



MEETING OF THE BOARD
Thursday, 18th December, 2008
2.00 pm , Committee Room 1, Civic Offices, High Street, Epping

AGENDA

- 1. APOLOGIES FOR ABSENCE**
- 2. MINUTES OF THE PREVIOUS BOARD MEETING (Pages 3 - 10)**
- 3. NEW PARTNERSHIP ORGANISATIONAL STRUCTURE (Pages 11 - 34)**

To consider a report on the future role, structure and priorities of the LSP arising from the Away Day and subsequent meeting on Options - attached.
- 4. GYPSY AND TRAVELLER CONSULTATION**

To receive a short presentation on the Gypsy and Traveller Consultation and to consider how best the LSP may wish to respond.
- 5. LSP MANAGER APPOINTMENT**

To ratify the potential appointment of the LSP Manager following interviews held on the 16 December.
- 6. QUARTERLY BUDGET REPORT (Pages 35 - 36)**

Attached.
- 7. MULTI-FAITH FORUM (Pages 37 - 38)**

Request for financial assistance to support the "Celebration of Faith" Event - attached.
- 8. EFDC CONSULTATION ON BUDGET 2009/10**

To comment on the District Council's Budget Priorities for 2009/10 – attached.
- 9. ANY OTHER BUSINESS**
- 10. DATE OF NEXT MEETING**

This page is intentionally left blank

EPPING FOREST LOCAL STRATEGIC PARTNERSHIP BOARD MEETING

Date: 25 September 2008

Time: 2.00 -3.20 p.m.

MINUTES

Present:

Councillor Mrs Anne Grigg (Epping Forest District Council) (Vice-Chairman) (In the Chair)
Councillor Mrs D Collins (Epping Forest District Council)
Gay Ellis (Representing Epping Forest District Faith Groups)
Councillor Colin Finn (Essex County Council)
Jacqui Foile (Chief Officer, Voluntary Action Epping Forest)
Teresa Glynn (ACL Essex, representing the Learning Partnership)
John Gilbert (Director of Environment and Street Scene, Epping Forest District Council)
Derek Macnab (Deputy Chief Executive, Epping Forest District Council)
Catherine O'Connell (Epping Forest Locality Director, West Essex PCT)
Yvette Wetton (West Area Co-ordinator, Essex County Council)

Supporting Officers:

Chris Overend (Policy & Research Officer, Epping Forest District Council)

Apologies:

Monica Bird (Learning and Skills Council)
Alison Cowie (Director of Public Health, West Essex Primary Care Trust)
Alan Hall (Director of Housing, Epping Forest District Council)
Councillor Ann Haigh (Epping Forest CYPSYP)
John Preston (Director of Planning, Epping Forest District Council)
Peter Sadler (Principal, Epping Forest College)
Ray Skinner (Essex Fire and Rescue Services)
Clive Snell (Business Representative)
Councillor Brian Surtees (Representing Town and Parish Councils)
Colin Thompson (Representing Town and Parish Councils)
Paul Thomson (Superintendent, City of London - Epping Forest Conservators)
Lonica Vanclay (Epping Forest CYPSYP)

1. WELCOME AND INTRODUCTION

Councillor Mrs Anne Grigg welcomed everyone to the meeting and, in particular, Teresa Glynn who was attending a meeting of the Board for the first time. In turn, all introduced themselves and provided information on their background and roles.

2. ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Derek Macnab reminded the Board that, in accordance with the terms of the LSP's Constitution, the Chairman and Vice Chairman were elected every two years, with the periods of office of the current Chairman and Vice Chairman to expire at this meeting and new appointments due to be made. Derek advised the Board that David Butler had retired from Epping Forest College on health grounds and the new

Principal, Peter Sadler, had now taken up post. As such, David's involvement with the LSP and his role as Chairman had come to an end at the time he left the employ of Epping Forest College. Councillor Anne Grigg had, as Vice Chairman, taken on the role of Chairman during the period of David's ill health.

Derek further advised the Board that one nomination had been received for the role of Chairman, that being for Councillor Mrs Di Collins, and one nomination for the role of Vice Chairman, that being for Catherine O'Connell.

3. ELECTION OF CHAIRMAN

The nomination of Councillor Di Collins for the office of Chairman of the LSP, having been formally moved, it was:

RESOLVED:

That Councillor Di Collins be elected Chairman of the LSP for the two year period ending September 2010.

COUNCILLOR DI COLLINS IN THE CHAIR

4. ELECTION OF VICE CHAIRMAN

The nomination of Catherine O'Connell for the office of Vice Chairman of the LSP, having been formally moved, it was:

RESOLVED:

That Catherine O'Connell be appointed Vice Chairman of the LSP for the two year period ending September 2010.

5. PREVIOUS CHAIRMAN OF LSP - DAVID BUTLER

Councillor Di Collins placed on record her personal thanks to David Butler for work he had carried out during the time he had been Chairman of the LSP, for his general contribution to its setting up and development over a number of years.

6. MINUTES (12.06.08)

The Minutes of the meeting held on 12 June 2008 were agreed as a correct record.

7. MATTERS ARISING

Chris Overend advised the Board that the Youth Debate was now set for 19 November 2008 to be held at the Woolston Manor Complex. Confirming that to be the case, Derek Macnab said that the event was to be chaired by David Monk from Radio Essex and it was anticipated a number of representatives from the LSP would be in attendance. Councillor Di Collins said that the quality of the members on the Youth Council was very high and, in expressing hope for a satisfactory event, encouraged others to attend.

8. LSP ACCOUNTS AND FUNDING PROGRESS REPORT

Chris Overend circulated copies of the LSP's Statement of Accounts at 15 September 2008. Chris pointed out that the Statement reflected the fact that,

although the halfway point in the financial year had almost been reached, there had been no appointment to the post of LSP Manager as yet and, as such, no salary costs had been incurred. A provision of £20,000 for salary and employment costs for the remainder of the financial year had therefore been made. The final figure in terms of salaries and on costs also depended on the discussion later on the agenda regarding the appointment of the LSP Manager and work on the Community Strategy.

The Board noted that there was a current balance of £75,011.81. Provision of £4,000 had been made for the Away Day, Community Conference, website maintenance and sundry expenses, whilst an income of 6,404.68 relating to salary and employment costs in 2007/08 when the post of Community Strategy and Partnerships Manager had been vacant, would be returned to LSP funds from VAEF in due course.

9. RECRUITMENT TO MANAGERIAL POST/LSP ADMINISTRATIVE POST

Derek Macnab reminded the Board that, following the departure of the LSP Co-ordinator in January 2008, it had been agreed to transfer the post to the establishment of the District Council. With a greater emphasis on strategic and partnership development skills, and a re-evaluation under the Local Government National Job Evaluation Scheme, it had been hoped to make the job more attractive to potential candidates. In the event, despite extensive advertising, the post had attracted only 19 expressions of interest, resulting in a shortlist of five candidates. Three of the shortlisted candidates had withdrawn prior to interview and the Interviewing Panel had not felt able to offer an appointment to either of the two applicants interviewed. No further attempt was made to advertise immediately subsequent to the interviews, given that the summer period was renowned as being a difficult time to recruit. A secondment initiative which had been explored, also proved unsuccessful.

Derek Macnab further reported that the resource issue had been further compounded as a consequence of the departure of one of the LSP Part-Time Administrative Officers, who had been successful in gaining a new role with greater responsibility as part of the FAIR Scheme housed within Voluntary Action Epping Forest. The other Administrative Officer was a relatively new appointment, which the LSP had created to provide the necessary level of support to the Action Groups and the Multi-Faith Forum.

