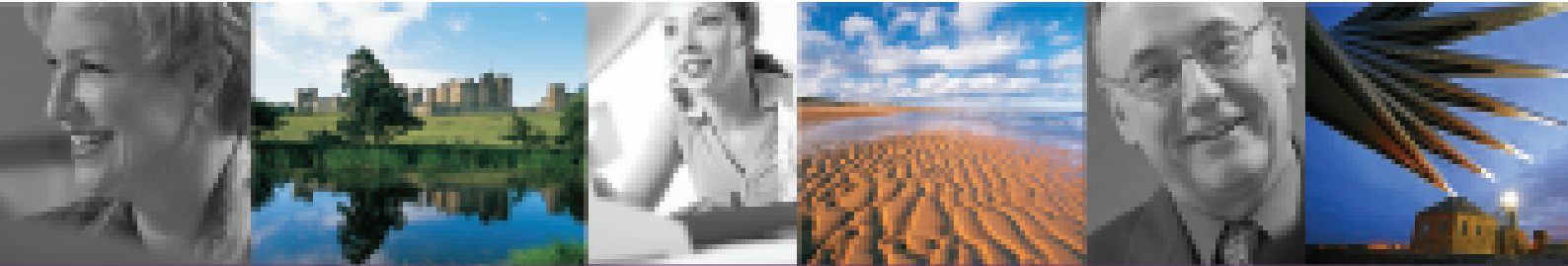


The Whole Council Blueprint Design

Summary

February 2008



Joint Implementation Team
Northumberland LGR Programme





The design team within the joint implementation team (JIT) has produced this detailed blueprint to help plan our major reorganisation. It has been agreed as a working document by the implementation executive (the body responsible for leading the transition process until the election of the new council in May 2008). The blueprint creates a framework, defines the vision and details a set of principles to ensure that when we move into the detailed design we deliver on the principles of the original bid while remaining consistent, cohesive and integrated in our approach.

Joint Implementation Team

Northumberland LGR Programme

County Hall

Morpeth

NE61 2EF

email: generalenquiries@newnorthumberland.org.uk

Telephone: 01670 533308





Introduction

Back in December 2007, local government Minister John Healey announced in parliament that one brand new single authority was to be created to cover the whole of Northumberland. He also announced a timetable to move towards the new council, with elections in May 2008 and the new authority to be ready to begin on 1 April 2009.

Our aim is to transform local government within Northumberland, being absolutely customer focused and delivering real improvements to all our stakeholders. We will not simply recreate what we already do across the existing councils and bring them together under one umbrella.

The creation of the new unitary council for Northumberland requires a wide ranging programme of work that aligns the vision, values, operating principles, strategies, objectives, tactics, systems, structure, people, process and performance measures to deliver the desired transformation.

The joint implementation team (JIT), a group up of around 150 officers nominated by the district councils and the county council, has been tasked with managing the successful transition process from the existing council set up to the new single authority between now and April 2009. It is a complex programme of work that starts with "The Whole Council Blueprint Design".

We have summarised the key messages from the larger blueprint design document here in this more concise version. We hope you find this version useful and if you require further information on any of the areas highlighted in this summary, you can access the complete Whole Council Blueprint Design by visiting the website at www2.northumberland.gov.uk/reports/ofoc/index.html or by contacting generalenquiries@newnorthumberland.org.uk or by calling 01670 533308.

This summary is broken down into a number of sections focusing on the transformation process, how we will approach the changes, governance and finally the organisation. We appreciate any comments you may have on this document to feed in to the next stages of our design process for the new council. A series of questions are listed at the end of this document to assist with this. Please email comments to generalenquiries@newnorthumberland.org.uk or send them to The Joint Implementation Team, Northumberland LGR Programme, County Hall, Morpeth. NE61 2EF.

Jill Dixon

Programme Director



The Transformation

The Vision

Our vision is to create a **world-class council** with an excellent reputation which is founded on consistently high levels of performance and strong influence at both national and regional levels.

