



CABINET – 6 SEPTEMBER 2001

PROPOSED ESTABLISHMENT OF A LOCAL STRATEGIC PARTNERSHIP (LSP) FOR THE NEW FOREST DISTRICT

1. INTRODUCTION

- 1.1 Members have previously considered the issue of the new duty on county and district councils to prepare community strategies for their areas and the place that a high level strategic partnership has in helping to meet the new duty.
- 1.2 Policy and Resources Committee in January 2001 approved the establishment of a multi agency Community Strategy Steering Group who was given the task of considering the issue of how best to develop a community strategy for the District.
- 1.3 The Group's main conclusion is that a community strategy can best be delivered through a process which includes a New Forest District Strategic Partnership as a key element. It has also considered a number of related issues in particular the draft aim, terms of reference and action points for the LSP, its membership and structure together with a timetable for establishing the LSP.
- 1.4 The Council has provided the necessary support to the Group which was chaired by Dave Yates, the Council's Chief Executive.
- 1.5 The Group has now produced its recommendations in the form of a consultation report with supporting documentation.
- 1.6 Various events have been held both before and after the establishment of the Steering Group involving members, senior employees and partners including member meetings with the County Council and meetings with groupings of town and parish councils.

2. CONSULTATION REPORT

- # 2.1 The Consultation Report is attached along with the Supplementary Information Report referred to.
- 2.2 The District Council is one of many consultees to be asked for its views on the proposals.

- 2.3 Responses to the consultation are required by no later than 27 September. This will enable the Community Strategy Steering Group to consider any views received before reporting back to its member agencies and the Cabinet in October with final recommendations.

3. THE COUNCIL'S RESPONSE

- 3.1 It is difficult to envisage the successful delivery of community strategies across the whole spectrum of economic, social and environmental well being without the key agencies operating at a strategic level in those areas, working together.
- 3.2 As acknowledged in the report the proposals provide for
- Better use of resources
 - Less duplication of effort
 - Greater achievement against identified needs of the District
 - Stronger partnership working generally
 - A strong recognition of economic, social and environmental issues in the work of the LSP
 - Potential attraction of additional resources
 - Improved service delivery across agencies.
- 3.3 The proposed aim and terms of reference reflect the above and should greatly assist the Council in achieving not only against the new duty to produce community strategies but also much of what it wishes to achieve in its Corporate Plan - The Heart of the Forest.
- 3.4 The draft action points provide for a variety of achievable targets which should be debated and finalised at the first LSP meeting. These will help focus attention on achievement during its first 12 months and will put everyone, who has an interest in the quality of people's lives, in a better position to make a positive contribution.
- 3.5 The draft membership reflects the balance between the economic, social and environmental interests.
- 3.6 The draft structure provides that same balance whilst recognising the different layers from strategic to operational and the roles that everyone has in the process. The structure and membership proposals also provide real opportunities for town and parish councils to influence at both the strategic as well as the operational level. This will assist the Council in achieving stronger partnership opportunities with local councils as they work as part of the core LSP and with their own communities.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no specific financial implications arising from the report. It is more about better use of existing resources. The proposals may well provide the vehicle to attract extra resources from outside the District.

5. ENVIRONMENTAL AND CRIME AND DISORDER IMPLICATIONS

- 5.1 The development of community strategies and the creation of a Local Strategic Partnership will give issues such as the environment and crime and disorder a greater shared understanding across the wide range of people and organisations involved in the process. The issues are important to the District and its people and an increased general understanding should lead to decisions that better reflect the needs of the District.

6. CONCLUSION

- 6.1 The Community Strategy Steering Group has already produced some good work that will benefit the District.
- 6.2 Its output should be seen as an exciting opportunity to do things better. The Council's contribution to date should be seen as a demonstration of its community leadership role for the District.

7. RECOMMENDATIONS

- 7.1 That the Council supports the draft proposals contained in the Consultation Report; and
- 7.2 That the final recommendations of the Community Strategy Steering Group be considered at the Cabinet meeting to be held on 3 October 2001.

For further information

Keith Smith
Corporate Planning Co-ordinator
Appletree Court, Lyndhurst
Tel: 023 8028 5551
Email: keith.smith@nfdc.gov.uk

Background Papers

Agenda, reports and notes of
Community Strategy Steering
Group meetings.
DETR Guidance on:
Preparing Community Strategies
Establishing Local Strategic Partnerships
Using the Powers to Promote or Improve
the Economic, Social and Environmental
Well Being.

NEW FOREST COMMUNITY STRATEGY STEERING GROUP

**A multi agency approach to consider better ways to
work together for the benefit of the District**

29 August 2001

Please respond to:
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Community Strategy Steering Group
C/o Appletree Court
Lyndhurst
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Tel: 023 8028 5551
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Email: keith.smith@nfdc.gov.uk

Dear

DRAFT PROPOSALS RELATING TO THE ESTABLISHMENT OF A LOCAL STRATEGIC PARTNERSHIP FOR THE NEW FOREST DISTRICT

For the past six months a steering group comprising officers from some of the key public and voluntary agencies have been working together to produce proposals for improving the strategic approach to partnership working. Its draft report is attached together with a report giving supplementary information coming out of the work of the Group.