Derek Macnab said that, as a consequence of these staff changes and recruitment difficulties, the LSP had been struggling for capacity, particularly given the ongoing absence of a key post to progress its work. He stressed the need to determine a way forward especially given the requirement to respond to major issues such as the development of the new Sustainable Community Strategy, Essex Local Area Agreement 2 and the Comprehensive Area Assessment. Accordingly, Derek presented a report which set out a number of options for addressing the issue. These options centred around re-advertising whilst looking at the potential to re-evaluate the post and associated conditions to make the role more financially attractive, making an interim appointment through the use of agency staff or appointing on a consultancy basis to work on the development of the new Sustainable Community Strategy.

Both Yvette Wetton and Jacqui Foile felt that the LSP might now be in a better position to recruit. Both were mindful of the potential costs of using consultants and the fact that often, even when consultants were used, there was still a considerable

amount of work involved for staff at the various partner organisations. Jacqui pointed out that the District sometimes had difficulties competing with others in terms of the salaries it could offer and felt that an even more targeted recruitment process would be of benefit. Catherine O'Connell felt that there was some merit in exploring the 'interim' option. In taking account of these points, Derek Macnab suggested that it would be possible to break down the work involved on the Sustainable Community Strategy into a number of discreet phases so that, for example, consultants could be appointed to undertake the first phase(s) with the potential to undertake work on the later phases should that subsequently be deemed appropriate.

Having considered the various options, the Board agreed to re-advertise the post with careful consideration to be given to the advertising outlets to be used along with the potential for an enhanced 'package' as a means of making it more attractive to would-be candidates. The Board further agreed that, in the meantime, the various phases involved in the production of the Sustainable Community Strategy should be identified with a view to consultants being appointed to undertake the earlier phase(s), with the potential for undertaking further work on the later phases. Furthermore, in noting that the current Administrative Officer postholder was not in a position to increase their current hours by a further working day each week on an interim basis, the Board agreed that the other part-time administrative post should be re-advertised with a view to an appointment being made as soon as possible.

10. LOCAL AREA AGREEMENT - PERFORMANCE REWARD GRANT

Chris Overend advised the Board that the initial bids for Performance Reward Grant (PRG) had been submitted in early September and a schedule had been circulated, summarising the bids that were specific to the LSP and those of the Thematic Partnerships which impacted on the District. Chris pointed out that the bids specific to the Epping Forest LSP would, if approved, be funded from the District's indicative allocation of £453,000 whilst the other bids, if successful, would be met through the indicative allocation of the Thematic Partnerships. The Action Plans on which the bids were set out were, in effect, in draft and were to be updated and enhanced for resubmission in a finalised form by no later than 10 October. Prior to that date, the draft Action Plans were being updated through ongoing discussions with the County and the respective Target Leads and as a consequence of the outcome of discussions on the bids at various workshops which Chris had or would be attending. Those workshops covered the three aspects of quality assurance, risk management and equalities and diversity.

Chris further reported that the revised Action Plans would be submitted to the Essex Management Board on 17 October which would make indicative, in principle, decisions to go forward to the Essex Partnership on 28 November. Even at that stage, there were some provisos in that final confirmation of the annual PRG allocation by the Government to the various districts was not expected until later in the 2008 calendar year and that any funding released by the Government was likely to be towards the end of the 2009/10 financial year, thus giving rise to some potential cash-flow issues. It could also mean, for example, that there would be an approved list of projects to commence on 1 April 2009, with an additional 'reserve' list.

Chris said that the advice received from the County was that although late PRG bids could be submitted, they were to be only in very exceptional circumstances and the very fact that they could not be assessed at the workshops would also make the chances of a successful bid more unlikely. Confirming this to be the case, Yvette Wetton said that anyone submitting bids and preparing the associated Action

Plans in such cases would have to carry out a self-assessment in terms of quality assurance, risk management and equalities and diversity aspects.

11. LSP AWAY DAY - 8 OCTOBER 2008

Derek Macnab advised the Board that Catherine O'Connell, Nina Gavens, Alan Hall, Colin Rowell, Chris Overend and he had met on 5 September to carry out a scoping exercise to determine our agenda and structure for the LSP Away Day. In doing so, they had all concurred that it would be preferable, in line with the arrangements for previous LSP Away Days, for a facilitator to be appointed for the day. Subsequently, Derek had had discussions with a number of individuals who had experience in this area, with a view to an appointment being made. Derek had also had discussions with other LSPs, the East of England Network and Marina Sheriff, the former Community Strategy and Partnerships Manager with the LSP and now with Harlow 20/20, as a consequence of which Andrew Holder, a consultant working with local authorities and public service organisations across the UK and in parts of Europe, had emerged as an individual suitable for providing the facilitation service at the Away Day. Derek had circulated details of Andrew's CV, a facilitator's brief and draft programme for the day. Derek advised the Board that the daily costs of employing Andrew Holder to undertake the role were approximately £1,100. In noting the comments of Yvette Wetton that she had been present at Harlow 2020's Away Day and had been impressed by the service provided by Andrew on that occasion, the Board agreed to the appointment of Andrew Holder as the Facilitator for the 2008 Away Day.

Derek Macnab further advised the Board that the District Council's Management Board had recently received a presentation from Ian Davidson of the Audit Commission on the new Corporate Area Assessment Framework and its relationship with the role of the LSP. Ian had expressed an interest in giving a presentation to the LSP on this matter. In view of the close and vital links between the two, the Board agreed that provision should be made within the agenda for the Away Day for Ian to give a presentation on the new CAA Framework and its implications for the LSP.

Councillor Di Collins undertook to prepare a letter stressing the importance of the LSP and giving encouragement to the involvement of all partner organisations at the event and with the LSP in general. Councillor Di Collins re-emphasised the importance of all partners ensuring they were represented at the Away Day.

12. LSP COMMUNITY CONFERENCE - 21 JANUARY 2009

Derek Macnab reported that the Community Conference was to be held at Murray Hall, Loughton on 21 January 2009. He said that the programme for the event would be determined in due course but that there was likely to be an emphasis on how the LSP would seek to deal with the main ongoing issues likely to be reflected in the new Sustainable Community Strategy. Derek added that the Steering Group, on 4 September 2008 (Minute 5 refers) had agreed to combine the consultation event on community safety issues in the District entitled "Face of The Public", with the arrangements for the Community Conference. Confirming this to be the case, John Gilbert said there would be mutual benefits in bringing the two events together.

13. EAST OF ENGLAND PLAN

Derek Macnab advised the Board that Hertfordshire County Council and St Albans District Council had applied for a judicial review of the East of England Plan and that that was unlikely to be held until early 2009. Derek added that that, in turn, had resulted in delays on taking forward the consultation arrangements in respect of the Local Development Framework (LDF). Councillor Di Collins said that the main thrust at the moment was in respect of development towards the north of Harlow. From the Epping Forest District's perspective, it was not yet in a position where it had to accept planning applications in respect of development in the Green Belt.

As part of the LDF Core Strategy, the District Council was under a clear directive from Go East to accommodate more Gypsies and Travellers in the District. A consultation document on this matter was to be made public within the next week and the issue was to be debated at the District Council's Cabinet on 6 October. Derek Macnab added that there would also be a formal presentation on the matter at the Local Councils Liaison Committee on 5 November. In addition, other partners would have an opportunity to respond in terms of the implications for their own organisations. Councillor Di Collins said that a number of potential sites had been identified and the Government had stressed that not having any sites available in the District would not be an option.

14. NATIONAL INDICATOR SET 'PLACE SURVEYS'

Derek Macnab reported that the LSP Steering Group, at its meeting on 4 September 2008 (Minute 6 refers) had, subject to some minor comments and suggested amendments, approved the wording of the Epping Forest Place Survey, forming part of the National Indicate Set 'Place Survey' to be carried out during the autumn of 2008. Derek said that the Steering Group had commented to the effect that some of the wording was slightly confusing in terms of who was responsible for providing which service. Whilst, ultimately there had been insufficient scope to accommodate any revisions in that regard, the addition of Italian to the range of languages used in the Survey, as proposed by the Steering Group, had been approved. Derek pointed out that the letter had been branded using the LSP logo and that BMG would be responsible for ensuring the required 1000 returns were received from Epping Forest Residents, with those returns being from a range of individuals from different age groups, backgrounds, gender, etc. Derek added that the Survey was being mailed out at present, with reminders on 15 October and results expected in November 2008. A decision on how to take the information forward would be made early in the New Year.