It is a **new council** that is:

- **Absolutely customer focused;**
- **Modern with a new look and style;**
- **Ambitious, confident, forward looking and continuously finding better ways of working;**
- **Consistently delivering what customers and stakeholders want**

The **aim** is to achieve what residents want and to get the best for all of Northumberland's communities both now and in the future by:

- **Putting communities at the heart of local democracy;**
- **Raising standards of service and living;**
- **Ensuring everyone gets fair treatment and equal opportunity;**
- **Making the best possible use of taxpayers money;**
- **Giving residents a real say in what matters;**
- **Working effectively with partners to achieve shared goals;**
- **Putting sustainability at the centre of all that we do and ensuring the county's resilience to climate change**

This means being:

- **Efficient, effective and accountable;**
- **A provider of excellent services;**
- **An excellent community leader;**
- **An employer of choice with a reputation of excellence;**
- **A socially responsible organisation**

The vision is one of **transformation** not merely integration and transition. A 'step' change in performance will be achieved by:

- **Effective leadership at all levels;**
- **Designing from first principles;**
- **Seizing opportunities and managing risks;**
- **Developing capability and delivering improvements at all levels;**
- **Establishing a strong value and performance culture built on effective project and team working and an appetite for continuous learning and innovation;**
- **Creating the organisational agility to stay out in front in an ever changing, complex and fast paced world.**





It will be necessary to **embrace new ways of working** through:

- **Lean and efficient administration;**
- **Support service integration;**
- **Flexible working and new work styles;**
- **Devolved decision making and decentralised delivery;**
- **Streamlined partnerships**

This will also include **'going local'**; Working effectively at the right level and creating an environment for productive dialogue between the four layers of "natural communities":

- **"County" level** - provision of strategic services, core corporate services and resource allocation;
- **"Area" communities** - area committees and partnerships linked to the management and scrutiny of Area services and issues;
- **"Belonging" communities** – accredited community forums acting as information sharing and consultative mechanisms, identifying local priorities and delivering delegated services in association with town and parish councils, development trusts, etc;
- **"Neighbourhood" working and community capacity building**

Our vision will be driven by a set of core **values**:

- **Providing the best and continuing to improve;**
- **Embracing equality and valuing difference;**
- **Working with others and taking personal responsibility;**
- **Being honest, fair, polite and caring;**
- **Taking pride in the past and building a better future;**
- **Recognising our successes & learning from our mistakes**

Design Principles

The design is based on delivering the kind of transformational change set out in the bid submission and making a significant contribution to the priorities of Northumberland as set out in the community strategy. It is, therefore, founded on:

