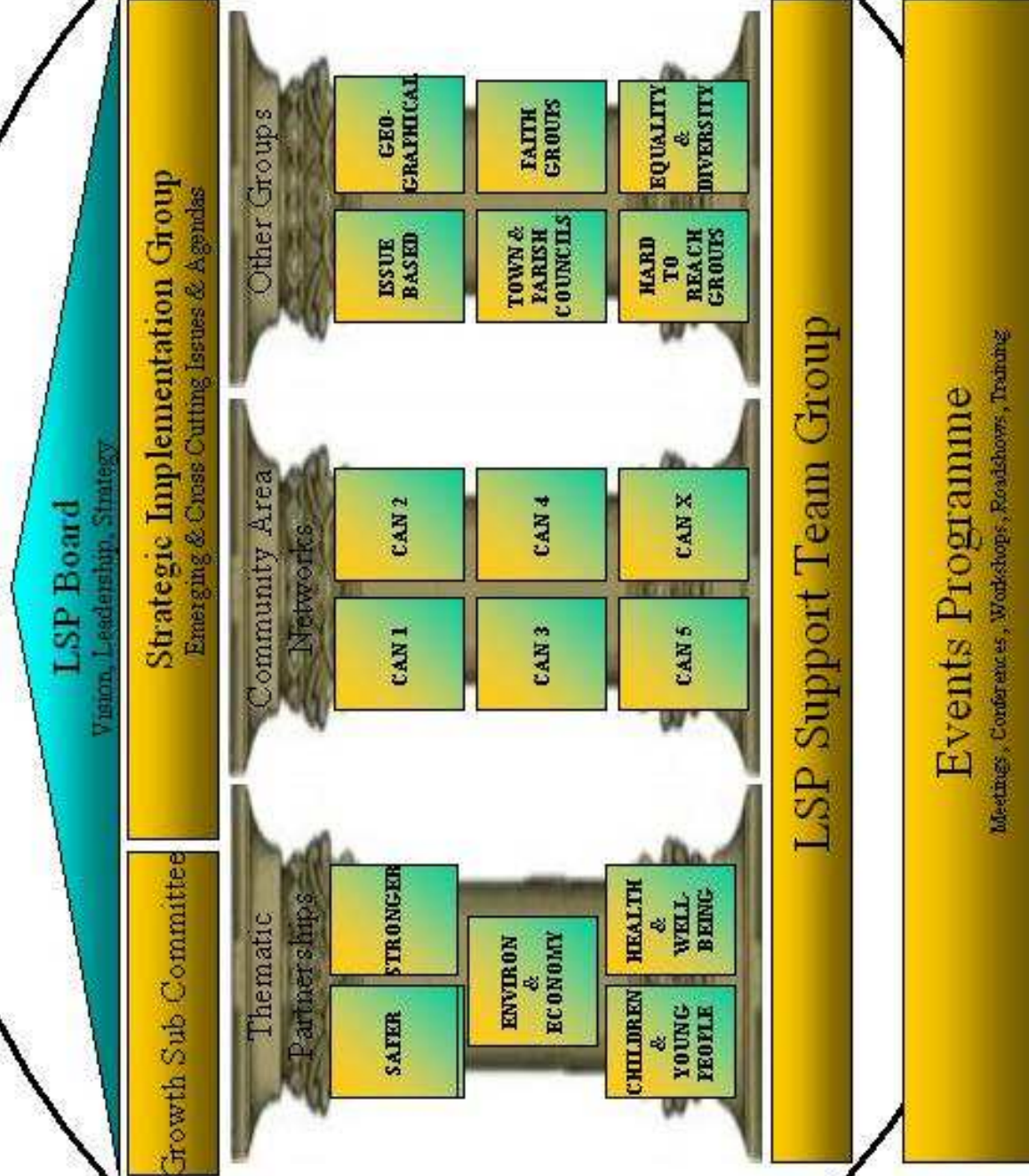
- financial management of the Area Based Grant (ABG) and the LAA;
- performance management, including ensuring there is clear leadership and accountability for each target; and
- ensuring that outcomes and targets reflect the need of disadvantaged neighbourhoods and communities.

Central Bedfordshire will discharge these responsibilities through the Local Strategic Partnership. The following pages describe the proposed framework for partnership working.

PROPOSED MODEL

Partnership &
Community
Network
Model

Local Strategic Partnership



Local Strategic Partnership (LSP)

Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together public, private, community and voluntary sectors; and support one another so that they can work together more effectively.