15. CREATING STRONG, SAFE AND PROSPEROUS COMMUNITIES - THE ROLE OF THE LSP

The Board considered a report prepared by Chris Overend summarising the provisions of the Government Guidance published on 9 July 2008 in the document 'Creating Strong, Safe and Prosperous Communities'. In particular, the report summarised the contents of the document insofar as they impacted on the role of LSPs. In noting that there were a number of potential implications for the LSP's constitutional arrangements, the Board agreed that it should be referred for consideration as part of the discussions on the Away Day on 8 October 2008.

16. REPORTS FROM PARTNER ORGANISATIONS

(a) Voluntary Action Epping Forest

Jacqui Foile reported that the FAIR Project had gone live on 1 September with the three postholders now in place and these being namely, Richard Crone, the FAIR Manager, Kelly Tarling, the Funding Officer, and Nina Gavens, the Information Officer.

(b) Essex County Council

Councillor Colin Finn reminded the Board that funding opportunities were available through the County Council's Community Initiative Fund. The aim of the grant was to create a new, or renew an existing, community asset.

(c) West Essex PCT

Catherine O'Connell advised the Board that the consultation on the proposals with regard to Ongar War Memorial Hospital had resulted in a significant positive response. Catherine said that the fact that the response had been so positive might well mean that the proposals move forward quickly. Catherine undertook to keep the LSP informed of progress in respect of the consultation on this matter.

17. LSP STEERING GROUP MATTERS NOT COVERED ELSEWHERE ON THE AGENDA

Derek Macnab reminded the Board that comments from the various Action Groups on issues and options for the new Sustainable Community Strategy and the LDF Core Strategy had been received and would be taken into account as these two documents were progressed.

18. ESSEX COMPACT

Yvette Wetton reported that the new Essex Compact had now been signed off and that WECAN would be responsible for implementing the Compact in the West Essex area.

19. DATE OF NEXT MEETING

It was noted that the next meeting of the LSP Board was scheduled to be held on Thursday 18 December 2008 at 2.00pm.

It was also noted that the next meeting of the LSP Steering Group was scheduled to be held on Thursday 27 November 2008 at 2.00pm but that this arrangement could be affected by the discussions on the constitutional arrangements at the forthcoming Away Day.

This page is intentionally left blank

REPORT TO THE LOCAL STRATEGIC PARTNERSHIP BOARD

Topic: New Organisational Structure and Constitutional Arrangements

Background:

Contained within the current constitution of the LSP is a commitment to regularly review the structure of the partnership, to ensure that it remains fit for purpose and able to effectively deliver its key aims and objectives.

Members of the partnership have been conscious that the organisation is facing a number of externally driven changes, such as the new Local Area Agreement II for Essex and the requirement to prepare a new Sustainable Community Strategy, in tandem with the Local Development Framework.

As such, the LSP undertook a Strategic Away-Day on 8th October, 2008, with the purpose of seeking to identify a new way forward. Facilitated by an external consultant, Andrew Holder, the participants on the Away-Day undertook a number of tasks, to:

- Clarify and Refocus the LSP's role in delivering Joint Services.
- Agree in outline the Key Ambitions and Priorities for the next five years.
- Develop a Structure and Way of Working that best fits their Ambitions.

Arising from the outcome of the Away-Day, an Options Paper (previously circulated) for a new Partnership Organisational Structure was considered at a follow up meeting on the 25 November 2008 (minutes attached).

This report seeks the Board's formal approval to the future role, priorities and new Organisational Model identified.

Matters for Consideration:

1. Refocusing the LSP's Role:

After a facilitated discussion session at the Away-Day, a general consensus emerged that the LSP should be about adding value to the work of the individual constituent organisations, focussing on outcomes that could not necessarily be achieved by any individual partner working in isolation. It was felt that although the LSP should be a strategic body, it should also be able to commission work to meet its objectives. A stronger emphasis on performance management also emerged along with a reinforcement of the importance of the LSP's advocacy role.

Recommendation 1 – That the future Key Roles of the LSP should be as follows:

- **Preparing and ensuring the implementation of a Sustainable Community Strategy for the District, identifying visions and key priorities, monitoring progress annually, and keeping the strategy up-to-date.**
- **Ensuring that the benefit from working together brings over and above what the individual member agencies of the LSP would achieve working alone and, therefore, deliver better services for local people.**
- **Working with the Essex Partnership to improve outcomes in the Epping Forest District through Essex's Local Area Agreement.**
- **Developing an active relationship between the Sustainable Community Strategies and the Local Development Framework, and using both to mutual advantage in achieving sustainable communities.**
- **Bringing together local plans, partnerships and initiatives to provide a forum through which the public, private, voluntary and community sectors can work effectively together to meet local needs and priorities.**
- **Identify and commissioning services to meet needs identified through the Partnership.**
- **Ensuring the strategies of the partnerships belonging to the LSP align with the Sustainable Community Strategy and contribute to the "well-being" of the District.**
- **Promoting the engagement of all Epping Forest's people and communities in decisions about the future of the District, working to ensure that the views of traditionally under represented and hard to reach groups are obtained.**
- **Ensuring that partner organisations adopt the Partnership's aims objectives and endeavour to implement them within and through their own organisations.**
- **Identifying, commenting and lobbying on issues of importance to Epping Forest and local, county, regional, national and European levels. Undertaking an ambassadorial role for the District and promoting the image of Epping Forest.**

2. Future Ambitions and Priorities:

As a result of a scoping exercise, a number of priority areas for the work of LSP were identified, for the period up until 2013.

When participants had time to reflect on the priorities established as part of the scoping exercise, there appeared to be a notable omission regarding the reduction of fear of crime. Fear of crime has consistently been expressed as a concern by the community, in previous consultation responses.

Recommendation 2 - That the following priorities should be adopted over the next 5 year period for the work of the LSP, to include work to combat the fear of crime:

- **To reduce current health inequalities, in particular addressing life expectancy variations across the District, recognising the needs of an ageing population.**
- **To improve prospects for young people through the raising of levels of educational attainment and improved delivery of other services for young people.**
- **To protect the special ‘green belt’ character of the areas and reduce the District’s Cabin Footprint, whilst still promoting tourism, economic regeneration, better public transport and the delivery of affordable housing.**
- **To increase access to public services which meet the expressed needs of our residents and improve their quality of life.**
- **To adequately plan for the future through the development of a social care strategy as part of the Local Development Framework.**
- **To work with the local community to reduce the fear of crime, particularly amongst vulnerable groups.**
- **To deliver improved outcomes locally with respect to targets contained within the Essex Local Area Agreement II.**

3. Proposed New Structure and Ways of Working:

The Away-Day clearly identified that there are strengths with the current LSP structure. The LSP encompasses a wide range of agencies and is thus a good vehicle for sharing information and encouraging partnership working. There is logic to the Action Groups aligning themselves to the themes, within the current Community Strategy.

However, the exercise undertaken on reflecting on “lessons learned over the period 2004/08” and the description of the LSP now”, contained at Annex 1 and 2 of the Way-Day Report, appears to suggest that there is a strong case for reshaping and restructuring the way the LSP works.

In particular, some strong views were expressed around the need to streamline the way the LSP is currently structure. It was hoped that this could be achieved by utilising the current optimism amongst partners and the high level of commitment, to adding value to the quality of life of people in Epping Forest. Participants were generally positive about creating a new direction and new goals.