In essence, the Group's draft proposals recommend the establishment of a Local Strategic Partnership – a partnership to provide for:

- Better use of resources
- Less duplication of effort
- Greater achievement against identified needs of the district
- Stronger partnership working generally
- A strong recognition of economic, social and environmental issues in its work
- Potential attraction of additional resources

It is worth stressing that the draft proposals are not about creating a talking shop but about securing action to help meet the needs of people. An important element of the process is to obtain the views of a wider number of other organisations who can contribute to the debate. There are clearly hundreds of different organisations around the District and the Group has been guided by the principle of involving at this stage those larger organisations who have a real interest in the strategic direction of the District.

If established the LSP will need to consider how to give the opportunity for all to be involved in the overall process.

It is worth emphasising that the Consultation Report sets out draft proposals. This is the opportunity to input into

- The overall principle of establishing an LSP
- Its draft aim, terms of reference and action plan
- Its draft membership
- Its overall draft structure

The Supplementary Information Report is by no means complete but illustrates some of the detail behind the proposals. If you have any further information to contribute towards this work please include it in your response.

Your comments will be considered by the Steering Group and also as part of the formal decisions relating to establishing the LSP. If you need any clarification on anything contained within the draft proposals, please do not hesitate to contact me or any members of the Community Strategy Steering Group.

Please see this initiative as a genuine attempt to create a better quality of life for the people of the District.

I look forward to receiving your organisations considered comments on this important issue by 27 September, using the attached pro forma if possible.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dave Yates', with a large, stylized flourish at the end.

Dave Yates
Chairman, Community Strategy Steering Group

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CONSULTATION REPORT

**DRAFT PROPOSALS RELATING TO
THE ESTABLISHMENT OF A**

LOCAL STRATEGIC PARTNERSHIP

FOR THE NEW FOREST DISTRICT

ESTABLISHING A LOCAL STRATEGIC PARTNERSHIP – A CONSULTATION PAPER

1. INTRODUCTION

- 1.1 This paper has been prepared by a multi agency steering group set up to consider the issue of developing a community strategy for the District.
- 1.2 The report should enable interested parties to input into the debate about the creation of a Local Strategic Partnership (LSP) for the New Forest District and to understand its position as part of a broader picture.
- 1.3 One of the outcomes from the Group is that a community strategy can best be delivered through a process which includes a New Forest Strategic Partnership as a key element.

2. THE COMMUNITY STRATEGY STEERING GROUP

- 2.1 This multi agency group was formed from representatives from the following agencies:

New Forest District Council:
Hampshire County Council
New Forest District Town and Parish Councils
New Forest Primary Care Trust
Health Authority
Hampshire Constabulary
New Forest Voluntary Services Council
Forestry Commission
- 2.2 The Group met on six occasions between March and August 2001 and have further meetings planned. Its key task is to draft the:
 - Aim, terms of reference and action plan for the LSP
 - Membership of the LSP
 - Structure of the LSP
 - Timetable for establishing the LSP
- 2.3 In addition the Group spent time considering the benefits that should come out of having an LSP and have carried out some preparatory work to help the LSP develop its role in its early stages. The most notable examples of this work are:
 - A list of multi agency groups that exist amongst steering group agencies showing membership, frequency of meetings and grouped by theme/service.
 - A list of all existing and planned strategies and plans by steering group membership together with an assessment of impact against the three areas of well being (economic, social and environmental)
 - A contact list of key community workers operating within each steering group agency
 - An assessment of all consultation taken place amongst steering group agencies in the past two years
 - A list of all consultation planned amongst steering group agencies over the next 12 months

Details of this work, the composition of the Steering Group and further details about community strategies are included as a separate information report.

3. WHAT IS A COMMUNITY STRATEGY?

- 3.1 The Local Government Act 2000 places a duty on local authorities to produce a community strategy for their area. The implications for this District are that the New Forest District Council needs to produce a strategy for the District and Hampshire County Council needs to produce a strategy for Hampshire.
- 3.2 The strategies should aim to enhance the quality of life of local communities by promoting or improving the economic, social or environmental well-being of the Councils areas, and so contribute to the achievement of sustainable development in the UK.
- 3.3 The benefits coming out of this should not be seen in the production of a document but in the process itself – a process that engages with a variety of service providers and receivers so that needs can be properly assessed and tackled in a strategic way.
- 3.4 Alongside this new duty, the councils now have new powers to do anything that promotes or improves the economic, social or environmental well being of their areas. This is subject to some restrictions mainly where activity may be specifically prohibited by statute.
- 3.5 The production of a community strategy and the use of the new powers are seen as best progressed through a strategic partnership approach where, all agencies who can impact on the three areas of well being can input into the process.
- 3.6 It is important not to view the new duty and powers in isolation of other initiatives. An understanding of how it links into other issues such as the health agenda, the drive for safer communities, the need for a more vibrant economy and a cleaner environment help to see the bigger picture that everyone is trying to contribute towards.
- 3.7 The way public services are delivered are the subject of review through Best Value and other initiatives. Greater use of partnership should be seen as a legitimate way forward in some cases.
- 3.8 The process needed to create the strategy should provide the opportunity for communities to take a greater interest in their futures and to be seen to have their own capacity for making things happen within the community.

4. LOCAL STRATEGIC PARTNERSHIPS

What is a Local Strategic Partnership?

- 4.1 A LSP is the coming together of a variety of agencies who have responsibilities for, and an interest in, economic, social and environmental well being and who can bring their skills, knowledge and other resources together for the benefit of the public.

Why do we need one?

