

Essex Local Area Agreement 2008 – 11

Governance, Delivery and Performance Management – Consultation Paper April 2008

1. Governance Principles

The Essex Cooperation Framework, agreed at the inaugural meeting of the Essex Partnership Forum on 10th December 2007, sets out the principles of governance for the work of the Essex Partnership Forum and Essex Management Board. The objective of this document is to clarify the governance, delivery and performance management arrangements for partnerships in Essex responsible for the delivery of the second Essex Local Area Agreement (LAA). A summary of these governance arrangements and accountabilities is shown in **Annex1**.

2. Roles and responsibilities of partners

The Department for Communities and Local Government (CLG) Operational Guidance on the development of new Local Area Agreements states that all statutory partners should identify which targets in the LAA they wish to 'have regard to'. Private and Third sector organisations can also choose to have regard to targets to demonstrate their commitment and contribution. There should be robust commissioning and performance management and evaluation systems in place to cover all partners, and these will be taken into account as part of the Comprehensive Area Assessment.

This document aims to provide clarity about how these statutory duties should be operationalised within the Essex Partnership context. The table on page 2 provides an overview of the proposed roles and responsibilities of partner organisations with regard to the delivery of the Essex LAA2 and asks for partners views on these.

3. Essex Partnership Forum (EPF)

The EPF is the overarching Partnership body for Essex, with representation from all statutory public sector partners and from the Private and Third sectors. Its main areas of decision making are: agreeing priorities; countywide targets; action plans and allocation of Performance Reward Grant (PRG), as explained in the Essex Cooperation Framework agreed at the December 2007 meeting of the EPF. The Essex Cooperation Framework illustrates the relationship between the EPF and EMB. Collectively, these two bodies form the County Strategic Partnership for Essex.

4. Essex Management Board (EMB)

The EMB supports the work of the Essex Partnership Forum to deliver efficiencies across public services in Essex. It has a key role in relation to the Thematic Partnerships, providing an overview of performance and maximising opportunities for joined-up activities. Again, its main functions are set out in the Essex Co-operation Framework. Detailed Terms of Reference for the Essex Management Board, as endorsed at its inaugural meeting on 22nd February 2008, are attached as **Annex 2**. Government guidance indicates that 'the LSP structure should include some form of executive board, which is able to take strategic decisions underpinned by the main thematic partnerships for the area'. It is not currently proposed that such powers be vested in the EMB.

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|-------------------|---|
| Question 1 | What changes would the EPF make to these Terms of Reference? |
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Essex Partnership Roles & Responsibilities for the Local Area Agreement

| Responsible body | Action | Monitor | Report |
|--|--|--|---|
| Essex Partnership Forum (EPF) | <ul style="list-style-type: none"> With regard to the Essex Strategy, agree priorities, confirm accountabilities Sign off LAA, indicators, targets and Countywide action plans Agree PRG allocation | <ul style="list-style-type: none"> Challenge ambition & performance across LAA, receiving exception reports from EMB Monitor overall progress in delivering the LAA | <ul style="list-style-type: none"> Accountable to individual partners & Central Government |
| Essex Management Board (EMB) | <ul style="list-style-type: none"> Recommend priorities, indicators, targets and action plans to EPF Identify opportunities for cross-cutting activities Ensure engagement of stakeholders as required Commission Thematic Partnerships and task & finish groups to deliver action plans | <ul style="list-style-type: none"> Challenge ambition & performance across LAA. Advise EPF on issues of concern. | <ul style="list-style-type: none"> Accountable to EPF |
| Thematic Partnerships | <ul style="list-style-type: none"> Define indicators, set baselines and propose overall targets Agree countywide action plans, risk and equality impact assessments Ensure engagement of stakeholders as required to deliver the action plans Share good practice and work with other Thematic Partnerships as appropriate | <ul style="list-style-type: none"> Monitor & challenge progress in delivering countywide action plans Monitor issues identified as important in the Essex Strategy that might be relevant when refreshing the LAA | <ul style="list-style-type: none"> Accountable to EPF and individual partners |
| Local Strategic Partnerships | <ul style="list-style-type: none"> With regard to District Sustainable Community Strategies and the Essex Strategy / LAA, agree local priorities and targets Agree local action plans in line with the Countywide action plans Share good practice with other LSPs | <ul style="list-style-type: none"> Monitor & challenge progress in delivering local action plans | <ul style="list-style-type: none"> Accountable to local partners |
| Target Leads | <ul style="list-style-type: none"> Develop countywide action plans, risk and equality impact assessments Advise partners on local actions Support delivery of local action plans Share good practice and work with other Target Leads as appropriate | <ul style="list-style-type: none"> Monitor progress in delivery of agreed actions Highlight issues for attention e.g. successes/concerns Review action plans, risk and equality impact assessments Ensure audit and data quality requirements are met. | <ul style="list-style-type: none"> Accountable to Thematic Partnerships |
| Essex LAA Performance Management Sub Group. | <ul style="list-style-type: none"> Provide external review of action plans, risk assessments and equality impact assessments Recommend action to Thematic Partnerships & EMB Develop countywide monitoring and reporting systems for stakeholders Provide a forum for individual partners to review delivery of LAA action plans | <ul style="list-style-type: none"> Monitor progress/challenge performance across LAA Identify what works and what needs attention | <ul style="list-style-type: none"> Accountable to EMB |
| Individual Partners | <ul style="list-style-type: none"> 'Have regard to' relevant targets Integrate LAA into service plans and implement Deliver agreed actions, working with other individual partners as appropriate | <ul style="list-style-type: none"> Challenge & scrutinise delivery of action plans | <ul style="list-style-type: none"> Accountable to LSPs and Thematic Partnerships |