The objectives of the Local Strategic Partnership are:

- Identify what is needed locally, now and in the future, through community consultation and involvement.
- Develop and implement a Central Bedfordshire Sustainable Community Strategy, to improve the economic, social and environmental well-being for all in the area.
- Bring together and improve the planning and co-ordination of existing and future activities and services of all sectors that operate in Central Bedfordshire.
- Address cross-cutting themes of community engagement, sustainable development, diversity and partnership effectiveness.

The Local Strategic Partnership is the whole structure for Central Bedfordshire and is not just one tier. In the framework for all levels.

Central Bedfordshire LSP Board:

The role of the Board is to act as the strategic decision making body. Its core areas of work being Vision, Leadership and Strategy. Its primary function is to ensure that the Sustainable Community Strategy is delivered and that each partner makes an effective contribution to that delivery. The Local Area Agreement and Local Development Framework is the delivery framework for the strategy and therefore the Board will be responsible for driving the success of the LAA targets. As the Board will be a multi-agency group it will be in place to consider, comment and advise on emerging issues and agendas that impact on the Central Bedfordshire area.

Strategic Implementation Group:

The Strategic Implementation Group (SIG) will be in place to co-ordinate the work of the theme and area groups (it is anticipated that the Chair of each theme and area group will form part of the core membership of this Group). The primary function of SIG is to ensure there is effective communication and co-ordination between the thematic groups and with the area groups. It will also be in place to address cross-cutting issues, share agendas and to develop/build joint working arrangements between partners.

Thematic Partnerships:

The Theme Groups will bring together key service providers and service users for a particular theme. The primary function of each group is to develop and implement action plans for their thematic priority area, which will align to the identified priorities in the Sustainable Community Strategy and key indicators and targets included in the Local Area Agreement. The thematic group will ultimately be a sub-group or strategic partnership in their own right e.g. Crime Strategic Partnership, Waste, Children and Young People Strategic Partnership etc.

Community Area Networks:

Community Area Networks (CANs) are local multi-agency partnerships that bring together community representatives and service providers from the same geographical area. Their primary functions being:

- to find out views and aspirations of the local community through consultation and involvement;
- collate the information in a local area plan and develop an action plan of priority projects that improve quality of life;
- monitor progress against delivery of projects and report back to the community; and
- act as local community representation on the LSP by working with the appropriate theme groups to develop projects.

PROPOSED MODEL

TERMS OF REFERENCE & WORKING ARRANGEMENTS

Central Bedfordshire Local Strategic Partnership Board

1. PURPOSE

Provide the vision and strategic leadership and to and future residents of Central Bedfordshire, by partnership working at a local level and with the community and voluntary sectors; allowing different another so that they can work together more effectively. Community Strategy is delivered and that each part that delivery

improve the quality of life for existing ing together and encouraging greater different parts of the public, private, initiatives and services to support one vely. To ensure that the Sustainable ermakes an effective contribution to

2. TERMS OF REFERENCE

The Board will:

- meet a minimum of four times a year (dates/months T BA)
- elect a Chair and Vice Chair from amongst its members for a minimum period of one year. A quorum for decision-making will be set at 50% of the Board's membership plus one
- be responsible for developing a long term strategic vision, direction and ambition for Central Bedfordshire expressed by and delivered through the Sustainable Community Strategy
- be responsible for commissioning, refreshing and playing a major role in the practical delivery of the Sustainable Community Strategy and the Local Area Agreement
- encouraging and promoting greater partnership working
- be responsible for signing off the Comprehensive Area Assessment (CAA)
- oversee the implementation and monitor progress of the Sustainable Community Strategy and Local Area Agreement
- ensure that the Sustainable Community Strategies drive spatial planning via the Local Development Frameworks
- ensure greater alignment between partner's corporate and business plans and the Sustainable Community Strategy
- authorise the allocation of 'funding' streams attributed to the LSP or LAA to the relevant thematic groups or others as appropriate
- comment and agree action to respond to significant changes in national, regional, sub-regional and local policies of significance to Central Bedfordshire

- drive the development of other areawide strategies, plans and priorities
- appoint representatives to sit on other bodies and strategic working groups, including the Strategic Implementation Group, the Growth Sub Committee, the Luton and South Bedfordshire Joint Committee, the Luton and South Bedfordshire (Interim) Local Delivery Vehicle and the Investing in Communities Partnership Committee (and their successor bodies).
- ensure that no personal interest or potential for conflict of interest exists when nominating a Board member to any of the sub-groups or committee
- receive quarterly performance reports relating to each key theme in the Strategy
- review its Terms of Reference on an annual basis
- report on an annual basis to the residents, stakeholders and partners of Central Bedfordshire through public meetings and a written annual report that reviews progress against objectives
- set strategic direction for consultation with residents, stakeholders, partners and statutory bodies