- 4.2 Although there is no statutory requirement to have a LSP, its position in helping to deliver against the needs of the public is seen by many as extremely important. This is acknowledged in the Government guidance.
- 4.3 New Forest District enjoys the benefit of a good track record of significant success in partnership working.
- 4.4 The establishment of a LSP must provide for better partnership working and in no way should be viewed as an obstacle to existing arrangements.
- 4.5 A LSP should be seen as a means of helping services work with each other, with communities and with the private and voluntary sectors.

What will it try to achieve?

- # 4.6 It needs to have a clear purpose that all agencies can be asked to sign up to. The **draft aim and terms of reference** are set out in **Appendix 1**.
- 4.7 It should not however be seen as a 'talking shop' and it has to result in material benefits to the area.
- # 4.8 Set out at **Appendix 2** is a copy of the **draft Action Plan** for the LSP.

Who will be on it and how often will it meet?

- 4.9 In order to deliver against meaningful action plans it is important to have the right agencies represented at the right level on the LSP. A balance of agencies who impact on economic, social and environmental well-being issues is important, particularly those that can contribute at the strategic district wide level.
- # 4.10 It is envisaged that the LSP will meet every four months in its first year and every 6 months after that. **Draft membership** proposals are set out at **Appendix 3**.

How will others be able to input?

- 4.11 There are of course many other organisations that have a significant contribution to make at the locality or specific interest level. The LSP needs to be able to work with those groups. Without them the proposed new approach would struggle.

4.12 Its structure is therefore important as it needs to be able to manage the inevitable desire for broad representation whilst giving the opportunity for all to input. It also needs to be supported by a multi agency team to ensure issues are progressed between meetings of the LSP and to prepare ideas for discussion and implementation.

4.13 A **draft structure** is set out at **Appendix 4**.

How will the LSP impact on my organisation?

4.14 Every organisation involved at every level in the work of the LSP will still enjoy the same level of autonomy that they currently enjoy. All that is asked of everyone is that their work is always focused on the benefit of the public and not on the benefits to be derived by the organisation. This in effect means an agreement by all not to be defensive about their organisation and to be constructive in all its dealings within the LSP arrangements.

4.15 Nothing the LSP does should have a detrimental impact on your organisation. It is not about imposing decisions on anyone.

4.16 Where the strategic approach to issues that affect the quality of peoples lives could be improved by changing the way things are done, then the LSP will work with those affected to agree that change.

How will it be resourced?

4.17 The existence of a New Forest Strategic Partnership should greatly assist the attraction of grant funding from external sources which can then be used for the benefit of all.

4.18 Resourcing is not just about finance and many contributors to the work of the LSP will be inputting resources through time, skills, knowledge etc.

4.19 It is not necessarily about new resources but about better use of existing resources across agencies as they work together towards common goals.

4.20 Opportunities will need to be considered for more joint funding or pooled budgets as they present themselves in the future.

4.21 The District Council will pump prime the LSP, providing accommodation for meetings, secretarial support and generally give it the priority it deserves. One issue for the LSP is to decide its future support needs.

Will it make a difference?

4.22 There is a great deal of enthusiasm amongst the agencies involved in the Steering Group and a belief that the outcomes from this proposed new approach will result in:

- Better use of resources
- Less duplication of effort
- Greater achievement against identified needs of the District
- Stronger partnership working generally
- A strong recognition of economic, social and environmental issues in its work
- Potential attraction of additional resources
- Improved service delivery across agencies

When will it be set up?

- # 4.23 The Steering Group has put together **a timetable for establishing the LSP** and this is attached at **Appendix 5**.

What happens next?

- 4.24 The Steering Group will be meeting again on 2 October 2001 and will be considering its final recommendations to its member agencies about the establishment of a LSP.
- 4.25 It will consider all views expressed by consultees on its draft proposals and will finalise its recommendations in the light of those.

What should I do now?

- # 4.26 It is important that the Group receives your organisations views on the proposals. To assist you, and the Steering Group, **a proforma** is attached at **Appendix 6** which should be completed and returned to the address shown by no later than 27 September 2001.
- 4.27 It is important that the views expressed in your response are the views of your organisation. We encourage you to submit this issue to your executive rather than regarding it as just another questionnaire.

And finally...

- 4.28 We all believe what we are currently doing is in the best interest of the people we are trying to serve; that we are not defensive about our own organisations and that our overall resources are being used in the most effective manner. The draft proposals contained in this report aim to put such thoughts to the test. By creating a common purpose between us all should result in our joint efforts providing for a stronger local economy, a cleaner and safer environment in which to live, and as a result, a better quality of life for everyone.
- 4.29 The Group looks forward to receiving your thoughts on the proposals.

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP**DRAFT AIM AND TERMS OF REFERENCE****DRAFT AIM**

To work together to improve the quality of life of people living and working in, or visiting, the New Forest District.

DRAFT TERMS OF REFERENCE**Working Towards a Common Purpose**

- To create a long-term vision to guide its work towards the economic, social and environmental well being of the New Forest District.
- To develop and agree common aims, joint priorities, common purpose and shared commitment;

Developing a Community Strategy

- To produce a Community Strategy and Action Plan and ensure that it is implemented;
- To enable people to help shape their communities;

Attracting and Making Best Use of Resources

- To draw on expertise of community, voluntary and private sector partners and the public;
- To influence policy and spending decisions of all bodies;
- To attract funding from both inside and outside the District;

Sharing Best Practice and Information

- To enhance the sharing of local information and best practice;
- To increase awareness of activities and communication between local players and act as a voice for the District at a national level;

Improving Service Delivery

- To co-ordinate the delivery of local services and agreed objectives more effectively in order to improve the delivery of services from public, private and voluntary sector agencies;
- To make services more responsive to the needs of the public;

Challenging Partnership Arrangements

- To challenge existing partnership arrangements to enable the development of simpler and more effective structures;

Monitoring and Reviewing Performance

- To keep under review the operation and impact of the LSP.