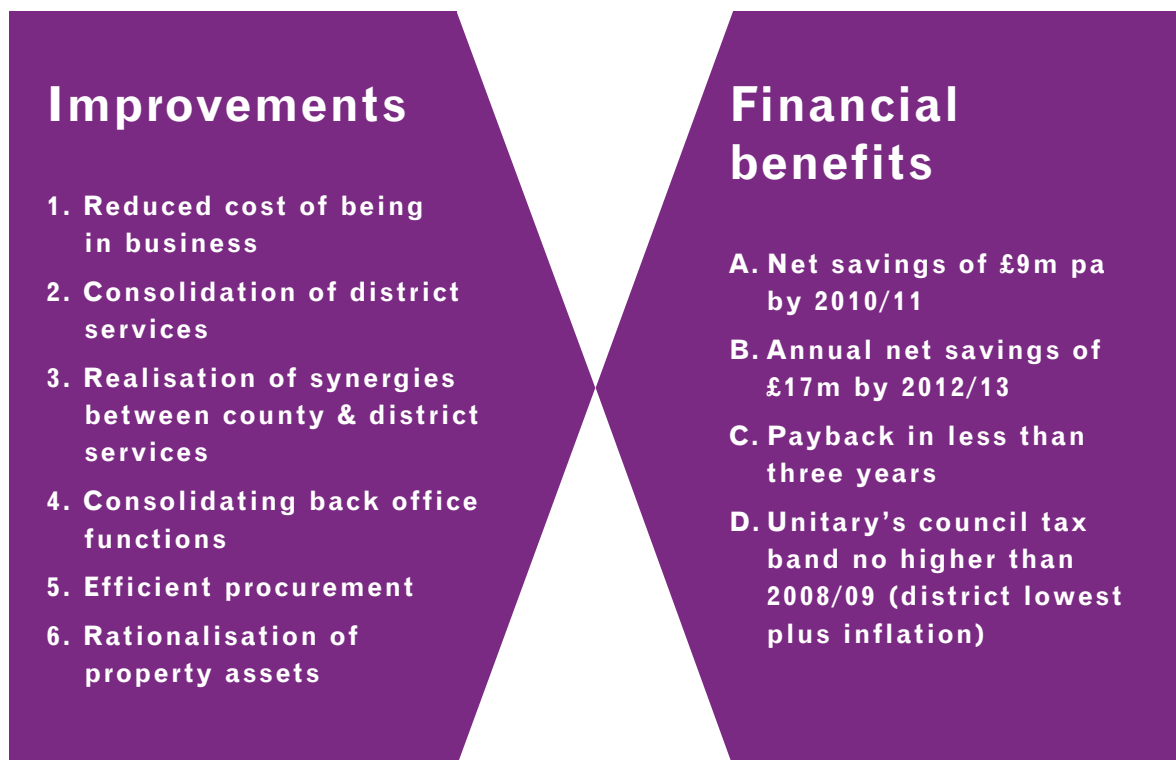
- **A strong desire to place the customer, innovation and continuous improvement at the heart of everything we do;**
- **Providing strong and effective strategic and community leadership through clearly linked political, organisational and partnership management arrangements;**
- **Devolving responsibility and accountability for decisions and resources to the lowest effective level;**
- **A single customer service 'door' providing access to all services which maximises service delivery at the first point of contact in line with customer expectations;**
- **A focus on providing a consistently high quality service to our customers irrespective of who the customer is, what service they require, or how they choose to interact with the new authority;**
- **Ensuring 'universal' services are provided to the same quality standard across the county;**
- **Giving communities real influence over local priorities and service delivery at Area and Belonging levels;**
- **Integrated working at County, Area and Belonging levels within the council and its partnerships to enable the delivery of community priorities and outcomes set out in the community strategy and local area agreement;**
- **Enabling staff to work flexibly from modern office accommodation and other easy to access locations;**
- **Delivering savings of £17million per annum by April 2012/13**

Costs & Benefits

The county council and the six district councils are currently preparing their 2008-09 budgets which will determine the council tax for each area for the next financial year. This will be the starting point for the production of the consolidated budget for the new unitary authority for 2009-10, which in turn will inform the medium term financial strategy.

With effect from April 2009 the level of council tax will be the same for all council taxpayers in Northumberland. It is intended to equalise council tax in 2009/10 at the lowest district level in 2008/09 plus inflation. This will benefit residents in 5 out of the 6 district areas.

It is estimated that the new unitary authority will produce annual net revenue savings of £17 million by 2012-13. To deliver value and remain aligned to the end goals, we will maintain a constant focus on the intended benefits (measurable improvements). Key points from the original bid submission on the financial benefits are summarised below:



Alongside the **'financial' benefits** are the equally important **'non-financial'** benefits. By staying to the principles laid down in this blueprint design and our vision and values, we will ensure we do not lose sight of our end goal.



The Approach

Our Operating Environment

We will continually review and respond to our ever changing working environment. We will ensure we understand and react to our customers and communities, in terms of needs and expectations, both now and in the future.

As Northumberland does not operate in a self-contained bubble, we will also focus on strategic policy drivers when considering how services are delivered, including:

- **Climate change;**
- **Increasing economic competitiveness and productivity;**
- **Ensuring equality of opportunity of all;**
- **Promoting community cohesion and building social capital;**
- **Promoting healthy options for the way we live our lives and highlighting the satisfaction we gain from those lifestyles.**

The local authority will build these into the ongoing design and delivery of its services and is a good example of how we will fulfil our community leadership role in creating sustainable communities.