3. PRINCIPLES

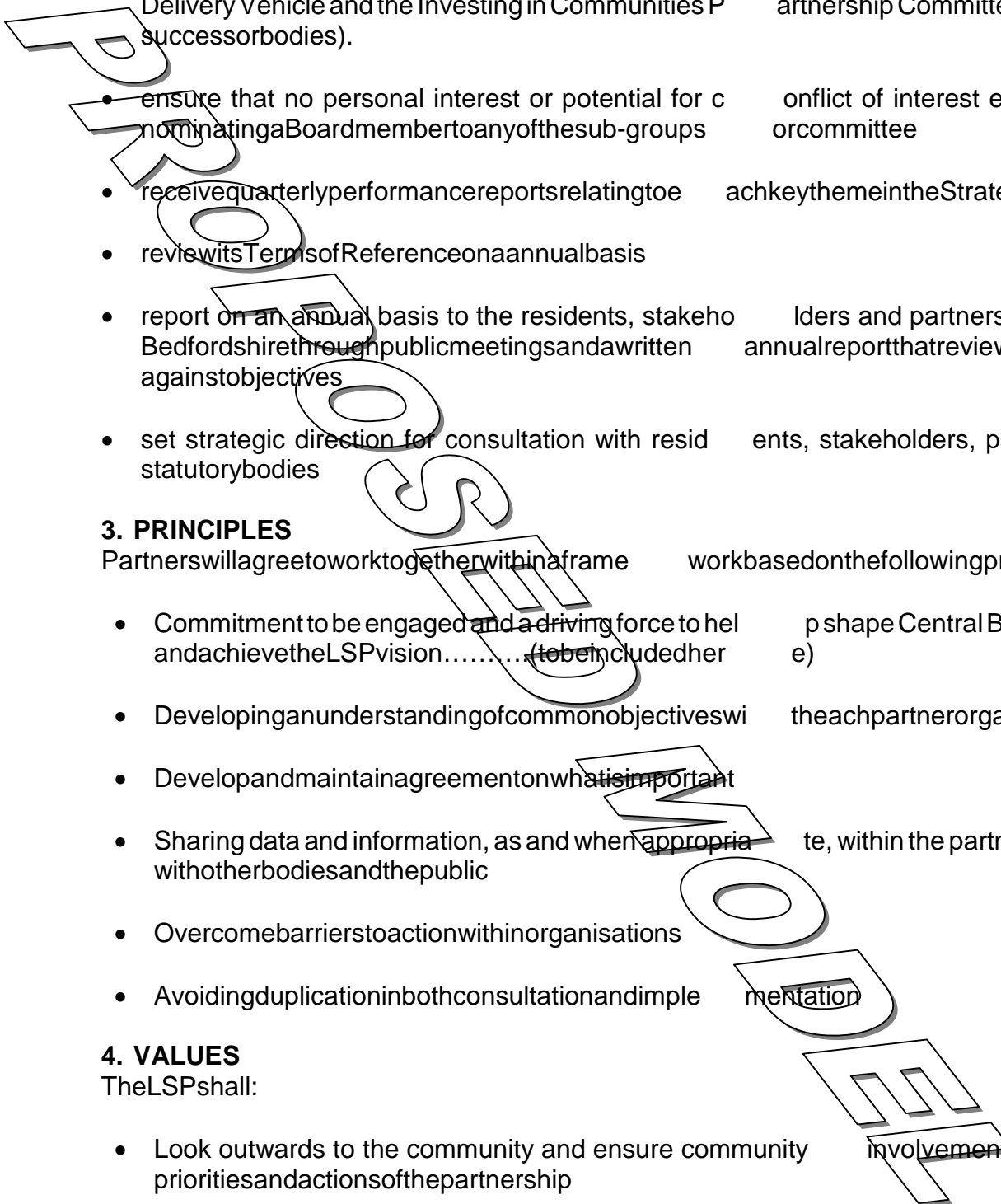
Partners will agree to work together within a framework based on the following principles:

- Commitment to be engaged and a driving force to help shape Central Bedfordshire and achieve the LSP vision..... (to be included here)
- Developing an understanding of common objectives with each partner organisation
- Develop and maintain agreement on what is important
- Sharing data and information, as and when appropriate, within the partnership and with other bodies and the public
- Overcome barriers to action within organisations
- Avoiding duplication in both consultation and implementation