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP

DRAFT ACTION POINTS**(for the next 12 months)****Working Towards a Common Purpose**

- Prepare a draft vision for the District for wide consultation with the public and the public, private and voluntary sectors.

Developing a Community Strategy

- Undertake specific activity in several localities to help understand the needs of those localities better and agree action plans for inclusion in the Community Strategies for 2002/3 and 2003/4.
- Publish the first Community Strategy by May 2002.

Attracting and Making Best Use of Resources

- Identify all consultation and involvement planned for the next 12 months and explore opportunities for shared resourcing.
- Investigate and report on all avenues for funding activities that contribute towards the overall aim.

Sharing Best Practice and Information

- Identify what is going on already in the District that is impacting on the overall aim of the LSP. This to include:
 - Understanding what each agency currently contributes towards the aim through an initial assessment of existing strategies and key policies;
 - Considering results of all consultation and involvement exercises taken place in the District over the past two years;
 - Identifying all existing cross agency group working and significant partnership links;

Improving Service Delivery

- Investigate and report on opportunities for improving service delivery across agencies.

Challenging Partnership Arrangements

- Challenge whether the multi agency groups and partnerships could be improved, are necessary, or whether new ones are required.

Monitoring and Reviewing Performance

- Monitor and review the operation and impact of the LSP.

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP

DRAFT MEMBERSHIP

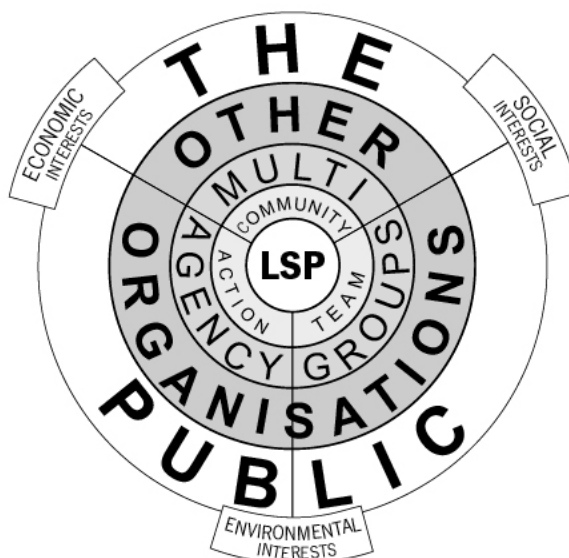
NAME OF ORGANISATION	NO OF REPRESENTATIVES	NAMES OF REPRESENTATIVES
New Forest District Council	2	
Hampshire County Council	1	
Town and Parish Councils	2	
Hampshire Police	1	
New Forest Primary Care Trust	2	
New Forest Council of Voluntary Services	1	
Forestry Commission	1	
Further Environmental Representation	To be advised	
Business Community Representation	To be advised	

The representatives to be appointed should be at the Chairman/Portfolio Holder level. Chief Officer support will be able to substitute for the representative.

The Government Office for the South East will also be invited to send representatives to the LSP who can participate in the meeting.

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP

DRAFT STRUCTURE



So what does this mean in practice? It is important that anyone (whether it's a formal group or a single individual) who has a positive contribution to make towards the overall aim of the LSP, has the opportunity to input into the process. There is no hierarchy involved but a network that provides access for good ideas, enthusiasm and opportunities to work together rather than in isolation. The LSP will help put such people in touch with each other by providing information. In the near future, everyone who has such a contribution to make will find it simple to make the connection, hopefully to make things easier to achieve on the ground.

The **LSP** itself is the core strategic group on which key decision makers within the various member agencies will sit. This will be supported by a **Community Action Team (CAT)** comprising of key officers within each of the LSP agencies who will work up ideas that will make a difference in the communities of the District. CAT will need to work to both the LSP and to take opportunities to work with the **multi agency groups** that exist. The significant number of such groups demonstrates the present commitment to partnership working and the resources being put towards that principle. Those groups should be able to:

- Input into the process through their LSP or CAT representative
- Better understand what other groups and organisations are doing towards similar objectives to what they are trying to achieve
- Grasp opportunities for sharing and making better use of resources.

The inputs from **other organisations** will come through various routes. These will include usual networking arrangements as well as events such as an annual conference on the quality of life of the District. Opportunities will be available for specific workshop activities that can feed into the action planning process of the LSP.

If these different layers of the process work well then much will have been achieved. The real icing on the cake will be the achievement of real dialogue and inputs from **the public**. They need to see that it is worth their while to be involved; that the process does result in better public services and them being listened to with their needs being assessed and wherever possible met.

