

Camden Local Strategic Partnership	
Meeting	1 February 2008
Report Title	Changes to the LSP Terms of Reference
Report by	Claire Tunley, Head of LSP and LAA, London Borough of Camden tel. 020 9794 5872 e-mail claire.tunley@camden.gov.uk
Purpose	The LSP Terms of Reference were last updated in 2005 and there have been several developments since that time, not least new government guidance on LSPs. This report proposes changes to the LSP Terms of Reference ensure the LSP remains fit for purpose.
Recommendations	The LSP is asked to note the report and agree the proposed changes to the LSP terms of reference as detailed in paragraph 8.1.

1 Introduction

- 1.1 This report describes the history of Camden's LSP, sets out the main points of the government's new guidance on LSPs and describes proposed changes to the Terms of Reference and the rationale for them. The draft revised Terms of Reference are contained in Appendix 1.

2 History of Camden's LSP 2001-2007

- 2.1 The LSP was set up in 2001 with a comparatively small membership. Initially, its two main functions were:
- to develop the first Community Strategy which ran from 2001 to 2006
 - to allocate Neighbourhood Renewal Funds (NRF) through an open bidding process
- The LSP is currently responsible for developing and agreeing the Sustainable Community Strategy and allocating NRF and receiving regular performance and financial monitoring reports.

- 2.2 The LSP was reviewed in 2005, giving it a lead role in relation to other partnerships, widening its membership and improving performance reporting. At the same time, a Public Service Board was established to provide a forum for the public sector members of the LSP to discuss issues outside the main meetings. The LSP's role in allocating and monitoring NRF expanded with the signing of Camden's first Local Area Agreement (LAA) which pooled significant existing funding. There has been a subsequent shift from bidding to commissioning of NRF.
- 2.3 In 2007, the LSP agreed Camden Together, the second Community Strategy. Its role in the Community Strategy has been largely strategic, with detailed planning and monitoring taking place in thematic partnerships and individual organisations.
- 2.4 A second review in Spring 2007 separated LSP business meetings from deliberative debates. However the Terms of Reference were not updated. In late 2007, the Local Government and Public Involvement in Health Act and Comprehensive Spending Review changed how LAAs operate and the Government published revised guidance on LSPs, LAAs and other aspects of the Act.

3 New government guidance

- 3.1 In November 2007, the government published 'Creating Strong, Safe and Prosperous Communities' statutory guidance, known as the Place-shaping guidance, for consultation¹. The final guidance, to be published later in the year, is not expected to vary much from the consultation version.
- 3.2 The LSP remains a body with no legal status and where the guidance ascribes statutory functions to it, they are legally the responsibility of the local authority.
- 3.3 According to the guidance, the LSP's main functions should be as follows:
- Exercise a leadership and governing role (existing function)
 - Oversight of and aim to co-ordinate community consultation and engagement (new function)
 - Produce a Sustainable Community Strategy (existing function)
 - Produce a LAA (existing function substantially changed)
 - Oversight of planning and alignment of resources relevant for delivering the Community Strategy and the LAA (new function)
 - Review and performance manage progress against the LAA (existing function substantially changed)

¹ The Consultation may be downloaded in pdf format from <http://www.communities.gov.uk/documents/localgovernment/pdf/550804>.

- 3.4 One of the biggest changes is that there will no longer be funding associated with the LAA, so one of the LSP's existing core functions - to advise on the allocation of LAA money – will no longer be necessary.
- 3.5 The guidance is non-statutory so doing nothing is an option in the short term. However there are two important reasons for updating the Terms of Reference:
- A core purpose of the LSP will change once the LAA is no longer limited to a specific pot of money. Even more than before, LSP members will need to work together at a strategic level to agree and deliver the LAA. The Terms of Reference should accurately reflect the arrangements that will apply from April 2008.
 - The Comprehensive Area Assessment replaces the Comprehensive Performance Assessment from 2009 and will have a strong focus on the effectiveness of partnership arrangements in setting and delivering priorities for the local area. A robust LSP which broadly complies with government guidance would be a key way of demonstrating this.