Question 2 **Would the EPF add any roles or responsibilities to the partnership bodies identified in this table?**

5. Thematic Partnerships

The 2006-2009 Essex Local Area Agreement (LAA1) was structured around thematic blocks. This requirement does not exist for LAA2. It was agreed by the EPF in December that existing thematic partnerships, rather than the old block structure, should have the primary responsibility for delivering LAA targets. Six partnerships have been identified as best able to support the work of the EPF across the range of issues identified in the Essex Strategy, with one a proposed new partnership, the 'Sustainable Essex Partnership' looking at a range of cross-cutting issues around the theme of Sustainable Communities to support the Essex Strategy being a genuinely *Sustainable Community Strategy* (please also refer to **Annex 1**):

- The Community Wellbeing and Older People's Partnership
- The Essex Strategic Board for the London 2012 Olympic and Paralympic Games
- The Children and Young People's Strategic Board
- The Greater Essex Prosperity Forum
- The Essex Community Safety, Drugs and Alcohol Strategic Partnership
- The Sustainable Essex Partnership

These partnerships will take ownership for the relevant priorities in the Essex Strategy and LAA2, with clear accountability to the Essex Partnership Forum for ensuring delivery. The EMB will look to ensure crosscutting working takes place across the partnerships. Thematic Partnerships are able to take decisions on behalf of the Essex Partnership for their own thematic areas of responsibility. The chairs of Thematic Partnerships are represented on the EPF. The EMB may commission Thematic Partnerships to lead on specific programmes of activity or 'Task & Finish' groups to drive forward joint solutions and cross-cutting projects. In line with the Essex Compact, we recognise that the voluntary and community sector has a vital role in delivering the LAA targets, working alongside statutory partners.

See **Annex 3** for a summary of the roles and activities of each Thematic Partnership in relation to the LAA. **Annex 4** provides a brief scoping paper for the proposed Sustainable Essex Partnership.

Thematic partnerships should review their Terms of Reference in relation to governance, delivery and performance management of LAA2 to include:

- a) Ensuring their membership reflects the significance of each Partnership's role in coordinating key programmes of pan-Essex delivery
- b) Responsibility of the chair of the partnership to attend the EPF;
- c) Accountability to the EPF, LSPs and EMB for the achievement of LAA targets;
- d) Role of the partnership in agreeing strategies and plans for their thematic area of responsibility and drawing -up action plans to deliver progress against LAA targets;
- e) Role of the partnership in monitoring delivery of LAA action plans and progress in achieving the LAA targets;
- f) Requirement for partnership representatives to attend and report progress against action plans to the Performance Management Sub- Group and Essex Management Board as necessary; and
- g) Clear mechanisms for engagement with the Third sector to ensure that the Essex Compact principles are being adhered to

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| Question 3 | What changes would the EPF make to this proposed model of LAA delivery through Thematic Partnerships? |
| Question 4 | Will the areas for review highlighted above sufficiently enable the six thematic partnerships and their sub-groups to be fit for purpose in terms of LAA delivery? |

6. Target Leads

Target Leads are those officers with the professional skills and knowledge to provide advice, develop detailed targets and prepare action plans, supported by their own organisation and other partners. Target Leads are identified for each indicator in LAA2, as shown in the table below. Target Leads will report in the first instance to the relevant Thematic Partnership. The overarching measures NI 4 (influencing decisions); NI 5 (satisfaction with the area) and NI 7 (thriving third sector) will be the responsibility of the EPF as a whole.