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP

TIMETABLE FOR SETTING UP THE LSP

DATE	EVENT	KEY OUTCOMES
11 July 2001	Community Strategy Steering Group	<ul style="list-style-type: none"> ▪ Assess key issues arising from the Questionnaire Returns ▪ Input into revised draft aim, objectives, terms of reference, membership and action plan for LSP ▪ Agree draft timetable for establishing LSP
Late July 2001	Community Strategy Steering Group	<ul style="list-style-type: none"> ▪ Agree final draft of the LSP aim, objectives, terms of reference, action plan and operational issues ▪ Agree report for consultation and approval process
July/August/ September 2001	Consultation Intra and Inter Agencies	<ul style="list-style-type: none"> ▪ All Steering Group agencies to ensure they are signed up to the proposals contained within the report ▪ Other non Steering Group key partners to be consulted on the proposals
September 2001	Community Strategy Steering Group	<ul style="list-style-type: none"> ▪ Consider feedback received from the consultation process
September/ October 2001	Approval of LSP	<ul style="list-style-type: none"> ▪ Each member organisation of the proposed LSP to formally approve the establishment of the LSP
November 2001	Inaugural Meeting of the LSP	<ul style="list-style-type: none"> ▪ Formally approve aim, objectives, terms of reference, action plan and operational issues

NEW FOREST DISTRICT LOCAL STRATEGIC PARTNERSHIP

CONSULTATION RESPONSE PRO FORMA

Please complete and return to the address shown below by no later than 27 September 2001, ensuring the responses to these questions are given as a formal response from your organisation. Where you do not agree with the Steering Groups draft recommendations please include suggested alternatives in your response.

ISSUE

Do you feel the process involved in producing a Community Strategy will be worthwhile?

If NO, why not?

If YES, what do you see as being the essential aspects to get right?

COMMENTS**ISSUE**

Do you agree that the principle of having a Local Strategic Partnership will be in the interest of the public?

If NO, why not?

If YES, are there any additional benefits not currently included in the consultation report?

COMMENTS

ISSUE

Do you agree with:

1. The draft aim?

If NO, please draft suggested amendments

COMMENTS

2. The draft terms of reference?

If NO, please draft suggested amendments

COMMENTS

3. The draft membership?

In NO, what changes would you suggest?

COMMENTS

4. The draft structure?

If NO, what changes would you suggest?

COMMENTS

Please complete and return to:

Keith Smith
Community Strategy Steering Group
C/o Appletree Court
Lyndhurst
Hampshire
SO43 7PA

By no later than 27 September 2001.

**ESTABLISHING A
LOCAL STRATEGIC PARTNERSHIP
FOR THE NEW FOREST DISTRICT**

SUPPLEMENTARY INFORMATION REPORT

This Information Report has been prepared by the Community Strategy Steering Group to supplement its Consultation Paper issued on the subject of establishing a Local Strategic Partnership for the New Forest District.

The Information Report contains details of the following:

- **Membership of the Community Strategy Steering Group**
- **Objectives and Components of a Community Strategy**
- **Existing Multi Agency Groups by Theme/Service**
- **Existing and Planned Strategies by Agency**
- **Contact List of Key Community Workers by Agency**
- **Consultation Taken Place by Agencies in Past 2 Years**
- **Consultation Planned over Next 12 Months**
- **A list of all organisations that have been sent a copy of the consultation paper.**

NB: Please note that some of the information contained in this report is not complete and any contributions of further information should be forwarded as part of the consultation response.

MEMBERSHIP OF THE COMMUNITY STRATEGY STEERING GROUP

New Forest District Council:

- Dave Yates (Chief Executive)
- Nick Gibbs (Director of Community Services)
- Keith Smith (Corporate Planning Co-ordinator)
- Martin Devine (Assistant Director of Leisure Services)

Hampshire County Council

- Jill Stannard (Area Director, Social Services)
- Gerry Price (Area School Improvement Manager, Education)
- Laura Hoskins (Community Strategy Co-ordinator)
- Stephanie Garfield (Community Strategy Co-ordinator)

New Forest District Town and Parish Councils

- Brian Beavan (Clerk, Hythe and Dibden Parish Council)

New Forest Primary Care Trust

- Angela Jeffrey (Chief Executive)

Health Authority

- Christine Stiling (Manager, Specialist Health Promotion Agency)

Hampshire Constabulary

- David Ball (Superintendent)

New Forest Voluntary Services Council

- Andrew Strong (Chief Officer)

Forestry Commission

- Mike Seddon (Recreation Manager)

OBJECTIVES AND COMPONENTS OF A COMMUNITY STRATEGY

1. Government guidance has been issued on the new duty and the use of the new powers. In that guidance four objectives are established which the strategy should meet. It must:
 - Allow local communities (based on geography and/or interest) to articulate their aspirations, needs and priorities;
 - Co-ordinate the actions of the Council, and of the public, private, voluntary and community organisations that operate locally;
 - Focus and shape existing and future activity of those organisations so that they can effectively meet community needs and aspirations; and
 - Contribute to the achievement of sustainable development both locally and more widely, with local goals and priorities relating, where appropriate, to regional, national and even global aims.

2. A community strategy must have four key components:
 - A long term vision for the area focusing on the outcomes that are to be achieved;
 - An action plan identifying shorter term priorities and activities that will contribute towards the achievement of long term outcomes;
 - A shared commitment to implement the action plan and proposals for doing so; and
 - Arrangements for monitoring the implementation of that action plan, for periodically reviewing the community strategy and for reporting progress to the local communities.

3. Community Strategies will reflect local circumstances and needs. Every community will be different. The precise way in which these four components will be constructed has yet to be determined but the following guiding principles should underpin the process. Strategies need to:
 - Engage and involve local communities;
 - Involve active participation of councillors within and outside the executive;
 - Be prepared and implemented by a broad local strategic partnership through which the local authority can work with other local bodies;
 - Be based on a proper assessment of needs and the availability of resources.