4. VALUES

The LSP shall:

- Look outwards to the community and ensure community involvement in shaping priorities and actions of the partnership
- Be focussed on the key priorities, purpose and outcomes towards delivering targets of the Sustainable Community Strategy



- Be flexible to deal and respond to priority issues as they arise
- Build the principle of sustainability into all activities
- Build equality and diversity into activities and be guided by the principles of equal opportunity

6. BOUNDARIES

The partnership operates on behalf of those who live, work and visit Central Bedfordshire. Neighbouring areas may share a number of issues as those for Central Bedfordshire. To ensure economies of scale and wide spread effectiveness in addressing issues, the partnership will include, where possible and applicable, working with organisations from other areas.

7. MEMBERS

The LSP Board shall include a senior officer (director level or above) representative from each of the following organisations:

- The Leader - Central Bedfordshire Council
- Chief Executive - Central Bedfordshire Council
- 1 representative for Town Councils
- 1 representative for Parish Councils
- Bedfordshire Police or Police Authority
- Beds & Luton Fire and Rescue Service
- Bedfordshire PCT
- Director of Public Health
- 1 Voluntary and Community Sector representative
- 1 Rural communities representative
- 1 frontline voluntary and community sector organisation with strategic remit
- The Chamber
- HEFE (Higher Education and Further Education) representative
- 1 x local business with strategic remit

8. CRITERION FOR MEMBERSHIP

Representatives will:

- have the skills and resources which will contribute to the purpose and development of the Local Strategic Partnership
- be committed to partnership arrangements
- be involved in strategic issues and developments in their own organisation and / or those they represent
- be able to contribute to decisions on behalf of their own organisation and / or those they represent
- be able to gather, represent and feedback views to other in their organisation and / or those they represent

- are committed to the Vision and priorities included in the Sustainable Community Strategy

9. DECISION-MAKING ARRANGEMENTS

The Partnership will take decisions at Board meetings. Decision will be taken by consensus whenever possible. However, if no consensus can be reached, a majority vote, based on one vote per member, will carry the decision with the Chair having the casting vote if the vote is equal.

The Partnership will have the power to delegate operational decision-making to smaller working groups. Strategic decisions will be reported back to the Partnership at Board meetings.

10. ACCOUNTABILITY

Meetings of the local strategic partnership board will be open to guest speakers and visitors including members of the public. A formal invitation will be extended to Go-East for a representative to act as an official observer to the Board. Notification of meetings will be publicised via its website, newsletter and other regulars. Minutes of meetings will also be made publicly available via the website and distributed to partners and stakeholders.

A communication plan will be developed and implemented to keep all members, stakeholders and the community aware of development and local initiatives.

An annual review of the partnership, its working arrangements, performance against priorities in the Sustainable Community Strategy and LAA will be produced and reported at the annual Central Bedfordshire Partnership Conference.

MODEL

Central Bedfordshire Local Strategic Partnership Growth Sub Committee

Key issues around the growth agenda will be considered by the LSP in light of the impact it will have on existing and future generations.

An LSP Growth Sub Committee will be established as part of the partnership framework. Consisting of partners and local authority officers it will act in an advisory capacity to the Board keeping them abreast of the growth agenda.

Aims of the Growth Sub Committee

The main purpose of the committee is to:

- Develop an understanding of the growth agenda and support the LSP in taking views on issues relating to the future growth of Central Bedfordshire
- It will assist in co-ordinating a response on behalf of the LSP, to key reports and consultation documents linked to the growth of the area
- Support and provide briefing for the LSP representatives nominated onto the Luton and South Bedfordshire Joint Committee, the Luton and South Bedfordshire (Interim) Local Delivery Vehicle (and their successor bodies) and other groups concerned with forward planning as they affect the area and its residents.
- Make recommendations or put forward options to the LSP as appropriate
- Inform and shape the development of the Central Bedfordshire Sustainable Community Strategy, which will be developed in the context of growth

Representatives and Meetings

The Growth Sub Committee will consist of representatives from the LSP, an officer from the partnership team and the Council's Forward Planning team. Membership will be reviewed and agreed annually.

The frequency of meetings will be determined by arrangements for meetings of the Luton and South Bedfordshire Joint Committee and the Luton and South Bedfordshire (Interim) Local Delivery Vehicle (and their successor bodies).