| Thematic Partnership | LAA2 Indicators | Description | Target Lead |
|---|--|--|---|
| Children & Young People's Strategic Partnership Board (CYPSP) | NI 79, 117, 72-75, 78, 83, 92-101 NI 87, 87a | Educational attainment School attendance | Terry Reynolds |
| | NI 51 | CAMHs | Garry Pocock |
| | NI 56 | Obesity | Mike Gogarty |
| | NI 112 | Conception | Michael O'Brien |
| | LI (NI 59) LI (NI 60) | Children's care assessments | Andrew Haley |
| | LI (NI 57) | Children's sport | Kelvin Williams |
| | NI 111 | Youth justice system entrants | Tanya Gillet |
| Community Wellbeing and Older People's Board (CWOP) | NI 134, NI 135, LI 2.1 (Independent Living for over 65s) | Emergency bed days Needs assessment Independent living | Cathy Mitchell |
| | NI 141 | Vulnerable people achieving independent living | Simon Harniess |
| | NI 120 | Mortality rate | Mike Gogarty |
| | LI 3.1 | Mental health | Pauline Stratford |
| | NI 123 | Smoking | Andrea Atherton |
| Community Safety, Drugs and Alcohol Strategic Partnership (CSDASP) | NI 47 | Killed and seriously injured | Rosemary Welch |
| | LI 6.2 (Feeling Safe) | Feeling safe | Sam Grant |
| | NI 17, NI 20 LI 6.1 (Domestic violence) | Anti-social behaviour Assaults with injury Domestic violence | Carmel Napier |
| | NI 18 | Adult re-offending | Alex Bamber |
| | NI 39, NI 115 | Alcohol admissions Substance misuse (YP) | Clare Butler |
| | NI 163, 164, LI (NI 165) | Qualifications | Matthew Fletcher |
| Greater Essex Prosperity Forum (GEPF) | NI 166 LI 8.1(foreign investment) LI 8.2 (companies trade internationally) | Earnings Foreign investment International trade | Peter Cook & David Adlington |
| | LI (NI 151) | Employment rate | Louise Aitken (interim) |
| | NI 171 | VAT registartion | Keith Hughes |
| | NI 8 | Adult sport | Emma Russell |
| London Olympic and Paralympic Games Strategic Board (2012) | NI 11 | Engagement in arts | Miriam Stead |
| | NI 156 LI 2.2 (affordable housing); NI 154 LI 4.2 (congestion) | Temporary accommodation Homes Congestion | Malcolm Knights Ian Vipond Sean Perry |
| Sustainable Essex Partnership (SEP) | NI 198 | Children travelling to school | Fran Garthwaite |
| | NI 6 | Volunteering | Alison Semmence |
| | LI 4.1 (Access to services) | Access to Services | Nick Shuttleworth |
| | NI 195, NI 191, 192 | Environmental cleanliness Waste and recycling | Jason Searles |
| | NI 186, NI 188 | Carbon reduction Climate change | Kevin Jones |
| | NI 197; LI 10.1(Living Landscapes) | Biodiversity | John Hall |

Question 5 **What changes would the EPF make to the distribution of LAA2 Indicators for each Thematic Partnership?**

7. Local Strategic Partnerships (LSPs)

Each LAA2 target will be articulated in local terms within the district and borough chapters of the LAA2 document. It is the responsibility of each Local Strategic Partnership to ensure that action plans are developed to deliver the local targets, and to co-ordinate and assist local partners to implement these plans. LSPs are encouraged to develop their own District Local Area Agreements as good practice to capture the responsibilities above and communicate local actions within their District or Borough.

The Essex Forum of LSP Chairs provides a mechanism for Local Strategic Partnerships across Essex to discuss issues of shared relevance, provide opportunities for shared learning and development in relation to common agendas and to enable the Local Strategic Partnerships to communicate more effectively both between themselves and with the Essex Partnership providing, where possible, a unified voice on key strategic issues. In addition to all LSP chairs being represented on the Essex Partnership Forum, the Chair of the Essex Forum of LSP Chairs is also the Essex Partnership Forum Chair.

8. Performance Management Subgroup

The Performance Management subgroup (PMSG) will be a subgroup of the EMB, supporting and advising EMB in monitoring delivery of the LAA and engaging as necessary with Thematic Partnerships, LSPs and individual partners. Membership will be representative of the organisations on the EMB, with the addition of LSP, and Thematic Partnership representatives as necessary, to discuss any performance issues that need addressing. PMSG should ensure that all audit and data quality requirements are managed by the thematic leads. The subgroup is also responsible for taking an overview of risk management and Diversity and Equalities issues.