EXISTING MULTI AGENCY GROUPS BY THEME/SERVICE

Key to Organisations

- A. Hampshire County Council Social Services
- B. Police
- C. The New Forest Voluntary Service Council
- D. Parish Councils
- E. Forestry Commission
- F. Southampton SW Hants Health Authority
- G. New Forest Primary Care Trust
- H. Hampshire County Council Education
- I. Hampshire County Council Community Planning
- J. New Forest District Council

ECONOMIC WELL BEING

ECONOMY											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
Economic Forum (currently being developed)										✓	
Hythe Business Partnership				✓						✓	
New Forest Tourism Association					✓					✓	

ENVIRONMENTAL WELL BEING

ENVIRONMENTAL QUALITY											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
Air Quality Strategy Group										✓	Quarterly
Air Quality Working Group										✓	Quarterly
Contaminated Land Group										✓	Quarterly
Forest Design Plan Forum					✓				✓	✓	2 a year
Life 2 Project					✓						4 a year
NFDC/Forestry Commission Liaison Meeting					✓					✓	Twice a year
New Forest Committee					✓				✓	✓	6 a year

ENVIRONMENTAL QUALITY cont											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
New Forest Committee Sub Groups – Forest Friendly Farming										✓	4 a year
New Forest Environmental Protection Liaison Committee										✓	Quarterly
Open Forest Advisory Committee					✓						2 a year
Project Integra									✓	✓	
Standing Conference on Problems Associated with Coastlines										✓	Every 4 months
Verderers Committee					✓						12 a year

SOCIAL WELL BEING

CRIME											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
Community Safety Strategy Group	✓	✓	✓		✓	✓	✓	✓		✓	Quarterly
Crime Prevention Working Party	✓	✓			✓			✓		✓	Quarterly
Divided We Fall	✓	✓								✓	As necessary
Domestic Violence Forum	✓	✓	✓			✓	✓			✓	Quarterly
NFDC/Police Liaison Meeting		✓								✓	Twice a year
Police Liaison Group			✓								6 weekly
Totton and Eling Crime Prevention Panel		✓						✓			Quarterly
COMMUNICATION AND INFORMATION											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
NFDC News Steering Team					✓					✓	4 a year

EDUCATION											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
Joint SS and Education Meetings	✓							✓			Quarterly
Locality Planning Teams											
• Learning disability	✓		✓								Quarterly
Strategic Planning Group	✓						✓				
▪ Learning Disabilities											
HEALTH											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
New Forest Portage Service			✓								
Service and Financial Framework			✓								
Strategic Planning Groups											
• CAMHS	✓										Monthly
Cancer Health Improvement Plan			✓								
Hants Drug Action Team	✓					✓				✓	6 a year
New Forest Drug Reference Group	✓	✓				✓	✓			✓	Monthly/Quarterly
Exercise Referral/Coronary Heart Disease Working Group						✓	✓			✓	Quarterly
Food Group										✓	Quarterly
Health and Safety Group (local and national)										✓	Quarterly
New Forest HIMP	✓		✓				✓		✓	✓	
Lymington Hospital PFI								✓		✓	Monthly
NFDC/NHS Partners Liaison Meeting						✓	✓			✓	Twice a year
New Forest Community Involvement Health Forum			✓				✓			✓	Quarterly
New Forest Health for All Group	✓		✓			✓	✓	✓		✓	6 a year

HEALTH cont											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
New Forest Locality Partnership Group	✓		✓							✓	
New Forest Primary Care Trust	✓		✓							✓	Monthly
NHS Local Plans			✓								
Primary Care Development Group							✓				Monthly/Quarterly
Smoking Network						✓	✓			✓	Monthly/Quarterly
HOUSING											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
New Forest Care and Repair Project	✓		✓							✓	Quarterly
Registered Social Landlords Liaison Group										✓	Quarterly
Special Needs Housing Forum	✓									✓	3 a year
Strategic Housing Officers Group										✓	Quarterly
Housing Forum NFDC/Lymington Police	✓	✓								✓	As necessary
LEISURE											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
HEP Rural & Tourist Task Groups									✓		
Lymington Recreation Centre Phase II Working Group										✓	As required
New Forest Committee Sub Groups											4 a year
– Countryside, Way Ahead					✓						
– Recreation					✓					✓	

SOCIAL EXCLUSION											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
Community Legal Services Partnership										✓	Every 4 months
Access and Capacity Group	✓		✓								
Calshot Community Involvement Group						✓	✓			✓	Monthly/Quarterly
Locality Implementation Team • Mental health	✓										Monthly
Locality Planning Teams • Physical disability • Learning disability	✓ ✓		✓ ✓								Quarterly Quarterly
Martin Community Involvement Group						✓	✓				Monthly/Quarterly
Mental Health			✓								
MIND – Appropriate Adult Monitoring Group	✓	✓									Quarterly
Participatory Needs Assessment Steering Group			✓			✓	✓			✓	Monthly/Quarterly
Strategic Planning Groups • Physical disability • Mental Health	✓ ✓						✓ ✓				Monthly Monthly
TRANSPORT											
Name of Group	A	B	C	D	E	F	G	H	I	J	Frequency of Meeting
New Forest – Transport Links for Young People			✓								
New Forest Transport Working Group	✓				✓						3 a year
Road Safety Committee										✓	Ad hoc
Transportation Strategy Groups (x3)										✓	Quarterly