TERMS OF REFERENCE & WORKING ARRANGEMENTS

Strategic Implementation Group (SIG)

1. Purpose

To support the LSP Board in implementing its decisions relating to the achievement of the Sustainable Community Strategy and Local Area Agreement outcomes, to alert the Board of any emerging issues or under performance and co-ordinate cross-cutting issues and concerns.

2. Terms of Reference:

The Strategic Implementation Group will:

- meet prior to each LSP Board meeting
- prepare agendas and papers for the LSP Board;
- implement the decisions of the LSP Board
- enable cross-cutting issues (e.g. equality and diversity) to be addressed effectively
- make partners aware of their role in delivering cross-cutting themes through joint working
- ensure delivery plans meet the needs of hard-to-reach and disadvantaged groups
- ensure Thematic Partnership plans are joined up and mutually supportive, enabling agencies to contribute effectively across partnerships
- serve as a body to hold-to-account partners/organisations that do not contribute effectively at all levels of the LSP structure
- provide a mechanism for joining-up key support services such as communications and marketing
- coordinate a shared approach to consultation and engagement with local communities, residents, stakeholders and partners about their views and priorities;
- enable the development of means and protocols for a shared evidence base and analysis techniques across partner organisations and agencies

Specific to the Sustainable Community Strategy and LA the SIG will:

- ensure Thematic Partnerships work together effectively to deliver the Sustainable Community Strategy and Local Area Agreement
- receive quarterly Performance Monitoring reports from all of Thematic Partnerships

- prepare an annual progress report for the Central Bedfordshire Board on the achievement of LAA high level outcomes and delivery of Sustainable Community Strategy strategic objectives
- ensure corrective action is taken in response to exceptional performance reporting
- contribute to the preparation of LAA reviews for Government Office, receive feedback reports and take follow up action
- coordinate the development and subsequent refresh of the Sustainable Community Strategy
- coordinate the development and subsequent refresh of the Local Area Agreement
- coordinate the annual Central Bedfordshire Partnership Conference
- ensure that due account is taken of social cohesion and diversity issues including those related to priority groups, neighbourhoods and communities
- co-ordinate the publication of the work of the LSP Board, Thematic Partnerships and Community Area Networks to ensure broad communication with partners, stakeholders, communities and residents, and develop community confidence in the work of the partnership

3. Partnership Structure

The Strategic Implementation Group will operate as a working group of the LSP Board.

4. Members

The Strategic Implementation Group will operate with a core membership to include the following representatives:

- Central Bedfordshire LSP Manager as executive member of the Board
- LSP support officer
- Thematic Leads (Safer, Stronger, Economy and Environment, Health, Children)
- Chairs or nominated representative of the Community Area Networks
- Non local authority LSP Board Representative(s)

Other partners and officers will be invited to attend as appropriate - including the LSP Board Chair and/or Vice Chair

5. Accountability

The Strategic Implementation Group will operate on behalf of the LSP Board to carry out its policies and implement its plans.

TERMS OF REFERENCE & WORKING ARRANGEMENTS

Thematic Partnerships

1. Purpose

To provide strategic leadership for: [add the description]

2. Aims & Objectives

- To ensure the strategic direction, commitment and joint working to achieve [improvements in/reductions in... these will be specific to each thematic]
- To coordinate the efforts of statutory organisations, with partners in the public, private and voluntary sectors to ensure... (this will be specific to each thematic)

3. Role and Responsibilities

The role of the Thematic Partnership is to:

- carry out a detailed analysis of the key issues relating to its theme, gathering data and commissioning research as necessary and appropriate
- lead on innovation and best practice in relation to delivering priorities
- make recommendations to the LSP Board on key shared priorities relating to the theme
- make recommendations relating to the level of improvement required
- contribute to the development and refresh of the Sustainable Community Strategy
- support the development and refresh of the Local Area Agreement
- develop delivery plans to achieve the desired outcomes and improvements in performance
- review and monitor performance on at least a quarterly basis, and take actions as necessary to address any underperformance
- submit quarterly reports to the Strategic Implementation Group on performance and emerging priorities and plans
- seek and allocate resources within its remit and in line with the agreed priorities
- establish and maintain clear and positive relationships with other Thematic Partnerships, forums and groups, including the Community Area Networks (CANs)
- participate in consultation with local communities, residents, stakeholders and partners about their views and priorities to influence planning and shaped delivery
- ensure that due account is taken of social cohesion and diversity issues including those related to priority groups, neighbourhoods and communities

- contribute to partnership publicity to ensure broad communication and community confidence in its work

