

# Public Document Pack




**Meeting:** EAP Active Communities  
**Date:** Friday 9<sup>th</sup> June 2023  
**Time:** 10.00 am  
**Venue:** Council Chamber, Corby Cube, George St, Corby, NN17 1QG

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Councillors Harrison (Chair), Howell (Chair), Harrington, Lawal, McGhee, Roberts, Shacklock and Smith-Haynes

Substitutes: Councillors Marks and Z McGhee

<b>Agenda</b>			
<b>Item</b>	<b>Subject</b>	<b>Presenting Officer</b>	<b>Page no.</b>
01	Chair's Announcements		
02	Apologies for Absence		
03	Members' Declarations of Interests		
04	Minutes of the Meeting held on 28 April 2023		5 - 8
05	Tourism Strategy Presentation	Kerry Purnell	
06	Service Showcase – Public Health	Susan Hamilton	To Follow
07	Forward Plan		9 – 22
08	Terms of Reference		23 - 26
09	Close of Meeting		
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p><b>Proper Officer</b> <b>1 June 2023</b></p>			

This agenda has been published by Democratic Services.

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## **EAP Active Communities**

At 10:00 am on Friday 28<sup>th</sup> April 2023,  
Council Chamber, The Cube, Corby

### **Present:**

Members – Councillor H Harrison (Chair), Councillors McGhee, Roberts, Shacklock Lawal and Marks.

Officers - David Watts (Executive Director of Adults, Health Partnerships and Housing), Michael Bridge (Consultant Public Health), Shirley Plenderleith (Assistant Director Public Health), Susan Hamilton (Interim Director of Public Health ), Pauline Brennan (Democratic Services).

### **1. Chair's Announcements**

None on this occasion.

### **2. Apologies**

Apologies for absence were received from Councillors Chris Smith-Haynes and Helen Howell.

### **3. Members Declarations of Interest**

None on this occasion.

### **4. Minutes from the meeting held on 9<sup>th</sup> December 2022 and 3<sup>rd</sup> February 2023**

The minutes of the EAP meeting held on 9<sup>th</sup> December 2022 and 3 February 2023 had been circulated.

#### **RESOLVED that: -**

The minutes of the 9<sup>th</sup> December 2022 and 3<sup>rd</sup> February 2023 be approved.

### **5. Drugs and Alcohol Services in Northamptonshire**

Chair advised that the EAP were going to be looking at drugs, treatment and recovery services in Northamptonshire and look at how to develop that policy going forward.

There had been a considerable amount of work done in the last year since the Government's new policy on tackling drugs was released.

Susan Hamilton, who is interim Director of Public Health, Shirley Plenderleith Assistant Director of Public Health and Mike Bridges Public Health Consultant who had been leading on the drugs and alcohol work primarily for North Northamptonshire.

Mike Bridges explained that the set of slides he would be using complimented the paperwork sent out. He took the EAP through each slide briefly explaining there were 3 main contracts with offices in Corby, Wellingborough, and Kettering.

The lead responsibility for commissioning drug and alcohol treatment and support services rest with local authorities. Investment into treatment and support services is through the public health grant. Currently the commissioning for drugs and alcohol treatment and support services is led by the West Northants on behalf of both Northamptonshire Councils with an annual spend of £7.09m.

The new national drug and alcohol strategy was "from harm to hope", this included additional funding for drug and alcohol treatment and recovery systems, from 2023 to 2025, Family Hubs, Youth Offer, Levelling up initiatives, Community Wellbeing Forums to inform and help shape the strategic priorities, Local Area Partnerships to provide better engagement leading to better service design and a National drug and alcohol workforce development programme by Health Education England (HEE) to support retention, quality and capability.

Councillor Harrison ask if the SSMTRG grant was extra grant money on top of what there already was. Mike Bridges explained that recognition had prompted extra budget which would allow enhancement and improvement as well as workforce capacity. Susan Hamilton (Director of Public Health) confirmed that additional activity had prompted the additional funding and in terms of percentage increase it was considerable. The Assistant Director of Public Health (Shirley Plenderleith) advised that they were looking for a steer from the EAP as to how they would like to move forward.

David Watts asked how this could be twin tracked and move really into that entity of educational approach whilst money was available and because we won't always have money, he'd been in local government long enough to know that, secondly it was really about the hard it was to reach people.

Members expressed concerns about those seeking treatment then drifting back into old ways, the success rate was about 4%, the extra money only brought things back to where they were years ago, we had the organisations in place but no extra money. Mike Bridge explained that there was a specific criterion on how this grant was spent.

It was agreed that if you identify people sooner, if you get that special support earlier, we do have quite a good opportunity here to look at our path and see where we can pick people up in a systematic way across health, social care, and the voluntary sector. We need to be designing these services with those groups that are high risk we cannot just make suggestions about what works for them, and that integration approach actually takes time but we won't get the service side we need unless we can do that.