In addition, it was concluded that as a partnership we need to ensure that we have the correct people participating at the right meetings. We also need to strengthen accountability and performance management.

The Options Paper identified a number of new organisational structure models, ranging from the retention of largely the status quo, to Area Based or LAA Orientated. In the event a Fixed Partnership and Task and Finish Model was identified as a preferred solution. This was based on an acceptance that the current nine action groups are too resource intensive. A potential solution would be to reduce the number of fixed thematic Action Groups and use Task and Finish panels to undertake specific areas of work or projects. These Task and Finish Panels would support the work of any fixed thematic Action Group and drawn down on a 'talent pool' of 'on-call' resources in the form of staff from constituent partner organisations.

In the new proposed structure, the Children and Young People's Strategic Partnership and Safer Communities Statutory Partnerships would become two fixed thematic partnership Action Groups. Given the priority placed on Health Inequalities this would become a third. Issues around the Environment, Housing, Transport etc, would fall within a fourth, Sustainable Communities grouping.

The fixed partnerships would be supported by Task Groups as required. The Task and Finish Panels should focus on delivery of key objectives set by the LSP Board and be time-limited. An annual business plan for the LSP will be developed which scopes out annual priorities and resource allocation. The main LSP Board will have a role in receiving "bids" for Task and Finish Panel work thus ensuring priority is given to work which practically delivers on the key aspirations of the Sustainable Community Strategy and LAA11 etc.

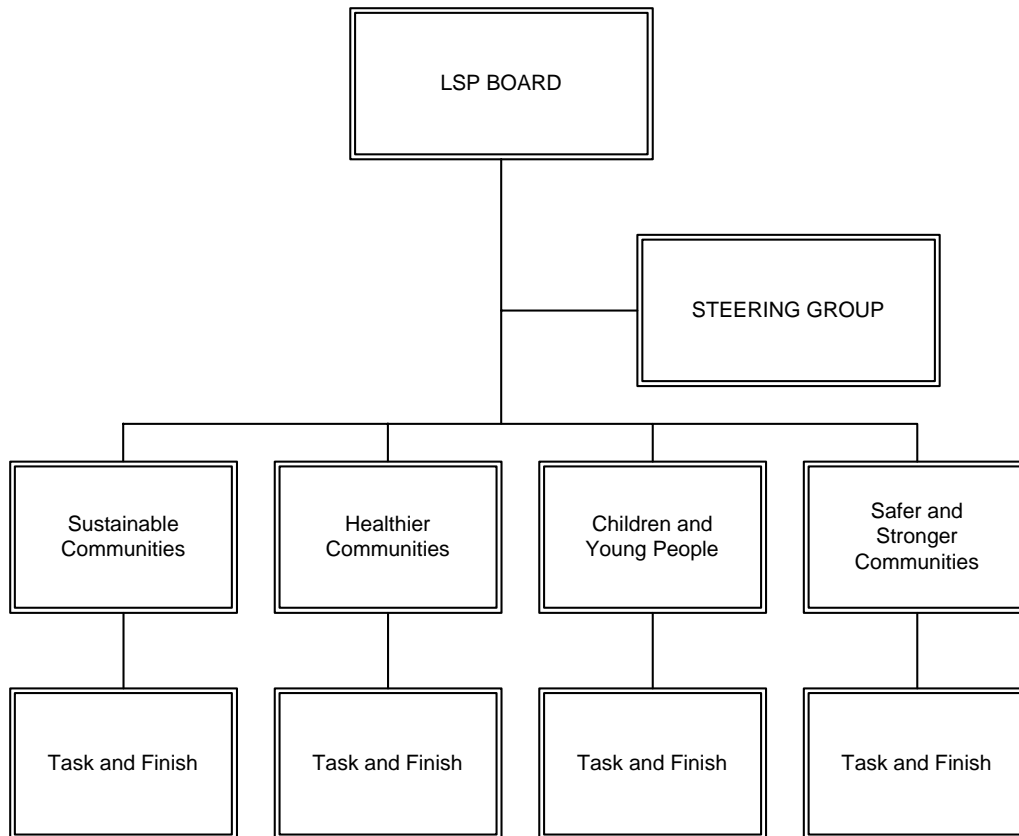
To form the link between the Fixed Thematic Partnership Action Groups and to support the main Partnership Board, it is recommended that a Steering Group is retained. The Steering Group to consist of the 4 Leads of the fixed Thematic Action Groups plus the Chairman and Vice Chairman of the LSP.

The Steering Group would also be supported by the Local Strategic Partnership Manager. Others could be co-opted onto the Steering Group as circumstances dictate.

The streamlined structure proposed should be more efficient and deliver a more outcome driven focus to the work of the LSP. The advantage of the Task Groups and 'on-call resources' is that it still allows plenty of opportunity to retain the experience and skills of existing members of the current 9 Action Groups. For example, a Task and Finish Group could be developed to work on the Development of the new Sustainable Community Strategy (including its links with the LDF).

Any proposed new Thematic Partnership Action Group could introduce an area dimension to their work or commission specific locality work through or jointly with others, by means of crosscutting Task and Finish Panel.

The following chart illustrates the proposed model and provides an indication of the issues to be addressed in each thematic partnership group.



Sustainable Communities – to incorporate environmental issues, forward planning LDF etc, transport, the natural environment, reduction of carbon footprint, sustainable housing, economic development and regeneration.

Healthier Communities – to incorporate addressing health inequalities, health improvement, Active Epping Forest.

Children and Young People – to incorporate work of the Children and Young People’s Strategic Partnership and issues around educational attainment.

Safer and Stronger Communities – to incorporate work of Safer Communities Partnership.

Recommendation 3 – That the LSP Board adopt the Fixed Partnership and Task and Finish Panel Structure, to include 4 new Thematic Action Groups i.e:

- Sustainable Communities**
- Healthier Communities**
- Children and Young People**
- Safer and Stronger Communities.**

4. Alignment of Existing Action Groups:

Having determined the 4 new Main Thematic Action Groups of the Local Strategic Partnership, it is necessary to re-align the current Action Groups. An indication of possible areas of work to be covered was contained within the

Options Paper and is illustrated above. Following this approach a potential realignment would be as follows:

Sustainable Communities to incorporate:

Green and Unique Action Group
Homes and Neighbourhoods Action Group
Economic Prosperity Action Group
Getting About Action Group
Lifelong Learning Action Group

Healthier Communities to incorporate:

Active Epping Forest Action Group

Children and Young People to incorporate:

Children and Young People's Strategic Partnership

Safer and Stronger Communities:

Crime and Disorder Reduction Partnership

On this basis it can be seen that the Sustainable Communities Thematic Group picks up the majority of the existing Action Group work. This may be an issue in terms of workload and balance. In addition, the Multi-Faith Forum which has been a relatively late addition to the LSP, could be potentially placed under several of the Thematic Action Groups or indeed could become a standing Task and Finish Panel.

Recommendation 4:

That the Board consider the alignment of the current Action Groups against the 4 new Thematic Action Groups.

5. Membership of Board, Steering Group and Thematic Action Groups and Task and Finish Panels:

When discussed at the follow-up meeting to the Away-Day, it was generally agreed that for continuity and to retain the current advantages in terms of partnership development and communication, that the current composition of the full Board is retained. However, it was also felt that a more robust focus should be placed on reviewing the membership on an ongoing basis to reflect changing circumstances.

Recommendation 5:

(i) That the current composition of the full LSP Board be retained subject to a commitment to ongoing review.

As highlighted earlier in the report, it is proposed that the revised Steering Group which supports the full Board, should have a stronger role in performance management, monitoring and evaluation. It may also have an enhanced role in identifying issues, which Task and Finish Panels may need to be established to

address and the commissioning of bespoke pieces of work. In order for the new Steering Group to retain an overview of the work of the 4 Thematic Groups and also to be of a manageable size, it is recommended that the Steering Group comprises of the Chairmen of the 4 Thematic Groups plus the Full Board Chairman and Vice Chairman.