The role of the Thematic lead is to:

- Chair the Thematic Group, taking a leading role in agenda setting, approving minutes, monitoring actions and ensuring the overall effectiveness of the group, and running of meetings
- Provide the drive and ambition that will help ensure the successful setting and delivery of action plans
- Represent the Thematic Group at meetings, functions and other events as appropriate, both within Central Bedfordshire at the regional and national level
- Provide expert/technical advice to the SIG and Board to ensure the LSP Board is kept abreast of action plan delivery
- Develop a close working relationship with the Partnership Co-ordination Team ensuring the work and other emerging issues are reported through the appropriate channels
- Provide an unbiased approach to the leadership of thematic partnership, ensuring no individual organisations or sectors are unfairly favoured or over-represented

4. Partnership Structure

- The Thematic Partnership will be supported by a number of sub-groups, which will oversee specific areas of strategy and implementation
- A Theme Lead will support each thematic Partnership and will represent the partnership at the meetings of the Strategic Implementation Group
- Links with the Community Area Networks (CANs) will be established through the Strategic Implementation Group – where the chair of each CAN will be represented; and through the LSP partnership team
- A member of the Councils partnership team will facilitate it
- The Theme Lead will attend the LSP Board, and will represent the Thematic Partnership at the LSP meetings; providing technical advice as required
- The structure, terms of reference, membership and activity of sub-groups will be reviewed annually by the partnership

5. Membership

- The Thematic Partnership will operate via a core of key members while sustaining and communicating with a wider stakeholder group
- The core membership will be those partners with a key role in delivering the priorities identified and those partners who have a duty to co-operate

Note – each thematic to include a list of the members/organisations involved

- Members should be of sufficient seniority to give actions on behalf of their organisations
- Membership of the thematic partnerships should be extended to ensure subregional links are developed and maintained
- The Thematic Partnership will meet a minimum of four times per year
- Agendas and supporting documents will be issued at least one working week before each meeting
- Minutes will be produced and circulated within ten working days of the meeting
- Learning opportunities will be available enabling members to carry out their role and for personal development

6. Accountability

- The Thematic Partnership will report to the LSP Board and operate within the priorities and strategies determined by the LSP
- The Thematic Partnership will be chaired by the Theme Lead, who will be elected by the Thematic Partnership on an annual basis and will be endorsed by the LSP Board
- The Thematic Partnership will review its structure, membership and activities annually
- The Thematic Partnership will proactively support at least one area-wide stakeholder activities per year, at which it will take the lead in engaging with the wider stakeholder group in strategic planning of service delivery for the theme

7. Thematic Partnership Priorities

[To be added as appropriate]

MODEL

TERMS OF REFERENCE & WORKING ARRANGEMENTS

Community Area Networks (CANs) –

1. Purpose

- A public forum and network (Community Area Network (CAN) for communities and partners to work together to improve the quality of life and suggest ways to help deliver services that are responsive to communities' needs
- To provide a way for communities to influence and shape their areas

2. Aims and Objectives

- To develop CANs with Council, Town and Parish Council representatives, councillors, community and multi-agency participation and discussion on local issues and services
- To enable communities to raise matters of concern with all service providers and influence decisions about how these are resolved
- To ensure that strategies and plans such as the Sustainable Community Strategy, Local Area Agreement and Local Development Framework reflect the needs of local communities

3. Roles and Responsibilities

- To provide a public forum for people who live and work in the area to express their views about the type of services they would like to see provided and to provide additional forms of community engagement in an annual programme of events such as: an annual community conference; project visits; community online forum; walkabouts, themed summit etc.
- To provide a forum that enables local communities to influence the planning, design and delivery of services at a local level
- To develop a Community Area Plan (CAP) that addresses local priorities and concerns, which includes helping to deliver Parish Plans and meeting the needs of local hard-to-reach and disadvantaged groups. To monitor and review CAPs at least annually, and work with partners to address any concerns with progress
- To contribute to the development of an Area Charter with communities that sets out the service standards that local people can expect, and review and monitor its implementation and effectiveness
- To receive feedback and intelligence from representative organisations, task and finish groups, joint action groups/existing group structures in the area
- To provide an opportunity for the community to express views and influence the priorities on policy, strategy and other matters specifically referred to by the Local Strategy Partnership (LSP), its Thematic Partners and other agencies where appropriate

- To proactively identify opportunities for funding to support the activities of the local area
- To explore opportunities for partnership working between the Council, Town and Parish Councils and partners on complementary services delivered everywhere this would bring benefits to local people