Mike Bridges took the EAP through a considerable amount of information regarding not only adults with drug and alcohol problems but children who either had issues or lived with parents who had issues. Work needed to be done in schools and businesses to make people understand and to try and assist even those who did not think they had a problem.

Councillor Harrison raised the point that perhaps what was required was that there needed to be a service that embraced both mental health and drug and alcohol abuse rather than having mental health services and drug and alcohol services. Councillor Marks said that the drugs and alcohol seemed to come first with children due to peer pressure then the mental health issues followed.

Mike Bridges outlined 2 possible options subject to discussion at the meeting, he went through the slides showing the advantages and disadvantages of both options and asked the EAP to advise which option was preferred. Members agreed that their preferred option was Option 1.

**Option 1:** To extend and align prevention, treatment, and recovery service contracts to March 2026 with caveat of contract variations.

Contract extension will enable us to do full co-production that we want to do and working with people with experiences, working with families, community engagement, professional networks and helping us shape services that fit, and again, it gives us the ability to align our prevention, treatment, and recovery services as well. All of this would assist in shaping the service going forward.

Councillor McGhee had concerns as there were issues, he suggested there should be talks with residents to see what they felt was needed and perhaps a Hotline so that calls could be made anonymously regarding drugs and alcohol issues (It was confirmed that the police operate a system for reporting concerns). Joint Commissioning was also important, this was not something that was being done. One other concern was that those who had gone into rehab were coming back out and straight back to the same place, this was not acceptable, these people needed to have somewhere to go away from the problems they had previously.

Discussion was had regarding Voluntary Services, they needed to be recognised, they had good local knowledge. There was a need to know how responsive referrals would be, how progress would be sustained and support with work and housing.

**ACTION:** Mike Bridge advised that the service was quite responsive, and he would provide more detail on that.

**ACTION:** A request to bring back information on County Lines was made.

**ACTION:** Regular updates and place on Forward Plan.

## **6. Service Showcase**

David Watts explained that this was to focus on areas and bring in Assistant Directors to outline what work was being done, these would not be completed articles, it was to allow the EAP to provide feedback on what was wanted.

Councillor Harrison suggested one item per meeting be presented so that a good discussion could be had. There would be one meeting per year that brought the smaller items for discussion.

Shirley Plenderleith said that this session had been really helpful.

## **7. Forward Plan and future EAP Business**

Forward Plan would be populated by both Chairs and David Watt.

**8. Terms of Reference**

This would be included on the next Agenda.

**9. Close of Meeting**

Meeting closed at 11:55am.





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## Active Communities Executive Advisory Panel



# Contents

Page

Description

**Proposed areas to explore by the EAP**

**Proposed attendance by service area experts**

**Profile on a page:** Zakia Loughhead – Assistant Director Safeguarding, Wellbeing and Provider Services

**Profile on a page:** Sam Fitzgerald – Assistant Director Adult Services

**Profile on a page:** Matthew Jenkins – Assistant Director Commissioning and Performance

**Profile on a page:** Ali Gilbert – Director of Place - Integrated Care - Placed based arrangements

**Profile on a page:** Evonne Coleman – Thomas – Assistant Director Strategic Housing, Development & Property Services

**Profile on a page:** Kerry Purnell – Assistant Director Communities and Leisure

**Profile on a page:** Shirley Plenderleith – Assistant Director Public Health

**Profile on a page:** Abdu Mohiddin - Locum Consultant in Public Health, Children, Oral, Maternity & Sexual Health

**Profile on a page:** Mike Bridges – Consultant in Public Health

**Profile on a page:** Cate Carmichael – Consultant in Public Health

Page 10



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# Proposed areas to explore

Area	Exec Member	Director	Assistant Director
Social Care for Adults	Cllr H Harrison	ED – A, HP & H	AD Adult Services, AD Commissioning & Performance, AD Safeguarding, Wellbeing and Provider
Services for Older People	Cllr H Harrison	ED – A, HP & H	
Health Inequalities	Cllr H Harrison	DPH	AD Communities and Leisure
Inclusion	Cllr H Harrison/Cllr M Binley	ED – A, HP & H / DPH	
Leisure and Sport	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Libraries and Theatres	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Culture	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Concession	Cllr H Harrison/Cllr M Binley	ED – A, HP & H / DPH	AD Communities and Leisure
Mental Health and Wellbeing	Cllr H Harrison/Cllr M Binley	ED – A, HP & H / DPH	AD C&L,
Domestic Violence	Cllr H Harrison/Cllr M Binley	ED – A, HP & H / DPH	AD Communities and Leisure
Tourism	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure

In relation to PH – areas to explore are Health Protection, CYP, and other aspects of adults – sexual health, lifestyles, etc.