4 Thematic partnerships

- 4.1 Currently, the relationship between the LSP and the four thematic partnerships is not clear. This is understandable given they have developed organically over time to meet differing needs.
- 4.2 The thematic partnerships are the LSP's link to more detailed oversight of the delivery of its priorities. This should be explicitly recognised in the Terms of Reference of the LSP.
- 4.3 Lines of accountability could be strengthened by establishing a formal representative from each thematic partnership on the LSP. At the moment, officers provide the link. All four thematic partnerships already share members with the LSP (see Table 1) but the LSP should ask them to formally nominate a "link member". Link members would need to report on the activities of the Thematic Partnerships and would be the mechanism by which they are held to account.
- 4.4 We will ask the CYPPB to nominate a suitable link member from their existing membership, however we will need to look at membership of the EDP to see if the only overlapping member is suitable to be the link member on the LSP. The CPHP agreed that Anthony Kessel would be its formal representative on the LSP on 13th December 2007 and the LSP should ratify this nomination. The CSP should be asked to confirm Dominic Clout as its link member.

	Community Safety Partnership (statutory)	Camden Public Health Partnership	Children and Young People Partnership Board (statutory)	Economic Development Partnership
Members	Dominic Clout	Anthony Kessel	Rob Larkman	Mick Hickey

shared with LSP	Simone Hensby		Anthony Kessel Dominic Clout Richard Bell	
Possible LSP link member	Dominic Clout	Anthony Kessel (agreed)	To be decided	To be decided

Table 1 Overlap between LSP and thematic partnerships and possible link members

- 4.5 Government guidance suggests that thematic partnerships should have Executive Members on them. This is currently not the case on the CPHP and the EDP. However, at present it is not felt necessary to add Executive Members to these two partnerships, but to maintain the current practice of the Chair of the thematic partnership briefing the relevant executive members.

5 LSP membership: vacancies and new members

- 5.1 There are currently three vacancies on the LSP. All three of these places were added in March 2005.
- 5.2 The place on the LSP for the Pro Provost of University College London has been vacant since Professor Alan Lord left the LSP in January 2006. It is proposed that the HE/FE sector be represented by the Bloomsbury Colleges. This organisation represents six of the constituent colleges of the University of London, all of which are based in Camden². It would therefore be able to represent a wider range of interests in the HE/FE sector than a single institution such as UCL. Westminster Kingsway College were also considered. However HE/FE representation on the LSP should be as a stakeholder in the borough rather than a direct service provider. The LSC represents FE service providers on the LSP and Westminster Kingsway College are represented on the Economic Development Partnership, along with other providers.
- 5.3 The LSP agreed to appoint a cultural representative on the LSP in 2005 however a suitable member has not been identified. Given the importance of culture in the Community Strategy, it is considered essential to fill this place. Three obvious candidates for a cultural sector representative would be the British Museum, the British Library and the Roundhouse. However none of these were considered quite suitable – the British Museum and the British Library operate more at a national and international level and the Roundhouse already engages with the Council and other LSP members in a number of ways. Therefore it is proposed that LSP support officers try to identify a representative from the creative and media sector, which does not

² Birkbeck, the Institute of Education, the London School of Hygiene and Tropical Medicine, the School of Oriental and African Studies, the School of Pharmacy and the Royal Veterinary College.

already engage with the LSP and is very important to the local economy.

- 5.4 Finally, there is also a place on the LSP for a representative of the London Development Agency and there is currently no regional/London representation on the LSP. When approached in the past the LDA has indicated that it is unable to provide officers to attend LSP meetings in all 33 London Boroughs, However the LDA are represented on the Economic Development Partnership and engaged in this area of work in Camden so it is therefore proposed to remove their substantive place on the LSP.
- 5.5 In addition, it is proposed that three new places be created on the LSP:
- The Local Government and Public Involvement in Health Act lists statutory partner authorities which have a duty to co-operate to agree LAA targets (although this need not necessarily be done through the LSP). Of these, Transport for London might be a useful addition to Camden's LSP. However this would depend on whether there was a senior enough officer covering Camden within TfL's management structure. LSP support officers will follow this up.
 - Further business representation would be very useful to the work of the LSP. It is suggested that we approach Adrian Penfold, Head of Planning and Environment at British Land.
 - We could also identify a suitable owner of a small or medium enterprise in the borough to represent this sector of the economy.
- 5.6 As mentioned above, the next year will see significant changes to the way the LSP operates, with a shift away from its previous role as a funding allocator. Therefore the LSP should continue to monitor the balance of its membership to ensure that it retains a strategic focus.