Services

The local authority will be organised to deliver its vision and priorities. To do this it will bring together similar services and disciplines in clusters in a way that maximises the:

- **Sharing and pooling of “common” knowledge, skills and expertise;**
- **Capability to produce joined-up, sophisticated responses to tackle complex cross-cutting issues and strategic challenges;**
- **Effective integration and delivery of the customer service (front office), specialist professional and ‘core’ corporate (middle office) and support services (back office) model;**
- **Economies of scale and efficiencies by minimising the level of duplication.**

This approach will be built around three themed strategic directorates, as follows:-

People - This directorate will focus on enabling people to reach their full potential. This will include providing a good education and tailored support to our most vulnerable residents – children and young people, adults with particular care needs, and those who are likely to be an offender or a victim of crime or accident. Adult services will be delivered in partnership through our joint arrangements with the NHS. Its aim will be to ensure that everyone can reach their full potential.

Place - This directorate will focus on providing quality environments and convenient access to services that enrich the quality of all our residents' lives. Its aim will be to ensure that our neighbourhoods and surroundings are safe, green and clean, that our network of customer and cultural services is easy to reach and use, and that our forward planning and regeneration strategies maximise the potential for our communities to thrive and prosper.

Performance - This directorate will focus on ensuring that the council fulfils its corporate and community leadership functions effectively. Its aim will be to provide appropriate support to staff, managers, and elected members to properly undertake their jobs, and to effectively manage the council's finances, assets and democratic processes. It will also lead the local authority's engagement with communities and partner organisations.

Notwithstanding the focus of these directorates, the local authority will function in a way that facilitates joined-up working that will involve collaboration across the directorates and between services as required. For example, a proposal to construct a new enterprise incubator to support fledgling businesses led by the regeneration division of the Place directorate will require the inputs of other services within the local authority to fully maximise the benefit of such a facility. This will include the advice of the land use planning and community engagement teams to ensure that the most appropriate location is found; the input of asset management, development control and building control staff to ensure that the building is designed as efficiently and effectively as possible; the expertise of the legal arm of the authority to ensure that the tenancy arrangements are manageable and consistent with the proposed use of the building; and a link through to the school and family support unit to ensure that enterprising behaviour is being nurtured and encouraged among young people

By recognising that services can be provided in a number of ways, we will support a mixed economy approach to service delivery, the most effective way being decided on merit. The mixed economy comprises providers from both the private, public and third sectors. Options range from in-house solutions provided by the local authority, to partnership working or contracted-out.

Customer Experience

Utilising the benefits of a single council for the county, people will be able to easily access high quality services in a way that they choose (phone, face to face, self-service/website etc.), through a local 'single doorway'. Customers will know which services the council delivers, how, when and where to access those services and the level of service they can expect to receive. Customers will be recognised as individuals, with personal needs and expectations, seeking to make personal choices. All customers, whether they are individuals or businesses, can be assured of receiving a fair, consistent and equitable service irrespective of location.

The council will respond to single events from a customer's point of view rather than a multitude of separate service requests. If we consider the many activities involved in the experience of moving home - customers have to notify change of address, obtain advice regarding disposal and/or collection of waste from the premises, adaptations to the new home, schools admissions, leisure facilities and council tax etc. All this activity will be handled within a single request.

The new authority will constantly seek to understand the needs and expectations – now and in the future - of customers. Feedback from customers (solicited or unsolicited), the demand for services, consultation with local communities, and the demographic make-up of communities will all be used to shape future strategy and how services are delivered.