EXISTING AND PLANNED STRATEGIES BY AGENCY

Plan/Strategy	Does it have an Action Plan?
New Forest District Council	
Older Persons Housing Strategy	Yes
Mental Health (Housing)	Yes
Domestic Violence Strategy	Yes
Picture of Health	Yes
Cultural Strategy	
Opening Doors – Social Exclusion	No
Corporate Plan	Yes
State of the Environment	No
Green Transport Plan	
Communications Strategy	No
Tenant Compact	Yes
Local Plan	No
Economic Development Strategy	Yes
Recycling	Yes
NF Strategy	Yes
Community Safety Strategy	Yes
Coastal	Yes
Shoreline Management Plan	Yes
Coastal Management Plan	
LA21 Strategy	No
Best Value Performance Plan	Yes (individual services)
HECA	Yes
Tree Strategy	Yes
Housing Strategy	Yes
Action Plan for Ringwood and Hythe Town Centres	Yes
Hampshire County Council	
Joint investment plans for all care groups	Yes
- older people	Yes
- mental health	Yes
- learning disability	Yes
Quality Protect Plan	Yes
Education Development Plan	
Behaviour Management Plan	
Asset Management Plan	
Corporate Strategy	
Econ Dev Plan	
Local Transport Plan	
Sustainable Dev Plan	
Structure Plan	
Cultural Strategy	

Hampshire County Council cont

Best Value Performance Plan	
Planned LEA Strategy	
Plan/Strategy	Does it have an Action Plan?
Biodiversity Action Plan	
Hampshire Heathland Action Plan	
Landscape Strategy	
Country Towns Initiative	
Natural Resources Asset Management Strategy	
Waste Management Strategy	
Corporate Water Action Plan	Yes
Corporate Urban Living Strategy	No

Hampshire Police

Divisional Policing Plan Crime Reduction	Yes
Territorial Operations Strategic Plan Partnership Support, Reduction of the Fear of Crime, Road Casualty Reduction, Data Exchange, Rural Policing, Crime Management	Yes
Police Authority Annual Policing Plan Crime Reduction	Yes

New Forest Voluntary Service Council

Business Plan (in draft)	Yes
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Forestry Commission

Crown Lands Management Plan	Yes
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Southampton SW Hants Health Authority

Health Implement Plan	Yes
NHS Plan	Yes
Numerous Individual strategies	Yes

New Forest Primary Care Trust

Children & Young People	Yes
CHD	Yes
Mental Health	Yes
Older People	Yes
Substance Misuse	Yes
Transport	Yes
Participatory Needs Assessment	Yes
Primary Care Development (Primary Care Investment Plan)	Yes
Community Involvement Health Forum	

CONTACT LIST OF KEY COMMUNITY WORKERS BY AGENCY

POST	POSTHOLDER AND CONTACT DETAILS	MAIN DUTIES AND OBJECTIVES OF POST
NEW FOREST DISTRICT COUNCIL		
Community Recreation Officer	Sally Collings Email: sally.collings@nfdc.gov.uk Tel: 023 8028 5586	
Play Development Officer	Dye Lockyer Email: dye.lockyer@nfdc.gov.uk Tel: 023 8028 5277	
Recreation Development Officer	Suzanne George Email: suzanne.george@nfdc.gov.uk Tel: 023 8028 5118	
Sports and Youth Development Officer	Peter Brailey Email: peter.brailey@nfdc.gov.uk Tel: 023 8028 5265	
Home Energy Conservation Act Officer	Mary Rainbow Email: mary.rainbow@nfdc.gov.uk Tel: 023 8028 5607	
Waste and Recycling Officer	Emma Cookson Email: emma.cookson@nfdc.gov.uk Tel: 023 8028 5938	
Health Policy Development Manager	Neil Frost Email: neil.frost@nfdc.gov.uk Tel: 023 8028 5217	
Tenant Participation Officer	Kathy Blatchford Email: kathy.blatchford@nfdc.gov.uk Tel: 023 8028 5372	
Community Safety Officer	Sian Jenkins Email: sian.jenkins@nfdc.gov.uk Tel: 023 8028 5629	
Town Centre Co-ordinator	Terry Dear Email: terry.dear@nfdc.gov.uk Tel: 023 8028 5436	
HAMPSHIRE COUNTY COUNCIL – SOCIAL SERVICES		
User and Centre Development Worker	Margaret Bricknel Email: Tel:	
Schools Project Worker	Kate Pepper Email: Tel:	

POST	POSTHOLDER AND CONTACT DETAILS	MAIN DUTIES AND OBJECTIVES OF POST
HAMPSHIRE COUNTY COUNCIL – EDUCATION		
Education Officer (Secondary)	Bob Lloyd – Jones Email: Tel:	
Education Officer (Primary)	Chris Holt Email: Tel:	
County Adviser for Outdoor Education	Steve Poynton Email: Tel:	
Head of Early Years and Childcare Unit	John Wilkinson Email: Tel:	
HAMPSHIRE COUNTY COUNCIL – ART/CULTURE		
Local Arts Development Officer (Forest Arts)	Steve McLaurin Email: Tel:	
Outreach Officer Forest Forge Theatre Company	Lucy Bailey Email: Tel: 01425 470188	
HAMPSHIRE POLICE		
Divisional Commander	David Ball Email: Tel:	
Deputy Divisional Commander	Paul Forbes Email: Tel:	
Section Inspectors	Email: Tel:	Provision of policing services to the public
NEW FOREST VOLUNTARY SERVICES COUNCIL		
Chief Officer	Andrew Strong Email: Tel:	Strategy policy formulation and ensuring a 'voluntary and community sector voice'
Volunteer Bureau Manager	Email: Tel:	Enabling active involvement with the community