Recommendation 5:

(ii) That the Steering Group will be responsible for performance management, monitoring and evaluation on behalf of the Full LSP Board, as well as commissioning work and establishing Task and Finish Panels should comprise of the Chairman and Vice Chairman of the Full Board plus the 4 Thematic Action Group Chairmen.

The Thematic Action Groups comprise of the two current statutory Partnerships in the District, namely the Crime and Disorder Reduction Partnership and the Children and Young People's Strategic Partnership. Both of these Partnerships have existing Membership arrangements, which are proving largely satisfactory and not in need of any significant change at this point.

The other two new Thematic Groups are Sustainable Communities and Healthier Communities. It has already been identified that Sustainable Communities could incorporate some 5 existing Action Groups.

The LSP will need to consider how the Membership of these other two Thematic Groups is established. It would perhaps be too prescriptive for the Full Board to dictate this from the outset, perhaps better to allow some scoping work to be undertaken by the existing participants.

A potential way forward may therefore be to bring together the key individuals/partners for the existing Thematic Groups e.g. the Chairmen of the 5 existing groups that make up the new Sustainable Communities Group and the key partners within Active Epping Forest, to review their existing Action Plans, develop their own draft Terms of Reference and membership proposals. These could then be submitted for consideration by an initial meeting of the Steering Group and subsequent adoption by the Full Board.

Recommendation 5:

(iii) That the existing membership and terms of reference of the CDRP and CYPSP be retained within the new LSP Structure, and

(iv) That an initial scoping meeting of the Sustainable Communities Group is held to involve the Chairman of the 5 previous Action Groups and similarly with Healthier Communities to involve key health partners, to review current Action Plans, develop draft terms of reference and develop membership proposals for consideration by the Steering Group and Full Board.

Task and Finish Panels are proposed to be established to work to a specific brief in a prescribed timescale. Panels can operate on a more informal basis and can involve any individual across the partnership or indeed draw down from a talent pool from agencies, as specific skills require.

Recommendation 5:

- (v) That Task and Finish Panels are established on a more informal multi-agency basis.**

6. Chairmanships of Groups:

Arrangements for the Chairmanship and Vice Chairmanship of the Full Board are detailed within the current constitution. These are not recommended for change.

The Chairman of the current Steering Group is the Chairman of the Homes and Neighbourhood Action Group, which is likely to be incorporated within Sustainable Communities. The new Steering Group is composed of the Chairman and Vice Chairman of the full LSP. The two statutory partnerships (i.e. CDRP and CYPSP) have their own arrangements for the election of Chairmen, who will sit on the Steering Group. That leaves the Healthier Communities and Sustainable Communities Groups to establish their Chairmen.

The Board could leave it to the Groups to appoint their own Chairs or alternatively seek to propose a lead agency, for example, the PCT to lead Healthier Communities or the District Council to lead Sustainable Communities.

Once established, the Steering Group could similarly either nominate its own Chairman or elect to have the Chairman/Vice Chairman of the full Board, take the Chair.

Recommendation 6:

The Board are asked to consider and propose how Chairmanship of the Steering Group and Thematic Action Groups are established.

7. Constitutional Changes:

A draft new Constitution is attached which seeks to reflect the potential changes to the future organisational arrangements of the LSP. The key changes are highlighted.

Recommendation 7:

The Board are asked to agree the changes to the LSP Constitution arising out of the review of the role, priorities and organisational structure.

1. Officers of the Partnership

There will be a Chair man and Vice Chairman of the Partnership, elected by the members of the LSP every 2 years. They will be responsible for chairing meetings, drawing up agendas and representing the LSP as appropriate. The District Council will act as Treasurer for the purposes of managing the partnerships budget. The Local Strategic Partnership Manager, will act as Spending Control Officer.

2. Criteria for membership of Board

Members of the LSP board will be:

- An executive or elected official of the organisation they represent
- From organisations that operate within the Epping Forest District
- From public, private or voluntary organisations, or other partnerships that further public interest
- Supported for membership by a simple majority of the LSP voting members.

3. Our expectations of members

Generally, members of the Epping Forest Local Strategic Partnership are expected to live, work or trade in the District. They should be at Chief Executive level or their nominated representative and therefore have sufficient authority to speak for their organisations and partnerships. It is essential that they are able to demonstrate a commitment to Epping Forest. At the LSP meetings Members must primarily consider "What is best for Epping Forest?" as opposed to their host organisation.

Members are expected to challenge and support each other, display consistency and respect confidentiality. They must be focused and strategic.

The membership seeks to be inclusive and flexible, reflecting the objectives of the LSP. The size needs to be manageable, enabling members to make an effective contribution, develop trust and team working.

There are members of the board from a variety of District-wide organisations and key strategic partnerships. The Board will have a collective responsibility for its work. The Membership of the Board will be kept under ongoing review to ensure that representation is appropriate to changing circumstances. Decisions on admitting new members to, or on members leaving, the LSP, will take into account the value they bring to the LSP, their influence, resources, expertise and knowledge.

To enable the Board to continue to be manageable and strategic, admission of new members will require a vote by the whole of the partnership. An existing member should nominate new members and they must state a case for their inclusion.

4. Current membership is drawn from the following partnerships and organisations.

Members are nominated by the relevant organisation or partnership. Substitutes for individuals meetings will be allowed if they are notified in advance and carry the specific delegated authority of the member.

Generally groups will be represented through the partnerships set out below, and will be encouraged to participate in working groups of the LSP.

The partners as of December 2008 are as set out below:

Epping Forest District Council

Representatives: Cllr Mrs Diana Collins (Chairman of the LSP) and Cllr Mrs Anne Grigg

Deputy: Derek Macnab

West Essex Primary Care Trust

Representatives: Alison Cowie & Catherine O'Connell (Vice-Chairman of the LSP)

Deputy: Caroline Skinner

Epping Forest Local Council

Cllr Brian Surtees and Colin Thompson

Essex County Council

Representative: Cllr Colin Finn

Deputies: Yvette Wetton

Voluntary Action Epping Forest

Representative: Jacqui Foile

Deputy: Charlotte Copping

Epping Forest College

Representative: Peter Sadler

Deputy: Barbara Stock

Learning Partnership

Representative: Terry Collin and Monica Bird

Essex Police

Representative: Simon Williams

Essex Fire & Rescue Service

Representative: Ray Skinner

City of London

Representative: Paul Thompson

Local Business

Representative: Clive Snell

Faith

Representative: Rev Gay Ellis

Children & Young People

Representative: Cllr Ann Haigh

Deputy: Lonica Vanclay

5. Members of the LSP steering group will be:

- Chairman of the LSP
- Vice Chairman of the LSP
- The Chairman of each of the LSP's four Thematic Action Groups i.e. Safer Communities, Children and Young People, Healthier Communities, Sustainable Communities.

- The LSP Steering Group will support the work of the Full Board, by co-ordinating the work of the Thematic Action Groups and Task and Finish Panels. Responsibility for performance management, monitoring and evaluation of the outcomes of the activities of the LSP, on behalf of the Board will rest with the Steering Group. The Steering Group will also make recommendations to the Board with respect to pieces of project work to be commissioned.
- **Members of the Task and Finish Panels:**
Task and Finish Panels will be established to undertake specific tasks/projects on behalf of the Local Strategic Partnership. The Task and Finish Panels will operate to a Specific Brief and Terms of Reference as directed by the main LSP Board. Membership of the Panels, whose work will be time limited, will be drawn from across the Partner Organisations of the LSP, depending on the particular area of expertise required. Task and Finish Panels will not be exclusive to or aligned within any particular Thematic Group, but will, as necessary draw resources from across the Action Groups, again dependent on the nature of the Task to be undertaken.