6 Other membership issues

- 6.1 According to the Terms of Reference, the Vice Chair should be elected annually and should be independent of the Council. However the current incumbent, Dorothea Hackman, has been in post since 2005. Therefore a new Vice Chair should be elected as soon as possible.
- 6.2 Related to this issue is the current lack of an appropriate link member for the Children and Young People Partnership Board. As proposed in paragraph 4.3 above, the LSP will ask the CYPPB to nominate a link member to represent the interests of children and young people on the LSP. This member would replace the current Chair of Joint Chairs of Governors member on the LSP and preferably should not be a council officer or member.
- 6.3 The Terms of Reference and Council Constitution list the Executive Member for Equalities and Community Development as a member of the LSP. Therefore if the Deputy Leader were to change portfolio, he would no longer be represented on the LSP. It is proposed that the

Terms of Reference and Council's Constitution be amended to allow the Council's Executive to appoint the Leader and another Member of its choice to the LSP.

- 6.4 Finally, the requirement in the Terms of Reference for members to declare pecuniary interests at meetings has been dropped in practice. In the interests of transparency, it is recommended that declaration of interests return as a standing agenda item. Rather than asking for new declarations each meeting, the Chair could ask members whether any interests have changed since the last meeting. Clearly, only pecuniary interests that could be reasonably considered to affect membership of the LSP, as a local advisory body which nonetheless takes strategic decisions, need to be declared.

7 Community consultation and engagement

- 7.1 The LSP guidance states that one of the roles of an LSP is to have "oversight of and aim to coordinate community consultation and engagement". This reflects the statutory section of the Place-shaping Guidance which sets out a framework for local authorities to fulfil their duty to involve local people in decision-making and services. It recommends that "authorities should consider working with others to engage the community".
- 7.2 Camden's LSP has a good track record in this area. It carried out a successful series of consultation events on the Community Strategy although this was a one-off and was managed by the Council on behalf of the partners.
- 7.3 This function might be best delegated by the LSP to relevant officers in partner organisations. The Council already has a consultation board, which is currently under review and could eventually be expanded to include partner organisations. A first step would be for public sector LSP members to nominate consultation and engagement leads in their organisations. The LSP could then exercise its strategic role by receiving reports on major cross-organisation consultations such as the community strategy consultation and perhaps a brief annual report of consultation activity in the borough.

8 Summary of recommendations

- 8.1 The LSP is asked to approve the revised Terms of Reference, which can be found at Appendix 1. The current Terms of Reference can be found at Appendix 2. In summary, it is recommended that the LSP:
- a) confirm that the thematic partnerships have detailed oversight of the delivery of the LSP's priorities on its behalf
 - b) ask the CSP, CYPPB and EDP to nominate link members who will represent them on the LSP
 - c) confirm the Director of Public Health as the link member for the CPHP

- d) replace the UCL vacancy with a representative from the Bloomsbury Colleges
- e) remove the LDA vacancy
- f) ask officers to identify suitable LSP members from TfL and the media and SME sectors
- g) ask Adrian Penfold of British Land to join the LSP as a further business representative
- h) choose a new Vice Chair as soon as possible
- i) replace the Chair of Joint Chairs of Governors on the LSP with a link member nominated by the CYPPB as in recommendation (b) above
- j) change elected member representation on the LSP from the Leader and the Executive Member for Equalities and Community Development to the Leader and one other Executive Member nominated by the Executive
- k) reinstate pecuniary interests as a standing item on the agenda
- l) delegate its oversight and co-ordinating role for community consultation and engagement to the Consultation Board

Although it is not anticipated that the changes are legally contentious, they are subject to clearance by the Council's Legal Department.

Appendix 1: Proposed 2008 Terms of Reference

**Camden Local Strategic Partnership
DRAFT Terms of Reference**

1 Aims and guiding principles.....2
2 Core Business.....3
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4 Membership.....6