# Forward Plan agreed items

Assistant Director/Lead	Who	Proposed EAP Date
<b>Item 1: Tourism Strategy</b> (1 hr) <b>Item 2. Service presentation – Public Health</b> (to inform forward plan) (1 hr)	Kerry Purnell - Assistant Director Communities and Leisure Public Health - Assistant Directors and Consultants x4 <b>Susan Hamilton to confirm who will attend &amp; if in person or online</b>	Friday, 09 June 2023
<b>Item 1: Strategies in development</b> (first thoughts) - a) Sports and Leisure Strategy (30mins) b) Health and Wellbeing strategy (15mins)  a) Adult Social Care Strategy (15mins)	Kerry Purnell - Assistant Director Communities and Leisure <b>Susan Hamilton to confirm who will attend &amp; if in person or online</b> Ali Gilbert – Director of Place, Integrated Care Adult Social Care – Assistant Directors	Friday, 04 August 2023
<b>Item 2: Service presentation - Communities and Leisure</b> (to inform forward plan) 1 hr	<b>Kerry Purnell</b> - Assistant Director Communities and Leisure <b>to confirm who should attend from her area</b>	
<b>Item 1: TBC</b> <b>Item 2. Service presentation - Safeguarding and Wellbeing Provider Services</b> (to inform forward plan) (1 hr)	<b>TBC</b> <b>Zakia Loughhead</b> - Assistant Director Safeguarding and Wellbeing Provider Services <b>to confirm who should attend from her area</b>	Friday, 06 October 2023
<b>Item 1: TBC</b> <b>Item 2. Service presentation - Adult Services</b> (to inform forward plan) (1 hr)	<b>Sam Fitzgerald</b> - Assistant Director Adult Services <b>to confirm who should attend from her area</b>	Friday, 01 December 2023
<b>Item 1: TBC</b> <b>Item 2. Service presentation - Commissioning and Performances</b> (to inform forward plan) (1 hr)	<b>TBC</b> Matthew Jenkins - Assistant Director Commissioning and Performance	Friday, 02 February 2024
<b>Item 1: TBC</b> <b>Item 2. Service presentation – Tackling Homelessness</b>	<b>TBC</b> Evonne Coleman –Thomas - Assistant Director Strategic Housing, Development and Property Services	Thursday, 04 April 2024



**Zakia Loughead**

Assistant Director  
Safeguarding, Wellbeing and Provider Services

### Summary of Service Area

- Safeguarding, Wellbeing and Provider Services encompasses Safeguarding, Provider Services (Day Opps, Specialist Support for Younger Adults, Respite for Younger Adults, Shared Lives, Learning Independence Volunteering Employment service, and Employment And Disability Service), the Approved Mental Health Professional (AMHP) team, the Deprivation of Liberty Safeguards (DOLS) team, the Community Therapy team, and the Assistive Technology and Visual Impairment teams.
- Leading the development of the Transformation of Provider Services

### Possible areas for EAP to consider

#### Policies and strategies in development

- Delivery of Transforming NNC Adult Social Care Provider Services
- Social Care Reform including local authority self-assessment. Introducing co-production across Adult Social Care.
- Liberty Protection Safeguarding
- Adults Emergency Duty Team (Emergency Provision – Out Of Hours)
- Supporting replacement to Adult Social Care System
- Support to NNC Prevent Strategic Delivery Plan, and Combating Drugs partnership, MAPPA Steering Strategic Management Board

#### Transformation and change being considered

- Transforming Adult Social Care Provider Services Phase 1 and 2
- Emergency Duty Team and Out of Hours Service
- Disaggregation of Assistive Technology, Visual Impairment Service and AMHP service
- Supporting delivery of NSAB Safeguarding Priorities for NNC
- Embedding strengths-based practice across all service areas (Principal Social Worker led activity)

Sam Fitzgerald (14 font)  
Assistant Director (12 font)  
Adult Services

### Summary of Service Area (14 font)

### Possible areas for EAP to consider (14 font)

#### Policies and strategies in development (14 font)

- JSNA programme(12 font)
- NJHWS developmentShort description of areas responsible for (12 font)
- Short description of areas responsible for (12 font)

#### Transformation and change being considered (14 font)

- Short description of areas responsible for (12 font)
- Short description of areas responsible for (12 font)
- Short description of areas responsible for (12 font)



**Matt Jenkins**

Assistant Director  
Commissioning and Performance

### Summary of Service Area

- Strategic market management of independent social care providers including commissioning, quality monitoring, contract management and payments to independent care providers.
- Brokering of care and support for people with eligible care needs.
- Leadership of Financial Operations including: financial assessments for contributions towards care and support, Personal Budget Support Service, Direct Payment support and appointee service.