6. Decision Making

The Full Board of the Epping Forest Strategic Partnership will meet quarterly. The dates where possible will be set in advance. The meetings will be held in public but agendas will have the facility to exclude the press and public for discussion on confidential matters at the end of business. In addition, Steering Group meetings, Thematic Action Group meetings and Task and Finish Panels, will be held generally in private session, although non-members may be invited to attend as necessary.

The quorum for Full Board and Steering Group meetings will be a third of the membership. Agendas will be sent out a minimum of seven days before the meetings. Minutes of the meeting will be circulated to members within ten working days after the meeting.

In cases and discussions requiring a vote, each organisation will be entitled to one vote. This will usually be their named representative or nominated official.

Task and Finish Panels will have scope to operate on a less formal basis as agreed by the participants, however, decisions and actions should be recorded in meeting notes. It is not anticipated that voting would be required at Task and Finish Panels. Issues requiring a formal decision with respect to policy, strategy or the commitment of additional resources, should be referred to the Steering Group or Board.

In all Forums, Members of the Epping Forest Local Strategic Partnership will be expected to declare any pecuniary or other interest which could have an impact on the decision making process.

7. Support

Epping Forest Local Strategic Partnership requires support to operate effectively. Epping Forest District Council, West Essex Primary Care Trust and Essex County Council will contribute core funding towards the cost of providing administrative and organisational support to the partnership. Other organisations will endeavour to contribute towards the costs of operating the partnership. In addition, sources of external funding by means of grant aid or sponsorship will be pursued.

The District Council will be responsible on behalf of the LSP for the employment and management of the LSP Manager. Voluntary Action Epping Forest will be responsible, on behalf of the LSP, for the employment and management of the LSP Admin Support Officer.

9. Communication

Epping Forest Local Strategic Partnership will have its own website, with links to all partners' websites. This will contain information on current issues, consultations, the Sustainable Community Strategy, reports on meetings and contact details for members and the LSP. Agendas and Minutes will be published on the Council's publicly accessed "Coms" system available through the District Council's Website.

It will be part of the role of the Partnership Manager to co-ordinate media coverage and raise the profile of the Partnership.

10. Consultation and Community Involvement

The Epping Forest Community Conference will be held once a year to bring together all those interested to contribute to the planning and prioritisation of the work of the LSP Board and the Sustainable Community Strategy.

The Epping Forest Local Strategic Partnership will also seek to use existing consultation processes, including the statutory Place Surveys to influence its work.

Wherever possible partner members or other partnerships will consider combining consultations.

11. Accountability

The Epping Forest LSP is the local strategic partnership body for Epping Forest. As such it is accountable to the people of Epping Forest for the following:

- Consultation with the local community on the development and review of the Sustainable Community Strategy
- Co-ordination the work of Partner Organisations to ensure that the needs of the people of Epping Forest are not in the most efficient way possible. To add value through partnership working in areas where no sole agency would be able to delivery services.
- To commission targeted work to meet particular priority needs.
- The delivery of the targets contained within the Essex Local Area Agreement and steps to meet the aspirations of the County-wide Community Strategy on behalf of the Essex Partnership Forum.
- The use of key performance indicators to measure progress and achievements.

12. Equality and Diversity

The Epping Forest Local Strategic Partnership will seek to ensure that its membership and work adhere to equality, diversity, sustainability and social inclusion values.

13. Review

The content of this constitution will be reviewed as necessary, but at least annually, to ensure they remain relevant to the working of the Partnership.

This page is intentionally left blank

**EPPING FOREST LOCAL STRATEGIC PARTNERSHIP
AWAY DAY FOLLOW-UP MEETING**

Date: 27 November 2008

Time: 2.00 - 3.15 p.m.

MINUTES

Present:

Councillor Mrs D Collins (Epping Forest District Council) (Chairman)
Julie Chandler (Office of the Deputy Chief Executive) (Epping Forest District Council)
Jacqui Foile (Chief Officer, Voluntary Action Epping Forest)
Councillor Mrs Anne Grigg (Epping Forest District Council)
John Gilbert (Director of Environment and Street Scene, Epping Forest District Council)
Derek Macnab (Deputy Chief Executive, Epping Forest District Council)
John Preston (Director of Planning and Economic Development)
Nick Roberts (Essex County Council)
Caroline Skinner (West Essex Primary Care Trust)
Barbara Stock (Epping Forest College, representing the Learning Partnership)
Brian Surtees (Parish/Town Councils)
Lindsay Swan (Housing Directorate, Epping Forest District Council)
Colin Thompson (Parish/Town Councils)
Lonica Vanclay (Epping Forest CYPSP)
Yvette Wetton (West Area Co-ordinator, Essex County Council)
Simon Williams (Essex Police)

Supporting Officers:

Chris Overend (Office of the Chief Executive, Epping Forest District Council)

Apologies:

Monica Bird (Learning and Skills Council)
Alison Cowie (Director of Public Health, West Essex Primary Care Trust)
Gay Ellis (Representing Epping Forest District Faith Groups)
Teresa Glynn (ACL Essex, representing the Learning Partnership)
Councillor Ann Haigh (Epping Forest CYPSP)
Alan Hall (Director of Housing, Epping Forest District Council)
Juliane Heinecke (City of London - Epping Forest Conservators)
Catherine O'Connell (Epping Forest Locality Director, West Essex PCT)
Peter Sadler (Principal, Epping Forest College)
Ray Skinner (Essex Fire and Rescue Services)
Clive Snell (Business Representative)
Paul Thomson (Superintendent, City of London - Epping Forest Conservators)
Caroline Wiggins (Safer Communities Co-ordinator, Epping Forest District Council)

1. WELCOME AND INTRODUCTION

Councillor Di Collins welcomed everyone and, in doing so, reminded them of the background to the decision to hold this meeting rather than the Steering Group, that there had been a discussion at the recent LSP Away Day regarding the Partnership's constitutional arrangements, with a consequent decision to revise those

arrangements and it had been felt both logical and appropriate to hold a follow-up meeting to the Away Day, at which the matter could be progressed further.

In turn, all present at the meeting introduced themselves and provided information on their background and roles.

2. REPORTS ON STRATEGIC AWAY DAY AND OPTIONS FOR THE FUTURE OPERATION OF THE LSP

As the report on the Away Day of 8 October 2008 and the consequent report on the options for the future operation of the LSP were inextricably linked, it was agreed that the two should be considered together.

Derek Macnab reminded those present that the purpose of the Away Day had been for the LSP to clarify and refocus its roles, agree and outline the key ambitions and priorities for the next five years and develop a structure and way of working that most suited these ambitions. At the Away Day it had also been agreed that a report should be submitted to the LSP Board identifying the emerging LSP priorities and setting out a proposal for the structure of the LSP, and other forms of working. In addition, at the Away Day, a presentation had been given by Ian Davidson of the Audit Commission on the new Comprehensive Area Assessment and how that would be used to evaluate the effectiveness of the LSP and its partners, how much its priorities expressed local need, how well its outcomes were delivered and what the prospects were for future improvement.

At the Away Day, concerns had been expressed regarding the lack of clarity surrounding the LSP's roles. A subsequent discussion had clarified these as being a need to act strategically, to commission work from partnerships, to scrutinise performance and delivery against the Community Strategy and act as an advocate for the District. It had been further agreed that, in carrying out these roles, the LSP should:

- take its priorities direct from evidence of the needs of Epping Forest's communities;
- develop a Community Strategy identifying and prioritising gaps which the LSP should address through its partnerships;
- establish a good understanding of its partners' overall priorities in delivering to those needs;
- commission work to utilise the combined resources of partners to tackle the strategic gaps;
- identify and tackle emerging needs within the area;
- review performance and delivery with strategic priorities.