See **Annex 5** for detailed Terms of Reference

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|-------------------|---|
| Question 6 | What changes would the EPF propose to the terms of reference of the Performance Management Sub-Group |
|-------------------|---|

9. Individual Partners

Fundamentally, the Essex Partnership will not function without genuine commitment and buy-in from all partners, and delivery of the LAA will not be possible without individual partners taking the actions needed to deliver the action plans agreed by Thematic Partnerships and at local level by LSPs. Each partner will remain accountable for its decisions taken in relation to funding streams allocated to it

*Essex County Council has additional roles as Lead Responsible Authority and Accountable Body for the Local Area Agreement. These functions are fully explained in **Annex 6**.*

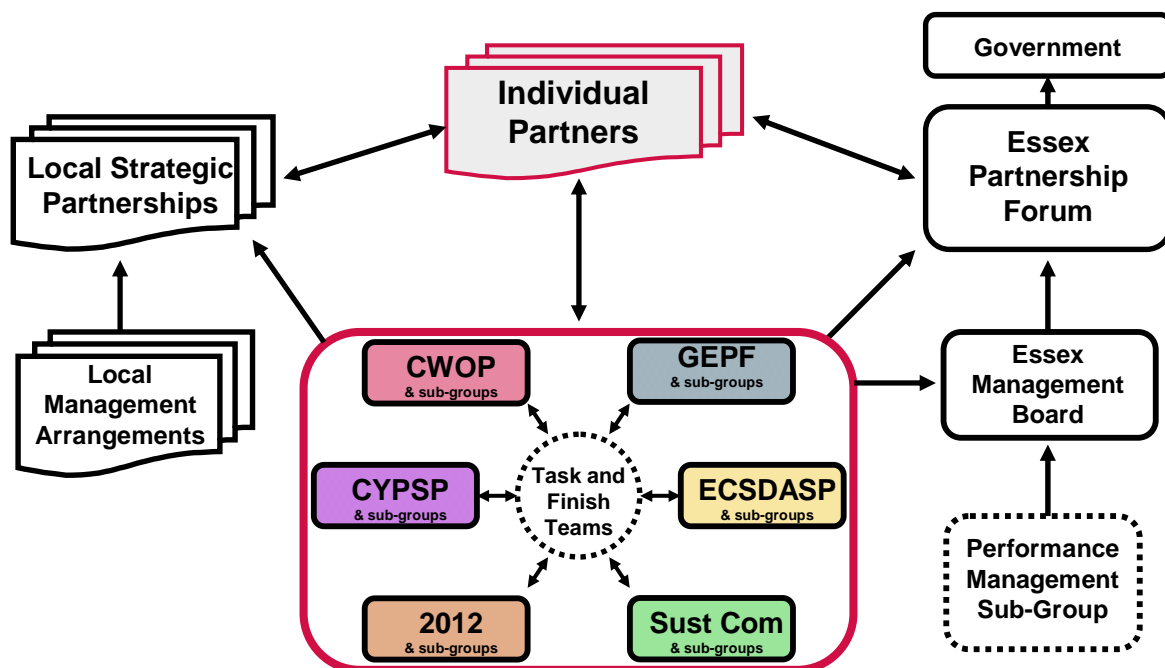
10. Recommendations

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| The Essex Partnership Forum is invited to approve the proposed Governance, Delivery and Performance Management arrangements in this paper, subject to incorporating any amendments agreed in response to the questions herein. |
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Annexes

- Annex 1 LAA Accountability Diagram
- Annex 2 Terms of Reference, Essex Management Board
- Annex 3 Background to the six key Thematic Partnerships and their role with regard to the LAA
- Annex 4 Scoping Paper for the proposed Sustainable Communities Partnership
- Annex 5 Terms of Reference of Performance Management Subgroup
- Annex 6 Essex County Council functions as Lead Responsible Authority / Accountable Body function

Annex 1 - LAA Accountability Diagram



Key

- CWOP** The Community Wellbeing and Older People's Partnership
- 2012** The Essex Strategic Board for the London 2012 Olympic and Paralympic Games
- CYPSP** The Children and Young People's Strategic Board
- GEPF** The Greater Essex Prosperity Forum
- ECSDASP** The Essex Community Safety, Drugs and Alcohol Strategic Partnership
- Sustainable Essex** The Sustainable Essex Partnership

Annex 2: Terms of Reference of Essex Management Board

Background

1. The Essex Management Board was established by the Essex Partnership Forum on 10th December 2007 through endorsement of the Essex Co-operation Framework.
2. The Framework states that the functions of the Essex Management Board are to: - recommend to the Essex Partnership Forum a programme of joint activities; - commission thematic partnerships and 'task and finish' teams to deliver against these activities; - receive reports from task and finish teams and thematic partnerships; - monitor delivery of programmes and report upwards to the Essex Partnership Forum as appropriate.

Approach

3. The Essex Management Board will support the work of the Essex Partnership Forum to deliver efficiencies across public services in Essex and to improve outcomes for citizens. It will be action-not process-focused.
4. The Essex Management Board brings together the key public services in the County. The purpose of doing so is solely to work more effectively across institutional boundaries to deliver more responsive services to our citizens. The Essex Local Area Agreement and Strategy are central to its work but its interest extends to anything that might improve the lives of the people of Essex.
5. The Essex Management Board gets its legitimacy from the Essex Partnership Forum. The Essex Partnership Forum involves all key partners in the County and it is the Essex Partnership Forum that is the final decision making body in the Partnership. However, through the Essex Co-operation Framework, the Essex Partnership Forum has indicated its intention to delegate responsibility to the Essex Management Board to ensure that business is moved forward between Essex Partnership Forum meetings.