Design Components

There are five key operational components central to the design of the new council:-

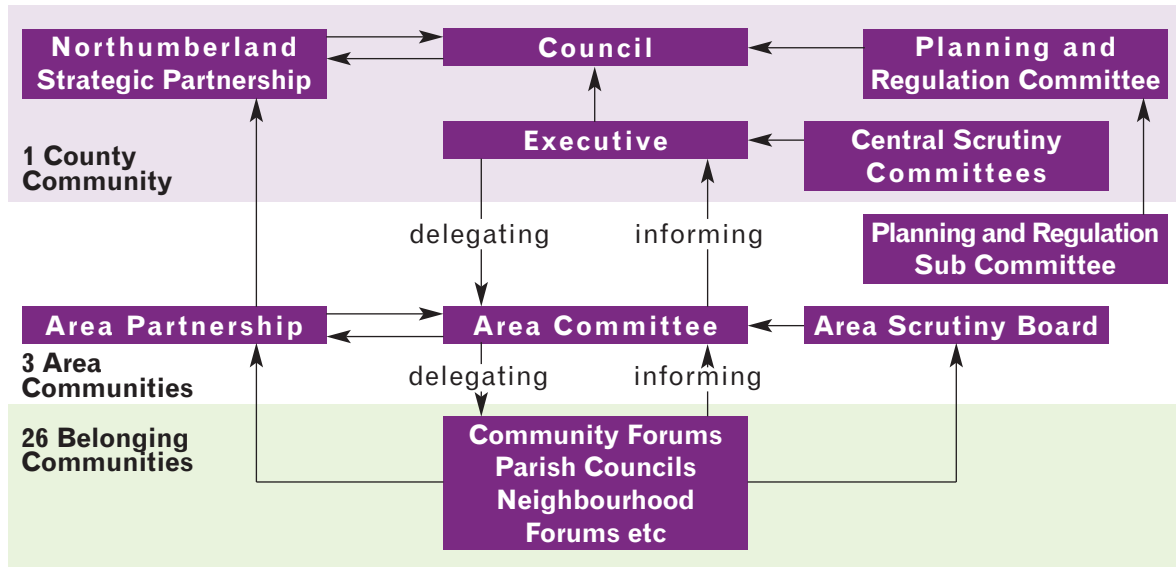
- 1. County** - generally having low visibility, the County level will be the democratic 'back-office' and provider of support services which are shared across the organisation. It will lead the creation of countywide partnerships and will support service delivery at the Area and Local levels.
- 2. Area** - the Area level could be described as the 'front end of democracy'. It is there to enable the best method of service delivery at the Local level through direct provision as well as working with partners. It is the focus for the development of Local level partnerships. The delivery of all local services is managed at this level. The Area Committee will be accountable for service delivery across its area including services devolved to community forums. Development control and other regulatory functions will be carried out at this level by appropriate committees.

- 3. Belonging** - community forums will be established in each of the Belonging communities. The structure and constitution of each will reflect local circumstances. The aim is to be as inclusive and engaging as possible with communities and partners. It is envisaged that elected members will play an active community leadership role within these forums. Locality officers and service managers will support the development and work of community forums. Subject to 'accreditation' by the council, community forums may be delegated responsibility to deliver some local services and through appropriate mechanisms may delegate such work to town or parish councils, development trusts etc.
- 4. Customer services** - Fast and convenient access to all council and agreed partner services will be provided through a range of channels. Each Belonging community will have its own 'front of house' tailored to both the geographic context and local needs. In terms of serving our customers, the primary aim of the customer services function will be to enable as much service as possible that will improve the customer experience to be delivered from the front office.
- 5. Support services** - Support 'back office' services include: finance, payroll, ICT, legal, procurement, asset management etc. They largely consist of independent business 'end to end' processes that support the organisation in delivering its objectives. It may be appropriate for selected non-support services to sit within this function - revenues and benefits being an example. The integration of services in this way will deliver significant financial benefits and support the investment in 'front-line' services.





Governance Political Management



The basic structure, shown above, is three tiers of County, Area and Belonging communities within an executive and leader model and three area based committees delivering or managing agenda local services. An executive will operate with a number of portfolio holders (6 members) which will include clear responsibilities and accountabilities for both cross-cutting themes and service functions.

Full council will comprise 67 members. The council will select a leader (for a 4 year term of office). It will be responsible for providing overall strategic direction for the council. Principally this will involve approval of the medium term and annual budget and for the authority's policies (the budget and policy framework). It is envisaged that the council and the executive will work collaboratively on budget and policy matters.