DRAFT Version 4, January 2008

Version	Date
1	July 2002
2	February 2003
3	July 2005
4 (draft)	January 2008

1 Aims and guiding principles

- 1.1 The Camden Local Strategic Partnership (LSP) aims to bring together the public, private, voluntary and community sectors to work together, to improve the quality of life for all who live in, work in and visit Camden.
- 1.2 The Government's guidance on LSPs identifies the distinct role of local councils in helping to establish LSPs in terms of their key role as service providers and their democratic responsibility for local communities. The guidance emphasises the need for genuine involvement from all sectors, and that effective community involvement is essential in partnership working.
- 1.3 In partnership LSP members have set a shared strategic vision to shape Camden's future. This is set out in the Sustainable Community Strategy. By working together within the framework of the Compact for Camden, harnessing collective resources, and building from a diverse base of knowledge and expertise, the LSP recognises that more can be achieved in partnership.
- 1.4 The LSP will work to promote the interests of Camden beyond the Borough's boundaries with external organisations, regional bodies and Central Government.
- 1.5 The LSP will utilise existing partnerships and organisations to deliver its priorities. The LSP will seek to reduce the need to develop new structures that would add to the bureaucratic burden and will look to rationalise partnerships operating in Camden where there is overlap.
- 1.6 The LSP will set the direction for other strategic partnerships in Camden and oversee the performance management and delivery of joint strategies and outcomes for Camden, working within the framework of the Compact for Camden.
- 1.7 The LSP will work to deliver on common priorities, targets, agreed actions and milestones leading to demonstrable improvements against measurable baselines.

2 Core Business

- 2.1 At a strategic level the LSP will take a co-ordinated approach to issues that influence the quality of life of those who live in, work in and visit Camden.
- 2.2 The LSP has no legal decision-making powers. Any decisions it makes must be adopted by the local authority and/or other LSP partners before they have any legal force.

Sustainable Community Strategy

- 2.3 The Local Strategic Partnership will be responsible for co-ordinating the implementation, monitoring and review of the Sustainable Community Strategy, a partnership plan to improve the economic, social and environmental well being of Camden.
- 2.4 Camden's second Community Strategy "Camden Together" was developed by the partners and launched on 23 April 2007. It has a five-year life span, until 2012.
- 2.5 It was developed over the course of two years, led by a Community Strategy Steering Group of the LSP and was subject to extensive public consultation.

Local Area Agreement and Local Public Service Agreement

- 2.6 The LSP will be responsible for agreeing, overseeing and monitoring the implementation of the Local Area Agreement (LAA) and Local Public Service Agreement for Camden (LPSA).
- 2.7 The Local Area Agreement is a formal agreement between the local authority and central government lasting three years. The local authority and the public sector members of the LSP have a legal duty to consult and cooperate on the LAA. The local authority has a legal duty to consult the local private and voluntary & community sectors and other relevant bodies when developing the LAA. The LSP is the major vehicle for this duty.
- 2.8 The LSP will set out a clear process for the negotiation of the LAA including key milestones and time-scales. Some of the work will be delegated to a subgroup of the LSP, the LAA Steering Group, made up of LSP members or their delegates and local authority officers. It will seek the views of relevant stakeholders both within and outside the LSP when negotiating the LAA.
- 2.9 While it will seek to achieve consensus among the LSP, the Council reserves the right to modify the content of the LAA if it is unable to do so, in its role as the body legally responsible for the LAA.

- 2.10 Once agreed by the LSP, the LAA remains in draft form until it has been approved by the full Council and the Secretary of State.
- 2.11 The LSP will ensure that the LAA and progress on delivering its targets are available and actively communicated to Camden's citizens.
- 2.12 Full details of the LAA process are set out in two government guidance documents *Creating Strong, Safe and Prosperous Communities Statutory Guidance* and *Development of the new LAA framework - Operational Guidance 2007*.
- 2.13 Camden's Local Public Service Agreement, based on the theme of improving outcomes for children and young people, was agreed with government to cover a period 1 April 2006 to 31 March 2009. During this period Camden will endeavour to meet 34 "stretch" performance targets across 13 priority areas. A reward grant is available at the end of the LPSA term if all the targets are achieved.

Consultation and Engagement

- 2.14 The LSP has oversight of and aims to co-ordinate community consultation and engagement activities of individual partners and where appropriate combine them. It will delegate operational aspects of this role to the Camden Consultation Board, convened by the local authority.

Thematic Partnerships

- 2.15 The four thematic partnerships support the LSP in the delivery of its priorities by providing a more detailed oversight of partners' operations relevant to their theme.
- 2.16 The thematic partnerships are as follows:
- Community Safety Partnership (established 1998; statutory)
 - Children and Young People's Partnership Board (established 2001, made statutory in 2005)
 - Camden Public Health Partnership (evolved from Local Health Partnership)
 - Economic Development Partnership (established in 2004, restructured in 2006)
- 2.17 Each thematic partnership will nominate a link member to the LSP who will be responsible for reporting on progress made by that partnership towards the aims and targets of the Sustainable Community Strategy and the Local Area Agreement at the LSP. They may delegate these responsibilities to officers as they see fit.