Utilising a technique called "Future Backwards", the Away Day had led to the identification of a number of ambitions and priorities for the period to 2013, and a range of critical milestones and practical steps required for the achievement of those ambitions. There had been a recognition of the need for the work to be aligned closely with the Comprehensive Area Assessment, LAA2 and the Local Development Framework and a general consensus that the delivery of the priorities could best be

achieved through a combination of fixed partnerships, e.g. the statutory ones of the CYPSP and CDRP, Task and Finish Partnerships and "on-call" resources from partners.

The paper prepared by Derek Macnab on the options for a new partnership organisational structure had developed further the issues and outcomes emerging from the Away Day. In doing so, the report also reviewed the background to the formation of the LSP, the current organisational arrangements and how those arrangements might be reviewed to achieve the ambitions and priorities determined. In the report, the emerging priorities had been rationalised as follows:

- reduction of current health inequalities, in particular addressing life expectancy variations across the District, and recognising the needs of an ageing population;
- improving prospects for young people through the raising of levels of educational attainment and improved delivery of other services targeted at young people;
- protecting the special "Green Belt" character of the District and reducing its Carbon Footprint, whilst still promoting tourism, economic regeneration, better public transport and the delivery of affordable housing;
- increasing access to public services which meet the express needs of residents and improve their quality of life;
- adequately planning for the future through the development of a sound Core Strategy as part of the Local Development Framework;
- delivering improved outcomes locally, in respect of targets contained within the Essex Local Area Agreement 2.

The Away Day had helped identify both the strengths and the weaknesses of the current LSP structure. The strengths had included the encompassment of a wide range of agencies and the provision of a good 'vehicle' for sharing information and encouraging partnership working. Conversely there was a need for the Partnership to ensure that it had the correct people participating at the right meetings, to strengthen accountability and performance management. The conclusion of the Away Day, combined with a review of the LSP's current Constitution, had resulted in the identification of the following proposed future key roles of the LSP:

- preparing and ensuring the implementation of a Sustainable Community Strategy for the District, identifying visions and key priorities, monitoring progress annually, and keeping the strategy up-to-date;
- ensuring that the benefit from working together results in something over and above what the individual member agencies of the LSP would achieve working alone and, therefore, delivers better services for local people;
- working with the Essex Partnership to improve outcomes in the District through the Essex Local Area Agreement;

- developing an active relationship between the Sustainable Community Strategy and the Local Development Framework, and using both to mutual advantage in achieving sustainable communities;
- bringing together local plans, partnerships and initiatives to provide a forum through which the public, private, voluntary and community sectors can work effectively together to meet local needs and priorities;
- identifying and commissioning services to meet needs identified through the Partnership;
- ensuring the strategies of the partnerships belonging to the LSP align with the Sustainable Community Strategy and contribute to the "well-being" of the District;
- promoting the engagement of all Epping Forest's people and communities in decisions about the future of the District, working to ensure that the views of traditionally under represented and hard-to-reach groups are obtained;
- ensuring that partner organisations adopt the Partnership's aims and objectives and endeavouring to implement them within and through their own organisations;
- identifying, commenting and lobbying on issues of importance to Epping Forest at local, county, regional, national and European levels;
- undertaking an ambassadorial role for the District and promoting the image of Epping Forest.

In advising the meeting that four options for the future structural arrangements for the LSP were being put forward, Derek Macnab stressed that his report was a "draft" and that the ideas were very much open for debate. The four options referred to in the report were, namely, to retain the current structure, a delivery model based on the Local Area Agreement, a geographical area-based model and a Fixed Partnership and Task and Finish model whereby the Panels could be commissioned to undertake specific projects (but retaining the statutory elements of the CYPSP and CDRP). Derek pointed out that, whilst there might be a need to evaluate the role of the Board at a later stage, it was considered important to retain it at this stage and each of the options put forward envisaged that retention. Similarly, each option provided for a "Steering Group" or equivalent, albeit that the make-up and role of that Steering Group might well vary depending on the option chosen. Those present were asked for their comments on the various options and, where meetings had been held, the Chairmen of the Action Groups were asked to put forward the views of those Groups.

Brian Surtees felt that the proposals contained in the report provided a good way forward and that Option 4 was the one most likely to bring the required results. He stressed that this option would require someone able to provide the required level of support and a knowledge of research and ongoing issues. Colin Thompson pointed out that the concept behind the original Steering Group was to avoid a "silo" mentality and ensure there was liaison on cross-cutting issues between the different thematic areas when this was appropriate. He expressed a desire for similar provision within whatever new arrangements were agreed. Derek Macnab said that, whilst the diagram provided with Option 4 might suggest that any Task and Finish Panel set up would fall within one of the four blocks of Sustainable Communities, Healthier

Communities, Children and Young People, or Safer and Stronger Communities, the likelihood was that individuals from the different blocks would sit on the Task and Finish Panels.

In emphasising that the LSP needed to be "local", "strategic", and a working partnership, Yvette Wetton said that it also had a responsibility to ensure there was effective performance management and community engagement. Yvette added that this was all the more important bearing in mind the forthcoming Corporate Area Assessment, in which the LSP would play a key role. In that regard there was a need for the LSP to act as advocates for the District. In expressing her support for Option 4, Yvette highlighted the requirement for the Task and Finish Panels to be set up in response to the needs established through community engagement on the issues affecting local people, rather than just in response to the national targets put forward by the Government.

Colin Thompson said that he would not feel comfortable with the LSP adopting a strict geographical area-based approach as per Option 3. Concurring with these comments, Simon Williams said that whilst such an approach was appropriate for the CDRP, the LSP needed to adopt a wider approach. Simon also felt there was a need to move away from the current structure as embodied in Option 1 and that, whilst Option 2 had some merits in terms of its close alignment with LAA, he felt that Option 4 with the allocation of specific tasks to provide for delivery, was the one most suitable for the needs of the Epping Forest District. Jacqui Foile concurred that Option 4 provided for the most effective means of participation by the partner organisations.

In expressing her support for Option 4, Caroline Skinner said there was a tendency under the current arrangements for tasks to be identified without them ever being concluded. Brian said he also felt that Option 4 was the one most likely to bring about the required results. Lonica Vanclay considered that Option 4 was the one most pertinent for the LSP, although she felt there was a need to explore further how the different blocks could be brought together through a joint planning process. Julie Chandler expressed the view that Option 4 provided for more effective performance management. Whilst she felt that there might be a need for the Lifelong Learning Action Group to be retained in its own right, Barbara Stock said that such an arrangement could be accommodated within the Option 4 model, the concept of which Barbara supported.

Nick Roberts said that the Getting About Action Group had also felt it, or an equivalent group, had a role to play in the LSP in the future. Nick added that, from his own personal point of view, the difficulty with the existing structure was the lack of opportunity for interaction between the different groups. He was supportive of the idea of being able to commission work and felt that Option 4 was the model most suitable for achieving that. As an example, Nick quoted the drawing up of and delivery of a Transport Plan for the District. In conclusion, Nick felt that the existing arrangements for the Getting About Action Group relied on the commitment of too few individuals.

John Preston reported on the outcome of discussions at the Economic Prosperity Action Group meeting on 25 November. John said that the Action Group had concluded that the standstill situation envisaged in Option 1 was not sustainable and that the area-based approach of Option 3 was unsuitable for economic matters given that these required a wider perspective. John added that the Group had recognised that there were parts of the District which were more deprived than others and that there were merits in targeting these areas for the use of specific measures but it was

felt that these could be dealt with through the “Task and Finish” approach. The Group had also expressed a fear that if it were to be disbanded, the benefits of the relationships which had been established would be lost and that organising individuals to carry out work within a “Task and Finish” setting might not be so readily achievable. The Group had also felt there might be insufficient emphasis on economic prosperity/development within Option 4 and, perhaps persuaded by the use of the words “Our Economy” in the model, had expressed a preference for Option 2. John said that having heard the views put forward at this meeting and a more detailed explanation of what was envisaged, he felt more comfortable with Option 4 than he had done previously. Agreeing with these comments, Chris Overend pointed out that the Away Day had been focussing on ambitions and priorities for the period to 2013. He stressed that the original Community Strategy covered the period to 2021 and the new Sustainable Community Strategy would cover the period beyond that. As such the LSP needed to remain aware of this longer term perspective.