The executive will comprise 8 members (including the leader and deputy). It will meet monthly and in public. The executive will be responsible for implementing council policy and achieving the council's key priorities. It will focus on key strategic matters and seek to delegate operational matters to area committees or officers. It will work in an open and transparent way.

The key functions of the executive will be:

- **To identify and progress priorities within the policy framework;**
- **To align resources with priorities and ensure co-ordinated financial and service planning;**
- **To ensure the council remains focussed on its agreed priorities;**
- **To represent the needs of Northumberland's communities to government;**
- **To ensure that the council's commitment to provide fair and accessible services are being met**

Membership of each overview and scrutiny committee (OSC) will include a range of partner and community interests, but with councillors comprising a majority membership of the committees.

The scrutiny function within the council will:

- **Be member-led with executive members taking full responsibility for the brief they hold;**
- **Provide opportunities for local residents, and community organisations to get engaged in the scrutiny process;**
- **Raise the profile of scrutiny and the community leadership role of non-executive members in representing the views and interests of all sections of the community;**
- **Clearly identify who is responsible for decisions and require them to publicly justify their decisions.**

Scrutiny is to be timely and effective, focused on important issues to avoid duplication, and not to make unreasonable demands on the council's resources. We also want to ensure that the underlying ethos of scrutiny is one of constructive working with the executive.

The role of scrutiny will also extend not only to council activities, but to the wider public services and partnerships.

It is proposed that scrutiny will operate at 3 levels reflecting the natural communities framework:

- **At county wide or strategic level, overview and scrutiny will focus on the strategic decisions and activities of the council and key partner agencies where their actions impact on the new council's responsibilities; monitoring the overall performance of the council in meeting national targets; advising the executive on the effectiveness of current policies and identifying potential policy changes or developments.**
- **In each of the three Area communities an Area scrutiny committee will have responsibility for monitoring local service delivery. The remit of the Area scrutiny committee will extend to the activities of partner agencies.**
- **At Belonging community level, there will be opportunity for citizens, voluntary and community organisations to engage in scrutiny of council and partner activities through the community forum and their frontline councillor.**

An area committee comprising councillors from within the area will be given delegated responsibility for a range of services which could include leisure facilities, libraries, street cleaning and environmental health. Members will be supported by a 'lead' strategic director for the area, area service managers and locality officers.

Partnerships

The local authority will establish strong, effective and credible strategic leadership within the county through partnership working. This approach will ensure the creation of strong, safe and prosperous communities across Northumberland and will thereby achieve positive outcomes for its people and places.

The rationale for the local authority doing this in partnership is founded on the following:

- **Focuses activity on long term outcomes and providing real community benefits;**
- **Provides a basis for identifying short-term priorities and sharing resources to deliver those;**
- **Encourages interagency working allowing a greater potential to deliver integrated and joined-up solutions and services;**
- **Promotes community development and empowerment;**
- **Provides a unified and stronger voice for influencing regional and national policy;**
- **Reduces duplication and bureaucracy thereby providing good value for money;**
- **Strengthens local accountability.**

The local authority's partnership ambition will be facilitated at the three layers of the 'natural communities'.

County

At this level, the partnership ambition will be facilitated and coordinated through a single Local Strategic Partnership (LSP). The role of the LSP will be to:

- **Exercise a leadership and governing role;**
- **Influence and actively participate in defining sub-regional, regional and national policy;**
- **Have oversight of and aim to coordinate community consultation and engagement;**
- **Produce a sustainable community strategy (SCS);**
- **Produce a local area agreement (LAA);**
- **Have oversight of the planning and alignment of resources in the county; and**
- **Review and manage performance progress.**

Within this remit, however, the LSP will not be the ultimate decision maker on such activity. All target setting, and consequent financial, commissioning or contractual commitments proposed by the LSP, will be formalised through the local authority – or, if appropriate, one of the other LSP partners.