4. Structure

- CAN meetings will be held a minimum of once a year in the area. The CANs are just one form of engagement/ participation and will be supported by an annual programme of events such as: an annual community conference; project visits; walkabouts; community online forum, themed summits etc.
- The Chair of the CAN or a representative of the CAN will represent the area's interests by attending the Strategic Implementation Group
- The CAN will be co-ordinated and supported by the LSP Support Team
- Task and finish groups may be set up to address community issues/actions

5. Membership

- Core membership of the CAN could include: Council, Town and Parish; representatives from each of the statutory organisations; Community Ambassadors/local community groups and representatives from the private and voluntary and community sectors
- All meetings will be open to the public

6. Accountability

- The CAN will be accountable to the local community and will need to provide regular and timely updates on its activities in a variety of formats (events, newsletter, website etc)
- The Chair of the CAN will be elected on an annual basis by the CAN's core members
- The CAN will report to the LSP Board

7. Resources

Area Co-ordinators, Community Development Officers, Administration. Operational costs: venues (forums and events), catering, crèche, running of events, agenda and papers unless electronic versions, any equipment. Marketing and promotion costs: newsletter, posters, press notices, signage, marketing of events.

Additional information

Community Area Networks (CAN)

ACAN is one of the ways we will reach out to promote communities to inform and influence future service delivery. ACAN will play a critical role in representing local priorities to shape policy and service delivery.

telocal decision-making and inviting our delivery. ACAN will play a critical role in service delivery.

For this to succeed, all parties including Town and Parish Councils, community organisations, statutory agencies will need to see working together in partnership as the best way to do business.

Parish Councils, community organisations, statutory agencies will need to see working together in partnership as the best way to do business.

The purpose of the CAN is to help develop communities which residents take responsibility and have the their own future.

esthatare strong and vibrant and in skillstoparticipate in the determination of

There is a general agreement that 'one size fits all' approach to CANs will not work due to the diverse nature of Central Bedfordshire's communities.

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The key principles are:

- Involving local people
- Identifying and delivering against local priorities
- Empowering local members
- Engaging and empowering local communities
- Providing a focus for local partnership working
- Enhancing the role of Town and Parish Councils

Although still subject to ongoing consultation it is envisaged that each CAN will have a geographical boundary. There will be at least one forum meeting a year together with other community engagement/participation opportunities. e.g. walkabouts, project visits, community online forum, annual community conference etc.

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The forum will be made up of Central Bedfordshire, Town and Parish Councillors, representatives from each of the statutory organisations including the Council, community ambassadors/local community groups, private, voluntary and community sector representatives. All meetings will be open to the public.

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The Forum will build on existing networks. Task and finish groups may be set up to address community issues/actions.

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Each CAN forum will have a clear focus based on an issue or theme; it will give everyone the chance to have their say about the things that matter locally for example

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- Identify local priorities
- Challenge and influence the delivery of services
- Feed into the development of plans and targets
- Help to develop, implement and review the Community Area Plan
- Help the development, implement and review the Community Strategy

Community Area Plan
Community Strategy

- Act as a body for consultation purposes
- Encourage local people to get involved