Terms of Reference

6. Taking in to account the points made above, the terms of reference for the Essex Management Board are as set out below:
 - I. To provide support to the Essex Partnership Forum in the preparation, refreshment and implementation of the Essex Strategy 2008-2018.
 - II. To monitor and manage progress in relation to delivery of the Local Area Agreement 2008-2011, making recommendations for action where necessary.
 - III. To identify and actively monitor the delivery of key programmes of work – either within or outside of the Local Area Agreement - that deliver improvements to quality of life of people in Essex.
 - IV. To support preparation on behalf of the Essex Partnership Forum for the Comprehensive Area Assessment.
 - V. To identify and secure resources to increase the capacity of the Partnership (including, where requested by the Essex Partnership Forum , to manage the use of Performance Reward Grant).
 - VI. To support partner organisations and partnerships in actively communicating the Essex Strategy and Local Area Agreement vision to deliver for the people of Essex the best quality of life in Britain.
 - VII. To lobby for Essex with the aim of securing enhanced resources, freedoms and flexibilities for the County.

Membership

7. To ensure that the group is action focussed and complies with the principle of **efficiency**; and given the safeguards already referred to, its membership will be kept as compact as possible, see below.
8. Representatives must be of sufficient seniority to be able to speak for their organisation or partnership.
9. Where the representative is from a partnership rather than a single organisation it will be expected that the individual representative will be supported by effective two-way communication with their partner body so that both he/she and the other partner members are kept informed. This is crucial to the effectiveness of the Management Board.
10. The Chair of the Management Board shall be the Leader of the County Council (as accountable body).
11. Representation shall be drawn from named individuals of the following bodies:
12. All member bodies should be represented at all meetings – where named representatives are unable to attend they should nominate an appropriately mandated substitute.

Bodies represented on the Essex Management Board

| Cum No. | Organization / Partnership / Network | Type of Body |
|----------------|--|----------------------------|
| 2. | Essex County Council | Responsible Body |
| 3. | Essex Leaders Group | District & Boroughs |
| 4. | Essex Chief Executives Association | |
| 5. | Essex Police | Other Sovereign Bodies |
| 6. | Essex Fire & Rescue Service | |
| 7. | Essex PCTs | |
| 8. | LSP Chairs Forum | District LSPs |
| 9. | Greater Essex Prosperity Forum | Private Sector |
| 10. | Essex Association of CVSs | Third Sector |
| 11. | Learning and Skills Council | Further Education Sector |
| 12. | University of Essex / Anglia Ruskin University | Higher Education Sector |
| 13. | EEDA | Regional / National Bodies |
| 14. | GO East | |
| 15. | Audit Commission | |

Meetings

13. The Essex Management Board will meet six times a year and/or when business makes it necessary.
14. Meetings will be held in accessible, centrally located venues around Essex, including within the premises of partner organisations where appropriate.
15. Minutes of EMB meetings will be published on the Essex Partnership Website.

Annex 3: Thematic Partnerships and the LAA (see also Annex 1 and the Table on page 2)

| Partnership | LAA Key Activities | Comments | Status | Contacts |
|---|--|--|----------------------|---|
| <p>Essex Community Well-being and Older People's Board (CWOP)</p> | <p>The Board leads on the development of the Joint Strategic Needs Assessment. The JSNA is a report which analyses data for social and health needs in the different communities in Essex. The findings of the JSNA were used by the Board to develop priorities and targets for the LAA.</p> <p>The Board's Health and Well-being, Later Life, and Prevention Strategies will address LAA targets in Priority 2 – "More people supported to live independently in their own homes with better support for carers", and Priority 3 "Better public health and longer lives".</p> <p>Following agreement of the LAA the Board will agree action plans, risk and equality impact assessments to deliver the three strategies, and the LAA targets. It will also review the implementation of the action plans by the individual partners that are members of the Board.</p> | <p>Set up in September 2007; CWOP replaced the Healthier Communities and Older People Board. The remit of the Board was widened to provide a focus for Community Well-being as well as developing the LAA strand.</p> <p>As the Board is relatively new, the work to date has been focused on developing LAA2 and promoting a greater understanding of Community Well-being and the cross cutting impacts.</p> | <p>Non-Statutory</p> | <p>Fiona Mc Mahon (ECC)</p> |
| <p>Essex Community Safety, Drugs and Alcohol Strategic Partnership (ECSDASP)</p> | <p>The partnership leads on the development of priorities and targets covering Crime and Disorder issues in the Essex Local Area Agreement. It agrees a "Community Safety Agreement" for Essex, which will include key actions to deliver the LAA targets in Priority 7 - Essex is a safe place to live. This will draw on the actions in each district's Partnership Plans'. The Partnership also agrees the Essex Drugs and Alcohol Partnership (EDAP) annual treatment plan which will include key actions to deliver the LAA targets to reduce hospital admissions for alcohol related hard and substance misuse by young people. The partnership also monitors progress against these action plans.</p> <p>The Partnership also act as a strong voice for LAA priorities within the Local Criminal Justice Board.</p> | <p>This is a new group established in response to new regulations made under the Crime and Disorder Act (1998).</p> <p>The membership includes chairs of each of the district strategy groups, the county council elected member responsible for community safety, and representatives from the Police Force, Police Authority, Fire and Rescue and the Primary Care Trusts. In Essex the Partnership is also the primary governing body for the Essex Drugs and Alcohol Partnership (EDAP).</p> | <p>Statutory</p> | <p>Sharon Dodds – Crime and Disorder Reduction Officer - Ext: 30689 DDI: (01245 436689)</p> |