Public Services Board

- 2.18 The Public Services Board is a subgroup of the LSP which focuses on

delivery of the LSP work programme. Its membership comprises senior executives from all the main public service providers in the borough, as follows:

- Chief Executive, London Borough of Camden (Chair)
- Deputy Chief Executive and Director of Housing and Adult Social Care, London Borough of Camden
- Assistant Chief Executive, London Borough of Camden
- Chief Executive, Camden Primary Care Trust
- Borough Commander, Metropolitan Police
- Senior area manager, Learning and Skills Council
- Senior area manager, Job Centre Plus

3 Meetings and Reporting Arrangements

- 3.1 The LSP will meet up to six times per year in public. These are known as business meetings. It may also meet in private either for briefings or for seminars on single topics.
- 3.2 Meetings will usually be at the Town Hall but can be held at any venue within the Borough. Members may send substitutes if they are unable to attend meetings themselves. Substitutes have the same rights as members.
- 3.3 The LSP is supported by officers from the Customers, Strategy and Performance Directorate of the London Borough of Camden. Agenda items and associated documentation must be submitted in writing to the LSP Support Officers not less than three weeks before the date of the meeting of the LSP, unless otherwise agreed by the Chair. Inclusion of items will be at the discretion of the Chair of the LSP.
- 3.4 The agenda and any background papers for the LSP business meetings will be circulated to all members two weeks in advance of the meeting wherever possible. They will also be made available to interested parties, Camden councillors and the general public through the Council's website.
- 3.5 Any decisions or agreements necessary will be arrived at by show of hands called by the Chair at meetings. When the vote is split in equal numbers, the Chair will have a casting vote.
- 3.6 Members will be required to declare any pecuniary interests with respect to agenda items and will be barred from taking part in any vote required with respect to these items.
- 3.7 Meetings will be run in accordance with the principles laid down in the Compact for Camden.

4 Membership

- 4.1 The LSP has 22 members. The current membership is as follows:

Organisation or sector	Post	Postholder at January 2008	Post member since
London Borough of Camden	Leader and Chair of LSP	Cllr Keith Moffitt	2001
London Borough of Camden	Executive Member chosen by Executive	Cllr Andrew Marshall	2008
London Borough of Camden	Chief Executive	Moira Gibb	2005
The Metropolitan Police Service	Borough Commander	Dominic Clout	2001
Camden Primary Care Trust	Chief Executive	Rob Larkman	2001
Camden Primary Care Trust	Director of Public Health	Professor Anthony Kessel	2007
Business sector	Representative	Kevin Munslow	2001
Business sector	Representative	Chris Shaw	2001
Business sector	Representative	Stephen Jordan	2005
Business sector	Representative	Vacant	2008
Business sector (small and medium enterprises)	Representative	Vacant	2008
Voluntary and community sector	Representative elected by Camden Community Empowerment Network	Simone Hensby	2001
Voluntary and community sector	Representative elected by Camden Community Empowerment Network	Barry Peskin	2001
Voluntary and community sector	Representative elected by Camden Community Empowerment Network	Pat Stack	2001
Voluntary and community sector	Representative elected by Camden Community Empowerment Network	Charlie Legg	2001
London Central Learning and Skills Council	Partnership Director	Richard Bell	2001
HE/FE sector	Representative, The Bloomsbury Colleges	Vacant	2005
Job Centre Plus	External Relations Manager – Central London District	Mick Hickey	2001
Camden Housing Association and Co-op Forum	Chair	Karen Wilson	2001
London Fire and Emergency Planning Authority	Borough Commander	Michael Quy	2001
Cultural and media sector	Representative	Vacant	2005
Transport for London	Representative	Vacant	2008

4.2 If additional members are to join the LSP a proposal must be put forward by an existing member and agreed by majority vote. Any changes in membership or constitution will be subject to discussion at the LSP.

Chair

4.3 The LSP chair will be the current Leader of Camden Council.

- 4.4 There will be a post of Vice Chair, subject to annual election. As long as the Chair is from Camden Council, the Vice Chair should not also be from Camden Council. The Vice Chair will chair LSP meetings in the absence of the Chair.