The local authority will initiate and maintain momentum in the LSP by ensuring that the following key principles are pursued:

- **That the LSP collectively develops clear and transparent lines of accountability and responsibility between its partners;**
- **That the LSP structure is driven by and reflects local circumstances through the application of the natural communities' concept to its ways of working;**
- **That the LSP structure includes some form of board and/or executive, which is able to take strategic decisions underpinned by countywide thematic partnerships;**
- **That representatives from the local third sector and private business sector form part of the formal membership of the LSP and relevant sub-groups, and have equal status to their equivalents from the public sector; and**
- **That the LSP takes account of all of the community including the diverse range of minority community interests and has clear mechanisms for engaging residents as appropriate in influencing the decisions and actions of the LSP.**

The local authority will do this by forging strong links between councillors and the LSP. For the first time the council leader will also chair the LSP Board. The portfolio holders within the executive will also sit on the relevant LSP thematic partnerships.

Area

At this level, the partnership ambition will be facilitated and coordinated through three Area Partnerships that form part of the countywide LSP. The role of the Area Partnerships will be to:

- **Actively promote concerns and opportunities emerging from the constituent community action plans;**
- **Produce an “area implementation framework”;**
- **Support and help develop programmes of cultural activity;**
- **Stimulate community action within the Belonging communities;**
- **Challenge and scrutinise the decisions of the LSP Board.**

The local authority will initiate and maintain momentum on the Area Partnerships by ensuring that the following key principles are pursued:

- **That the lines of accountability between the LSP Board and Executive, the countywide thematic partnerships and the three Area Partnerships are clearly defined;**
- **That the operation of the area partnerships recognises that certain issues will cut across more than one Area community.**

The elected members of three Area committees will be represented on the relevant Area partnership to ensure that there is an effective join up between the delivery of local authority services and the wider quality of life agenda at the Area community level.

Belonging

At this level, the partnership ambition will be facilitated and coordinated through a network of community forums for each of the county's Belonging communities. The role of these community forums will be to:

- **Enable their constituent communities and residents to articulate their shared concerns, needs and aspirations;**
- **Produce a community action plan;**
- **Inform & Influence “community chest funds”;**
- **Engage and involve their constituent communities and residents in shaping and influencing the development of public sector policy and the delivery of public services;**
- **Progressively commission and facilitate the appropriate devolvement or procurement of public service delivery;**
- **Contribute to the scrutiny processes of the council and the inspection regimes of the government.**

The Community Forums will provide a joint vehicle for constructive interaction and productive dialogue and interaction between:

- **The elected members of the local authority and its constituent parish/town councils;**
- **The community advocates, leaders and organisations within a Belonging community;**
- **Communities and residents with the public sector organisations that deliver services to them (and their scrutiny and inspection regimes); and**
- **The collective interests of the Belonging community with the work of the countywide LSP.**

However, this remit will not be an exclusive one – the local authority will continue (through both elected members and officers) to encourage and respond to direct feedback from parish councils, voluntary and community sector organisations, community advocates, and local residents on topical issues, concerns, and opportunities.

The local authority will initiate and maintain momentum in the network of community Forums by ensuring that the following key principles are pursued:

- **That each community forum operates in an inclusive way;**
- **That each community forum builds into their governance a locally-agreed approach to defining their representation within any countywide consultative arrangements;**
- **That, notwithstanding the above, the structure of the community forums is driven by and reflects local circumstances.**

The local authority will do this by forging links between councillors and the network of community forums. This will involve:

- **The elected members of the area committees holding an annual 'summit' with each of its constituent community forums to exchange respective views, activity and performance;**
- **Each elected member of the local authority attending and participating in general community forum meetings at least on a quarterly basis.**





The Organisation

The organisational structure will function in a way that facilitates joined-up working that will involve collaboration across directorates and between service areas to ensure best value services meet the need of customers and stakeholders.

The overarching aim is to create a customer centric council with a lean and efficient administration that works closely with its communities through partnerships and by devolving decision making and decentralising services. This presents a challenging design as the council needs to be capable of working effectively at three principal operational layers (County, Area, and Belonging) as well as establishing an integrated customer service operation with aligned support services supporting the whole organisation. To achieve this aim the 'front, middle and back office' concept is fundamental to the design of the new council and provides the opportunity to create a modern customer centric organisation across the very diverse and dispersed communities within the county.