| Partnership | LAA Key Activities | Comments | Status | Contacts |
|--|--|--|---------------|--|
| Essex Children & Young Peoples' Strategic Partnership (CYPSP) Board (Executive) | <p>To provide effective leadership, support, communications, and commissioning across the CYPSP infrastructure in order to deliver LAA targets. The main priorities that are a focus for the Board are:</p> <ul style="list-style-type: none"> • Fewer Children and young people missing education or not in education, employment of training. • Better public health and longer lives • Children and young people realise their potential in education. <p>In addition the Board will focus on LNI 57 – Children and Young people's participation in high quality PE and sport, and NI 111 – First time entrants to the Youth Justice system.</p> <p>A key function on the Board is to promote and develop partnership working to deliver the Children's Trust Approach and LAA outcomes. The Board will agree the Children and Young People's Plan. The Board will monitor delivery of action plans and performance against the LAA targets in order to interpret and challenge performance data and make agree changed to action plans.</p> | <p>The governance arrangements of this board were revised during 2007 and now comprise the Children's Trust Approach (CTA).</p> <p>The CTA in Essex consists of a children and young people's county-wide partnership board with 11 local children and young people's strategic partnerships (CYPSPs); and 26 local delivery groups (LDGs) of schools, children's centres and other organisations working in localities. Individual partner organisations are responsible for collaborating deliver LAA action plans. Early intervention and preventative work is delivered by multidisciplinary teams called Teams Around Schools, Children and Communities (TASCCs).</p> | Statutory | Jo Smith Assistant Director for Schools, Children and Families Ext: 30360 DDI: (01245 436360) |
| Greater Essex Prosperity Forum (GEPF) | <p>The Forum will advise on setting the targets within priority 8. Essex has a strong and competitive economy - in the Local Area Agreement. It will provide co-ordination and strategic direction on tackling economic issues that are central to delivery of LAA targets, and liaise with appropriate sub-county and sub-regional economic partnerships to ensure that their strategic priorities are aligned with those set out in the LAA.</p> <p>The Forum will be responsible for overseeing delivery of LAA targets in conjunction with the Essex Development & Regeneration Agency (ExDRA). It will agree the role and outputs of the Task and Finish Groups that will lead on each LAA target.</p> | <p>The Greater Essex Prosperity Forum (GEPF) is recognised by the East of England Development Agency (EEDA) as one of the nine Sub-Regional Economic Partnerships in the East of England. GEPF brings together local government, employers and local partners to represent the interests and shared aspirations of Essex, including Southend and Thurrock and the Thames Gateway South Essex and Haven Gateway Partnerships.</p> <p>The Forum members have signed up to a new strategic direction through their participation in producing an Economic Framework in November 2007.</p> | Non-Statutory | Lynn Ballard Director of Research & Consultancy ExDRA DDI: (01245 702470) |