LSP member responsibilities

- 4.5 LSP members are expected to represent the breadth of opinion within their identified organisation, sector, community, constituency or partnership.
- 4.6 Within their relevant area each board member is committed to:
- Improving the efficiency of partnership working and streamlining partnerships where necessary
 - Working to align planning cycles and delivering performance management information to enable the monitoring of the Community Strategy
 - Ensuring that plans and strategies produced reflect the vision and priorities within the Community Strategy
 - Negotiating to ensure delivery of the LSP objectives
 - Ensuring that the agreed policy, strategic direction and decisions of the LSP are appropriately disseminated
 - Ensuring that appropriate consultation mechanisms are in place so that a representative range of views and opinion are canvassed
 - Working within the principles laid out in the Compact for Camden
 - Borough-wide representation

**The Camden Local Strategic Partnership
Terms of Reference and Operational
Arrangements**

1. Aims & Guiding Principles
2. Core Business
3. Terms of Reference
4. Operational Arrangements
5. Membership

1. AIMS & GUIDING PRINCIPLES

- 1.1 The Camden Local Strategic Partnership (LSP) aims to bring together the Public, Private, Voluntary and Community sectors to work together, as outlined in principles enshrined in the Compact for Camden, to improve the quality of life for all who live in, work in and visit Camden.
- 1.2 The Government's guidance on LSPs identifies the distinct role of local councils in helping to establish LSPs in terms of their key role as service providers and their democratic responsibility for local communities. It also sets out the Government's view that the local authority will often lead the LSP - although it does not have to. The guidance emphasises the need for genuine involvement from all sectors, and that effective community involvement is essential in partnership working.
- 1.3 In partnership LSP members have set a shared strategic vision to shape Camden's Future. Working together within the framework of the Compact for Camden, harnessing collective resources, and building from a diverse base of representation, knowledge and expertise the LSP recognises that more can be achieved in partnership and that:
 - We can improve the quality of life for everybody in Camden
 - We can reduce the inequalities that exist in the borough and create a more inclusive borough
 - Services can work better and more efficiently and are delivered in ways, which meet demand.
- 1.4 The LSP will work to promote the interests of Camden beyond the Borough's boundaries with external organisations, regional bodies and Central Government.
- 1.5 The LSP will utilise existing partnerships and organisations to deliver its priorities. The LSP will seek to reduce the need to develop new structures that would add to the bureaucratic burden and will look to rationalise partnerships operating in Camden where there is overlap.
- 1.6 The LSP will set directions for other strategic partnerships in Camden and oversee the performance management and delivery of joint strategies and outcomes for Camden working within the framework of the Compact for Camden.
- 1.7 The LSP will work to deliver on common priorities, targets, agreed actions and milestones leading to demonstrable improvements against measurable baselines.

2. Core Business

- 2.1 At a strategic level the LSP will consider a co-ordinated approach to issues that influence the quality of life of those who live in, work in and visit Camden.

Our Camden Our Future – The Community Strategy

- 2.2 The Local Strategic Partnership will be responsible for co-ordinating the implementation, monitoring and review of the Community Strategy, a partnership plan to improve the economic, social and environmental well being of Camden.

The Community Strategy was launched in May 2001 and has a five-year life span. The Community Strategy Steering Group, the predecessor of the LSP, developed it.

The LSP will build on its shared vision and priorities for Camden by developing a new Community Strategy for 2006 - 2011

Neighbourhood Renewal Fund

- 2.3 Camden was allocated £9.429m Neighbourhood Renewal Fund over three years from 2001/02. The LSP agreed priorities for the use of Neighbourhood Renewal Fund. The LSP will oversee future expenditure of Neighbourhood Renewal Funding.

Neighbourhood Renewal Strategy

- 2.4 The LSP will oversee delivery of a local Neighbourhood Renewal Strategy to narrow the gap between the most deprived neighbourhoods and other parts of the Borough. The Neighbourhood Renewal Strategy identifies priority neighbourhoods that are deprived or in danger of falling into decline and set out a strategic framework for action. It is an action plan and 10 year vision that sets the tone and vision for neighbourhood based regeneration.

Local Area Agreement and Local Public Service Agreement

- 2.5 The LSP will be responsible for overseeing and monitoring the implementation of the Local Area Agreement and second generation Local Public Service Agreement for Camden.