There was general consensus at the meeting that Option 4 was the preferred structure option for the LSP. Accordingly, Derek Macnab undertook to prepare a further report for consideration at the Board meeting on 18 December, developing the concept and proposals contained within Option 4, the Fixed Partnership and Task and Finish Model. Chris Overend undertook to identify a number of potential dates on which the Steering Group contained within that model could meet during 2009.

3. APPOINTMENT OF LSP MANAGER AND LSP ADMINISTRATIVE ASSISTANT

Derek Macnab reported that the closing date for applications in respect of the re-advertised post of LSP Manager had now passed and that a total of 10 applications had been received. Derek said it was hoped to undertake the interviews and make an appointment before the end of the calendar year and, with that in mind, an interview panel needed to be established as soon as possible. Accordingly, it was agreed that the Appointments Panel should include Councillor Di Collins as Chairman of the LSP, Derek Macnab, Jacqui Foile as the Voluntary Sector representative, a representative from West Essex PCT and a representative from the Town/Parish Councils. Yvette Wetton would act as “reserve” in the event of one of the nominees being unable to attend.

Jacqui Foile reported that the advertisement in respect of the vacant post of part time LSP Administrative Assistant was due to be published that week.

4. LOCAL AREA AGREEMENT 2

Councillor Di Collins reported that the Essex Partnership on 28 November, a meeting she would be attending as the LSP’s representative, was due to consider and make a final decision in respect of the PRG bids the LSP had submitted under the LAA 2 process. Councillor Di Collins provided details of the bids submitted as follows:

Reference	Scheme	£
EPP 3	Home Safety Scheme	20,000
EPP 5	Supported Volunteering Initiative	49,844
EPP 8	Supported Programme for People with LD	39,950
EPP 9	Tender for Emotional Health and Wellbeing Group	100,000
EPP 10	Parenting Programme Officer	50,000
EPP 11	Youth Worker – Youth Justice System	140-150,000
EPP 14	Community Transport – Driver Training for Schools Staff	40,120

EPP 15	Co-ordination of CCTV activities	35,000
--------	----------------------------------	--------

Chris Overend informed the meeting that the Epping Forest District LSP Indicative Allocation was £453,000 whereas the total amount of the bids put forward was up to £30,000 in excess of that indicative allocation. Should all the bids be approved, therefore, the LSP would have to determine how to fund the difference between the two amounts. Chris Overend added that the latest advice received was that the PRG might not be released until well into the 2009/10 financial year so that the partners would need to determine how to cover the initial financing of schemes due to commence early in the 2009/10 financial year.

5. GYPSIES AND TRAVELLERS

John Preston informed the meeting that the District Council was currently preparing a "Development Plan Provision" for Gypsies and Travellers to meet the accommodation needs of Gypsies and Travellers in the Epping Forest District and that an LSP involvement on this issue would be appropriate. Accordingly, it was agreed that an item on this matter should be included on the agenda for the LSP Board meeting on 18 December 2008.

6. PRACTICE-BASED COMMISSIONING GROUP

Caroline Skinner reported that the Practice-Based Commissioning Group was to hold a Stakeholder Meeting shortly and would be inviting the District Council to attend that meeting as one of the stakeholders. Caroline undertook to forward details of the meeting as soon as they became available.

7. CYPSP – FUNDING OPPORTUNITIES 2009/10

Lonica Vanclay reminded the meeting that in 2008-09 the CYPSP had identified the following priorities and commissioned a range of services as indicated:

- £50,000 - Service mapping and project development - CYPSP Development Manager
- £64,800 - Improved emotional wellbeing of children and young people
- £60,000 - Improve parenting support and information
- £40,000 - Extend youth activities provision
- £35,000 - Reduced obesity
- £16,780 - Speech and language development

The CYPSP was currently identifying priorities for commissioning for 2009 onwards. The funds available were not yet known. However, sub-groups were working on identifying needs and gaps and existing provision with a view to identifying the services to be commissioned:

Promoting Healthy Lifestyles:

- Obesity strategy
- Healthy lifestyle programmes
- Breastfeeding
- Teenage pregnancy
- Substance misuse
- Killed and seriously injured

Improve aspirations and attainment:

- CAMHs
- Speech and language
- Support to ensure inclusion
- 14 -19 agenda

Provide parents with the skills, advice and support when they need it:

- Parent support and skill development groups
- Topic based information sessions
- Individual, home based parent support
- Information about services
- Early years and childcare

Participation in positive activities:

- Crucial Crew, Reality Roadshow and Road Runner
- Volunteering
- Children and young peoples voice
- Cultural, community and physical activity

8. COMMUNITY CONFERENCE AND FACE THE PUBLIC MEETING

In view of the considerable amount of work still required in respect of the constitutional and structural changes to the LSP, it was agreed that the Joint Community Conference and Face The Public meeting set to be held on 21 January 2009 should be postponed and re-scheduled to be held on a date, still to be determined, in the Spring of 2009.

EPHING FOREST LOCAL STRATEGIC PARTNERSHIP

STATEMENT OF ACCOUNT

AS AT 12 December 2008

Income	£	Expenditure	£
Balance B/F from 2007/08	59,489.93	Advertising Post of LSP Manager	7,478.12
Returned Salary Costs from VAEF	6,404.68	Re-advertising – LSP Manager Post	4,954.36
Contributions 2008/09:		LSP Manager – Salary and Employment Costs for remainder of Financial Year	10,000.00
EFDC	10,000.00	Admin Support – Salary and Employment Costs	27,000.00
Essex County Council	45,000.00	Refreshments/Room Bookings	18.00
Essex Police	5,000.00	Away Day Costs – Facilitator £2813.80)	2,973.80
West Essex PCT	10,000.00	Provision of Lunch - £160.00)	
Returned Conference fees	167.00	Place Survey	5,900.00
	<u>136,061.61</u>		<u>58,324.28</u>

Therefore cash available less expenditure to date £136,061.61 - £58,324.28 leaves a balance of £77,737.33

Income pending

Expenditure pending

Longer Term provision required

Community Conference	say £1,000.00
Website Maintenance	say £ 500.00
Sundry Expenses	say £1,000.00

An income amount relating to the currently vacant LSP Administrative Post, will be returned to LSP funds from VAEF in due course.

The original expenditure provision for the LSP Manager – Salary and Employment Costs was £43,550 – this has been reduced to £10,000 to reflect the fact that no appointment has been made to date, (although interviews are set to be held on 16 December 2008, and it is hoped that an appointment can be made soon thereafter).

This page is intentionally left blank

Multi-Faith Service – Sunday 6 February 2009

Recommendation:

That consideration be given to the award of a small grant (£500) towards the cost of staging a Multi-Faith Ceremony.

1. (EFDC) The Partnership has been providing support for the Multi-Faith Forum in its work to promote good relations and collaborative working between different faiths in the District. The Forum is planning a Multi-Faith Service in February 2009 and requires funds to assist with mounting the event.
2. Although the District Council has two representatives on the Forum, it has also decided that it can only provide moral support and encouragement in the Forum's work, not direct funding or staffing. This is because the founders of the Forum accepted that it shall be seen as an independent body and not an arm of the Council. The Chairman of the Council has indicated that he will attend as an official guest if invited.
3. The Forum is responsible for its own fund raising and volunteer staffing of the event but the funding sought from LSP resources will ensure that the event can be staged in an appropriate way.

This page is intentionally left blank