| Partnership | LAA Key Activities | Comments | Status | Contacts |
|--|--|--|--|---|
| <p>Essex Strategic Board for the London 2012 Olympic Games and Paralympic Games</p> | <p>The Board will have responsibility for delivering two LAA targets:</p> <p>NI 8 – Adult participation in sport and active recreation NI 11 – Engagement in the arts</p> <p>Other indicators of particular relevance are NI 6 – Participation in volunteering and NI 57 – Children and Young people’s participation in high quality PE and sport</p> <p>The Board will seek to establish a partnership that involves all organisations and individuals with an interest in delivering improvement against these targets. It will implement a Communications Strategy and use the financial and corporate strategies and operations of organisations within the partnership in order to achieve its aims.</p> | <p>This Board was established to create a strategic framework within which the activities that will comprise a legacy to London hosting the Olympic and Paralympic Games can be identified and monitored. The Board provides the official representation from the area to the Nations and Regions East Board.</p> | <p>Non-statutory</p> | <p>Loretta Sollars Head of Olympic & Sports Development Ext: 51250 DDI: 01245 437250 Loretta.sollars@essexcc.gov.uk</p> |
| <p>Sustainable Essex Partnership</p> | <p>It is proposed that the new partnership would act as the governance body for LAA priorities and targets relating to sustainable communities. These are</p> <p>NI 154 – Net additional homes provided NI 156 – Number of households living in temporary accommodation LI 2.2 – Affordable housing LI 4.1 – Access to services LI 4.2 – Congestion NI 6 – Participation in regular volunteering Priority 9 – A smaller carbon footprint with less waste Priority 10 – A well managed environment</p> <p>The partnership would commission task and finish groups to work on identified projects to deliver against LAA targets, agree action plans and monitor performance.</p> | <p>Essex will witness significant levels of growth over the coming decades. This will have a major impact on the natural environment and on key services provided by members of the Essex Partnership. Faced with these challenges the County needs a high-level, accountable partnership to develop the co-ordinated policies and actions to protect and enhance the quality of life of future generations. It would focus on the following issues:</p> <ul style="list-style-type: none"> • Stronger communities issues including supporting and enabling voluntary and community action • sustainable modes of transport. • climate change adaptation and mitigation • strategic transport infrastructure • waste management • housing growth and affordability • climate change • maintaining and enhancing our green infrastructure • deprivation / social inclusion | <p>To be formed</p> <p>Non-statutory</p> | <p>Dan Gilby Quality of Life Programmes Manager, ECC Tel: 01245 437216</p> |

Annex 4 Scope of the proposed Sustainable Essex Partnership

Background

Essex will witness significant levels of growth over the coming decades, growth which is likely to have a major impact on the natural environment that we know our citizens value greatly and on the key services that the Essex Partnership is collectively responsible for delivering. With the growing spectre of climate change and finite resources to deal with it, new development must not be allowed to progress without a clear understanding of its implications. Regular and open dialogue between the key decision-makers on environmental issues, housing growth and sustainable development will be vital if we are to protect and enhance the quality of life of future generations.

The LAA governance review carried out late last year identified the absence of a high-level, accountable partnership to look at these issues and develop a coordinated response to them. To provide a high quality of life for future generations requires action now to limit our impact on the environment and to ensure we use our resources responsibly. This means tackling climate change, maintaining and enhancing our green infrastructure, and ensuring that priority growth areas, such as the Thames Gateway and Haven Gateway, conform to the principles of sustainable development and leave a positive legacy. Managing our natural resources must go hand in hand with increased housing numbers and the development of vital infrastructure and so there must be a forum at which these topics can be discussed holistically.

Sustainable Essex Partnership

From discussions with partners it is clear that some really important pan-Essex issues such: as voluntary and community action in Essex; strategic transport infrastructure; environmental sustainability; housing growth and affordability need attention, but are not adequately managed by a single, focussed, countywide partnership.

Having a body that can take a long term, strategic view across these issues will help to build a partnership approach that is coordinated, clear and robust. A single *Sustainable Essex Partnership* would enjoy more influence than the current array of groups and would have representation on the Essex Partnership Forum as one of the six key Thematic Partnerships, giving it a voice in decision-making on the delivery of the LAA and Essex Strategy and other key countywide issues, linking-up work with the other key thematic partnerships. It would also give the county a clear voice at regional and national level, as well as locally, ensuring that Essex is taken seriously and allowed greater local control over the decisions affecting its residents. The partnership could also commission Task and Finish groups to work on identified projects to deliver against the LAA. It is therefore proposed that a new partnership be created to take ownership for the priorities in the Essex Strategy and LAA2 that relate to 'Sustainable Communities' issues on behalf of the Essex Partnership Forum and to act as a countywide steering group for sustainable development.

Key areas of focus

- Act as the governance body for LAA targets relating to stronger, sustainable communities – taking on a performance management role and commissioning specific projects to deliver against targets
- Seeking to strengthen voluntary and community action in Essex as a basis for both public engagement in decision-taking and stronger and happier communities. The Partnership will deal with strategic issues about the relationship between the statutory and third sectors
- Form a Stronger Communities sub-group to carry on the important work of the Priority 13 and 14 sub groups of LAA1, which have played a key role in adding focus to issues of community empowerment and engagement, social inclusion and addressing localised deprivation
- Provide an effective forum through which spatial planning and environmental sustainability concerns can be dealt with as one.
- Identify ways of encouraging a shift in travel behaviour towards the increased use of sustainable modes of transport and away from car use.
- Develop a shared approach to climate change (adaptation and mitigation) that all partners in Essex can engage with and support.
- Conserve and enhance the quality of and access to green space and recreation across Essex, recognising the impact this has on quality of life particularly in relation to new housing development.
- Deliver multi-agency buy-in to reducing Essex's dependency on the landfilling of waste, supported by the Waste Management Advisory Board.