3. TERMS OF REFERENCE

3.1 The overarching role of the LSP is to develop a shared vision and priorities for Camden through the Community Strategy and to oversee the delivery, monitoring and evaluation of the Community Strategy. The LSP will be very strategic and will not work at an operational level. The LSP's role is therefore to:

1. Operate at a strategic level and comprise individuals who can represent or advise on their sector/organisation.
2. Support and contribute to the delivery of a Local Area Agreement including a second Local Public Service Agreement for Camden.
3. Oversee the delivery, monitoring and evaluation of the Neighbourhood Renewal Strategy, and the use of Neighbourhood Renewal Fund resources.
4. To set directions for other strategic partnerships in Camden and oversee performance management and delivery of joint strategies and outcomes for Camden.
5. Work towards common service standards so that there are minimum standards that people can expect from the public sector in Camden.
6. Share information and best practice within the framework of the Compact for Camden.
7. Undertake an ambassadorial role for the borough and promote the image of Camden outside its boundaries

4. OPERATIONAL ARRANGEMENTS

Meetings and Reporting Arrangements

- 4.1 The LSP will meet six times per year in public.
- 4.2 Meetings will usually be at the Town Hall but can be held at any venue within the Borough.
- 4.3 Observers do not have speaking rights.
- 4.4 Agenda items and associated documentation must be submitted in writing to the Policy Manager not less than three weeks before the date of the meeting of the LSP, unless otherwise agreed by the Chair. Inclusion of items will be at the discretion of the Chair of the LSP.
- 4.5 The agenda and any background papers for the LSP Board Meetings will be circulated to all members not less than two weeks in advance of the next meeting. It is anticipated that most issues coming through the LSP will have been through the relevant partnership.
- 4.6 Any decisions or agreements necessary will be arrived at by show of hands called by the Chair at meetings. When the partnership is split in equal numbers the Chair will have a casting vote.
- 4.7 Members will be required to declare any pecuniary interests with respect to agenda items and will be barred from taking part in any vote required with respect to these items.

Technical advice

- 4.8 The LSP will call in external bodies and individuals or representatives of LSP organisations to provide technical advice or present issues or reports at LSP Board meetings. The Chair may designate standing technical advisers who will attend every board meeting.
- 4.9 Meetings will be run in accordance with the principles laid down in the Compact for Camden.

5. MEMBERSHIP

- 5.1 The inaugural LSP membership is as follows:
- The Leader of the London Borough of Camden (Chair)
 - The Chief Executive of the Camden Primary Care Trust
 - The Metropolitan Police Service Camden Borough Commander
 - 2 Business Representatives
 - 4 Voluntary and Community Sector Representatives voted on from the Network of Networks
 - Strategic Partnership Manager – London Central learning and Skills Council
 - Pro Provost – University College London
 - Business Manager – Employment Service
 - Chair of The Camden Housing Association & Co op Forum
 - The Borough Commander, London Fire Brigade
 - Chair of Joint Chairs of Governors
 - A place for the cultural sector – vacant

LSP membership was reviewed in 2005 and the following additional members were agreed:

- The council's Chief Executive
- The council's Executive Member for Regeneration and Equalities
- A further business representative
- A representative from the London Development Agency.

If a member is unable to attend a meeting of the LSP, they may appoint a deputy, who will have the same rights as the member.

- 5.2 If additional members are to join the LSP a proposal must be put forward by an existing member and agreed by majority vote. Any changes in membership or constitution will be subject to discussion at the LSP.

Chair

- 5.3 The LSP chair will be the current Leader of Camden Council.

- 5.4 There will be a post of vice-chair, subject to annual election. As long as the Chair is from Camden Council the vice-chair should not also be from Camden Council.

Board Member responsibilities

- 5.5 LSP members are expected to represent the breadth of opinion within their identified organisation, sector, community, constituency or partnership.
- 5.6 Within their relevant area each board member is committed to
- Improving the efficiency of partnership working and streamlining partnerships where necessary.
 - Working to align planning cycles and delivering performance management information to enable the monitoring of the Community and Neighbourhood Renewal Strategies
 - Ensuring that plans and strategies produced reflect the vision and priorities within the Community Strategy
 - Negotiating to ensure delivery of the LSP objectives.
 - Ensuring that the agreed policy, strategic direction and decisions of the LSP are appropriately disseminated.
 - Ensuring that appropriate consultation mechanisms are in place so that a representative range of views and opinion are canvassed.
 - Working within the principles laid out in the Compact for Camden
 - Borough wide representation.

Ends