Listed below are some of the possible topics to be

- Highways issues
- Planning
- Growth agenda
- Budgets
- Community safety

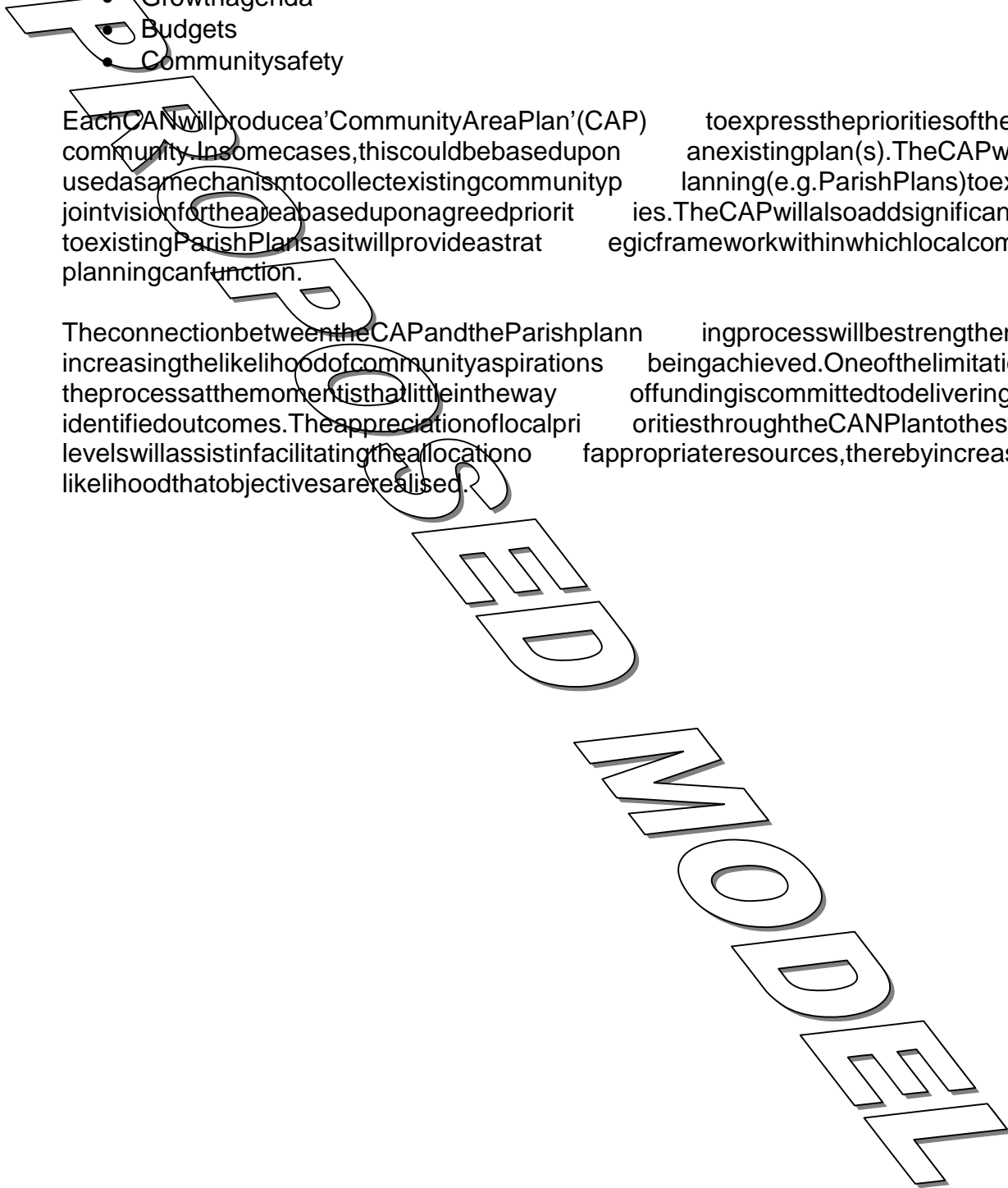
discussed at a CAN meeting

Each CAN will produce a 'Community Area Plan' (CAP) for its community. In some cases, this could be based upon a joint vision for the area based upon agreed priorities to existing Parish Plans as it will provide a strategic planning function.

to express the priorities of the local area. The CAP will be based upon existing planning (e.g. Parish Plans) to express a strategic framework within which local community

The connection between the CAP and the Parish planning process will be strengthened by increasing the likelihood of community aspirations being achieved. One of the limitations of the process at the moment is that little in the way of funding is committed to delivering the identified outcomes. The appreciation of local priorities through the CAN Plan to the strategic levels will assist in facilitating the allocation of appropriate resources, thereby increasing the likelihood that objectives are realised.

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Area/Locality Based Community Groups

It is acknowledged and appreciated that there are a number of area and locality based groups and organisations already established within Central Bedfordshire.

number of area and locality based groups in Bedfordshire.

These include:

- Towns and Parish Councils
- Faith Groups
- Various groups working with our vulnerable and hard to reach community members
- Specific issues groups
- Equality and Diversity Groups and
- Geographical groups

Locality/area based groups are free and able to participate and contribute as part of the overall partnership framework. It is also hoped that their engagement will be to provide in depth information and advice on specific areas and topics. These groups will form part of the LSPs wider stakeholder group.

participate and contribute as part of the overall partnership framework. It is also hoped that their engagement will be to provide in depth information and advice on specific areas and topics. These groups will form part of the LSPs wider stakeholder group.

We aim to establish a database of locality and area based reference groups who will be approached and encouraged to provide advice and knowledge to the CANs, Thematics, and the Strategic Implementation Group in respect of specific issues affecting communities at large and individuals within a community.

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An engagement and information protocol will be established with the identified groups in respect of the Sustainable Community Strategy and Local Area Agreement.

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