Further work needs to be done during the component design phase to define the high-level whole council management and organisational structure. The following principles guide the organisation structure design:-

- **Subsidiarity** - making decisions and managing the commissioning and delivery of services at the lowest cost effective level.
- **Clarity of accountability** - between and within all levels and functional groupings is essential.
- **Form Follows function** – the structure should reflect the functional groupings of services and key design principles.
- **Integrated service delivery** – at all levels and within all functional groupings and area management arrangements should seek to maximise integration between like functions and cross functional working.
- **Outcomes not tasks** – structures and jobs should be designed in such a way so as to focus on the key deliverables and not lists of specific tasks. In all areas we need to think flexibility, multi-disciplinary, generic, customer service.

A small, strategic executive management team made up by the chief executive and three executive directors will have responsibility for the three broad theme areas of People, Place and Performance. These three streams are designed to focus on the overarching corporate responsibilities of the new authority as opposed to more traditional service based designs.

In addition to their responsibility for one of the main functional groups, each executive director will also be responsible for the strategic oversight and coordination of all service provision within one of the area committees. This will make sure that there is shared ownership of both functional and locality issues at the highest managerial level. It will also mean that the three area committees will have a clearly identified executive director link.

The director of adult services is a statutory role and is responsible to both the Care Trust and local authority executive boards. Adult services functions are managed by Northumberland Care Trust on behalf of the local authority.

As the single largest employer within Northumberland, the new unitary council will set an example to others and be seen as an 'excellent employer' or 'an employer of choice'. The new unitary council will also deliver its wider social responsibility to provide support and opportunities to a range of groups within its community e.g. work experience for young people, generally supporting the local economy. The overarching objective for the new council as an employer is:

'To develop a modern, flexible and responsive workforce and organisational framework to support the council's pursuit of excellence, the best possible customer service and value for money and to be seen as an excellent employer of choice'.

The new council will build on existing plans to rationalise and modernise the existing property portfolio and to develop modern, fit for purpose office accommodation for staff and the public.

A key part of this strategy is to support and encourage new, more flexible ways of working which will utilise modern technology to reduce the demand on office accommodation by encouraging staff to make greater use of remote working including mobile and home working.

Offices will be built or refurbished to high standards with a range of modern facilities. Offices will be largely open plan, providing opportunities for a range of work styles and new technology to minimise reliance on paper based systems.

The new authority will be supported by an infrastructure of ICT and physical assets in keeping with the world-class vision.



Blueprint Design Feedback

Questions

The questions listed below are intended to assist you in providing feedback on the whole council blueprint design. Please feel free to comment on as many of these questions as you wish.

Please could you title any response with the heading 'blueprint design feedback' and return comments to generalenquiries@newnorthumberland.org.uk or in writing to Joint Implementation Team, Northumberland LGR Programme, County Hall, Morpeth, NE61 2EF.

All comments will be used to inform the next stage of the design process. Comments are welcome at any time, but it would be helpful if you could send initial feedback by 7th March 2008.

- 1. What opportunities for improvement do you think there will be as a result of implementing the Natural Communities approach where decision making is devolved to Area and Belonging community levels?**
- 2. What services do you think should be delegated to Area level?**
- 3. What services do you think should be delegated to Belonging level?**
- 4. What are the main challenges presented by this approach?**
- 5. Which are the main areas where real opportunities exist to improve the integration or 'joining up' of services to deliver greater benefits to communities or individuals? Please give examples.**
- 6. Do you support the vision and approach to provide the highest quality customer experience in the new authority?**
- 7. What key factors should be taken into account when determining the location of customer access points?**
- 8. How do we ensure that the customer is at the heart of everything the new council does? What practical steps should be taken?**
- 9. How should the new council work to support elected members in carrying out their different roles effectively?**
- 10. What do we need to incorporate in our work on the culture and values of the new council?**
- 11. What steps can be taken to ensure the council's community leadership role and partnership approach is effective?**



Joint Implementation Team
Northumberland LGR Programme