Suggested Membership

Government Guidance states that the LSP should 'draw on environmental, social and economic expertise through its membership and its thematic partnerships in order to agree a robust Sustainable Community Strategy'. It is suggested that the Sustainable Essex Partnership would need to ensure that the following areas of policy and service delivery were represented.

- Voluntary and Community activity
- Planning
- Environmental protection and enhancement
- Rural issues
- Waste Management
- Housing
- Transport
- Built Environment
- Public Health
- Regeneration and Economic Growth
- Biodiversity and Cultural Heritage
- Community Empowerment/Engagement
- Social inclusion and deprivation

Annex 5 - Performance Management Sub-Group – Proposed Terms of Reference

The Essex Local Area Agreement Performance Management Group exists to provide support to the Essex Partnership and partners to the Essex Local Area Agreement. It is responsible for developing, challenging and promoting the approach to performance management, including risk and resource management, in accordance with best practice and in a way that supports the delivery of the Agreement.

It will build on the performance management foundation in terms of:

- Culture – developing a consistent, rigorous and open approach
- Clarity – all partners and stakeholders knowing how we are performing
- Challenge – using knowledge about performance to drive continuous improvement

The performance management sub-group will:

- Be constituted as a subgroup of, and accountable to, the Essex Management Board.
- Be chaired by a member of the Essex Management Board.
- Maintain an overview of all performance in the County', i.e., the National Indicator Set, which will inform the renegotiation process and CAA ;Establish a clear programme of review with a focus on those targets and underlying action plans identified most at risk of not achieving the agreed outcomes within the timescales agreed.
- Ensure audit and data quality requirements are met.
- Review Thematic Partnership LAA action plans and risk assessments.
- Recommend if necessary, to individual partners, thematic partnerships, EMB and EPF additional improvement actions,
- Identify, disseminate and promote learning from good practice, including where poor performance is being managed effectively, and where value for money is being delivered
- Meet bi-monthly, with monthly meetings from April – September 2008, to focus on quality-assuring action plans and risk assessments.
- Monitor progress on the delivery of continuing LAA1 reward targets and the impact on Performance Reward Grant.
- Membership of the Performance Management subgroup will be thematically driven but with partner and local dimensions; comprising one representative from each of the groups of partners represented on the Essex Management Board, in addition to all LSP Lead Officers, and Thematic Partnerships as necessary,

Throughout the lifetime of the LAA2 ECC has two distinct roles in addition to being an individual partner: as Lead Responsible Local Authority and as Accountable Body.

Accountable body

- Act as banker for Performance Reward Grant funding received against delivery of LAA1 and LAA2.
- Prepare and submit to the Secretary of State a draft LAA specifying:
 - local improvement targets
 - in relation to each local improvement target the persons to whom the target relates
- Consult with, and seek the participation of, partners in the development and subsequent modification and revision of the Essex Strategy and LAA2. This includes the changing or removing of targets (unless they are 'designated' by the Secretary of State). In order to change or remove an indicator or change a target, the EPF will be consulted and individual partners given time to comment on the proposal.
- Consult with partner authorities on their sustainable community strategies and local development frameworks.
- Have regard to the Essex Strategy and any guidance issued by the Secretary of State in preparing the draft LAA
- Prepare 6-monthly monitoring reports to GO East.

Lead Responsible Local Authority

- Support the Essex Partnership Forum and partner bodies in the development and overall management of LAA.
- Support the governance and performance management arrangements agreed by partners for LAA2 by acting as a performance hub, administering the Performance Management Subgroup ensuring that arrangements are operating effectively, and preparing monitoring reports for the Essex Management Board and Partnership Forum.
- Prepare a self assessment on behalf of the County Partnership, to support Comprehensive Area Assessment [which will be introduced from April 2009] and take action to improve arrangements as required. A self assessment tool is currently being tested in CAA trial sites.
- Ensure effective Member Scrutiny of the Essex Partnership's activity

Performance Analysis and Reporting

ECC in its performance 'hub' role will coordinate performance monitoring/analysis/reporting activity, which will include:

- Timely tracking of performance data at appropriate spatial level. Data will be shared with partners.
- Reporting key issues and improvement actions to EMB quarterly, including a qualitative commentary on innovation and learning from what works from each thematic partnership and LSP, supported by a LAA performance 'Dashboard' (Countywide and local).
- Tracking progress in meeting LPSA2 reward targets [this will continue from LAA1].
- Reporting and communicating performance to EMB, EPF, the Government Office, the public and other stakeholders in appropriate formats.