POST	POSTHOLDER AND CONTACT DETAILS	MAIN DUTIES AND OBJECTIVES OF POST
FORESTRY COMMISSION		
Recreation Manager	Mike Seddon Email: Tel:	Recreation
Communication Manager	Email: Tel:	Community engagement
Forest Rangers and Keepers	Email: Tel:	Information
SOUTHAMPTON AND SOUTH WEST HANTS HEALTH AUTHORITY		
Director of Public Health	Email: Tel:	
Public Health Specialists	Email: Tel:	
Health Promotion Specialists	Email: Tel:	
Development and Planning Managers	Email: Tel:	
Community Relations Officers	Email: Tel:	
Complaints Officer	Email: Tel:	
NEW FOREST PRIMARY CARE TRUST		
Chief Executive	Angela Jeffrey Email: Tel:	
Director of Modernisation	Email: Tel:	
Head of Modernisation & Partnership	Peter Betts Email: Tel:	
Consultant in Public Health	Email: Tel:	
Specialist in Public Health	Email: Tel:	

**CONSULTATION TAKEN PLACE BY AGENCIES
JANUARY 1999 – JULY 2001**

DATE	SUBJECT	METHOD	RESULTS AVAILABLE FROM
NEW FOREST DISTRICT COUNCIL			
Jan – Feb '99 Nov '99 - Feb '00 Nov '99 - Feb '00 Nov '99 - Feb '00 Nov '99 - Feb '00 Nov '99 - Feb '00 Nov '99 - Feb '00 May – Aug '00 Jul – Sept '00 Sept '00 – Jan '01 Oct '00 – Feb '01 Feb – May '01 Mar – May '01 May – Jul '01 May – Jul '01 May – Jul '01	Local Plan Housing Strategy Social Housing Economic Strategy Ringwood and Hythe Town Centres Crime and Disorder The Council Street Cleaning Refuse Collection Recycling Control of Development Conservation Providing the Public with Information Promoting the Right to Health and Well Being Planning and the Environment Best Value Health Indicators Ringwood Town Centre Development Public Services Home Energy Efficiency Housing Strategy New Forest Community Legal Services Partnership	Housing Forum Tenants Survey Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel Citizens' Panel	
HAMPSHIRE COUNTY COUNCIL			
	Wide Ranging	MORI Survey	
HAMPSHIRE CONSTABULARY			
	Annual Report Public Opinion General	Distribution of Report Surveys Public meetings	
FORESTRY COMMISSION			
	Long Term Woodland Plans Recreation and Community Engagement Plans	Distribution of report Distribution of report	

DATE	SUBJECT	METHOD	RESULTS AVAILABLE FROM
HEALTH AUTHORITY/PCT			
	Health Improvement Plan Older People Primary Care Group/Trust Needs Assessments	Stakeholder events Strategic Groups Focus Groups Consulting Group Local consultations at 13 locations PNA at Calshot, Martin and Pennington	

**CONSULTATION PLANNED FOR
AUGUST 2001 – DECEMBER 2002 BY AGENCY**

DATE	SUBJECT	METHOD	KEY CONTACT
NEW FOREST DISTRICT COUNCIL			
	New Forest Committee	Monthly linked workshops	
Jun – Aug '01	New Forest and Waterside Recreation	Citizens' Panel	
Aug – Sept '01	Local Strategic Partnership	Consultation Paper	
Aug – Oct '01	Catering	Citizens' Panel	
Aug – Oct '01	Standards on Customer Care	Citizens' Panel	
Aug – Oct '01	Local Information Offices Performance Indicators	Citizens' Panel	
Aug – Oct '01	Quality of Life Issues	Citizens' Panel	
Aug – Oct '01	Leisure	Citizens' Panel	
Jan 01 – Mar '02	Health and Well Being	Citizens' Panel	
HAMPSHIRE COUNTY COUNCIL			
	Review of Primary Places	Parental Involvement Public Meetings	
	Various issues General	Citizens' Panel Residents Survey	
HAMPSHIRE CONSTABULARY			
	Annual Report	Distribution of Report	
	Public Opinion General	Surveys Public meetings	
NEW FOREST VOLUNTARY SERVICES COUNCIL			
	Draft Action Plan	Distribution of draft to VSC Members	
NEW FOREST PRIMARY CARE TRUST			
	NHS Plan and Framework	Involvement of patients and professionals	
	Modernisation Review	To be determined	

LIST OF ALL ORGANISATIONS THAT HAVE BEEN SENT A COPY OF THE CONSULTATION PAPER

New Forest District Council
Hampshire County Council
New Forest Association of Town and Parish Councils
New Forest Primary Care Trust
Southampton and South West Hampshire Health Authority
Hampshire Constabulary
New Forest Voluntary Services Council
Forestry Commission
English Nature
Government Office for the South East
Countryside Agency
Verderers
Agisters
Fire Service
Ambulance Service
Hampshire Wildlife Trust
New Forest Tenants Association
National Farmers Union
Southern Water Services
New Forest Tourism Association
Environment Agency
New Forest Sports Council
Wessex Water
Southern Electric
Local Learning and Skills Council
Totton College
Brockenhurst College
Members of Parliament
Members of European Parliament
Community Action Hampshire
New Forest Committee
Hampshire Association of Town and Parish Councils
Business Link Wessex
Esso Petroleum
Exxon Chemicals
Community Legal Services Partnership
Southampton and Fareham Chamber of Commerce