### Possible areas for EAP to consider

#### **Policies and strategies in development**

- Quality framework to provide assurance of quality of contracted care providers and to support improvement in the overall ratings profile and quality of independent care providers in North Northamptonshire.
- Market Position Statement to outline the current position of the independent care market along with the services that will be required to meet the needs of people in the future across North Northamptonshire.
- Actions to ensure we have a sustainable market of high quality services for people to draw on.

#### **Transformation and change being considered**

- Creation of forums for co-production ensuring people with lived experience can influence all aspects of Adult Social Care.
- The development of an integrated brokerage team driving joint working with Health partners and improving pathways of brokering care and support for people in North Northamptonshire.
- Procurement of our Social Care case management systems to support strengths based working and more efficient processes across Adult Social Care.



**Ali Gilbert**

North Northamptonshire Director of Place Integrated Care

**Summary of Service Area**

- Integrated Care Stem North Place Development Director responsible for leading the design, development and implementation of the North Place model
- Lead for the development of the Live Your Best Life strategy
- Lead for the development of the Adult Social Care Strategy
- Supportive leadership for the development of the North Health and Wellbeing strategy

**Possible areas for EAP to consider**

**Policies and strategies in development**

- Live Your Best Life strategy for the county forms the framework to align all strategies, as only together will we achieve the ten ambitions
- The North place model is integral to the Live Your Best Life Strategy
- The development of the North Health and Wellbeing strategy, to be aligned with the Live Your Best Life Strategy
- The role of North Place in the NNC strategy under development
- The Adult Social Care Strategy development, with place integral to this

**Transformation and change being considered**

- North Place - Functional implementation of the Local Area Partnerships (LAPS) and ensuring communities are central to improving outcomes outlined in the Live Your Best Life Strategy focusing on the wider determinants of health.
- Role and function of the Community Wellbeing Forums as a function of the North Place model.
- Adult Social Care strategy – evolving function of the strengths- based model of care , with co-production integral to this with our workforce and North Northamptonshire people.
- Support North Northamptonshire VCSE model of care, linked to North place development and the evolution of the adult social care strengths- based model.





Evonne Coleman – Thomas  
Assistant Director  
Strategic Housing, Development and Property Services

### Summary of Service Area

- Responsible for all strategic Housing services, Including Housing and Tenancy Services, and Homelessness.
- Responsible for all housing development activity, including acquisitions, new build and redevelopments
- Strategic Lead for all council I housing repairs, responsive and capital programmes.

### Possible areas for EAP to consider

#### Policies and strategies in development

- Housing Strategy
- Homelessness Strategy
- Development Strategy
- Resident Engagement Strategy

#### Transformation and change being considered

- Harmonisation of the Housing Revenue Account – to deliver one HRA rather than the current separate Corby and Kettering Neighbourhood Accounts.
- Review of interim structures across the housing service, to ensure we remain agile and fit for purpose.
- Consideration as to management of our own temporary accommodation stock



**Kerry Purnell**

Assistant Director  
Communities and Leisure

### Summary of Service Area

- Culture, Tourism and Heritage, including Chester House Estate, Cornerstone, Discover Northamptonshire Tourism Hub at Rushden Lakes, Corby Heritage Centre, The Greenway, NN events
- Leisure and Active Communities, in-house and commissioned providers across the Leisure estate and active communities, sports, physical activity and play development
- Community Safety, including DA and Sexual Violence
- Communities and Wellbeing, including the A New Sense of Place programme, grant giving, community development, and Refugee Resettlement
- Library Services

### Possible areas for EAP to consider

#### Policies and strategies in development

- County-wide Tourism (Discover Northamptonshire) Strategy, at stakeholder engagement stage
- Leisure Strategic Framework – Active Communities Strategy, Leisure Facilities and Playing Pitch Strategies and future delivery model options- work recently commissioned
- DA and Sexual Violence Commissioning Framework
- Greenway Strategy and locality plans

#### Transformation and change being considered

- CCTV transformation programme (at early scoping stage) Short description of areas responsible for (12 font)
- Future governance options for Chester House Estate
- Full disaggregation of the library service
- *Would the A New Sense of Place programme come to this EAP?*



## Shirley Plenderleith

Assistant Director  
Public Health

Page 19

### Summary of Service Area

- Transition and Project support to strategic activity including strategic links across NNC
- Research & Evaluation activity
- Strategic / transformation projects - providing system leadership on areas of PH importance.
- Business operations –governance, forward planning, finance and workforce development

### Possible areas for EAP to consider

#### **Policies and strategies in development**

- Research & Evaluation
- ICS Prevention activity
- PH Communication Planning linking to research activity

#### **Transformation and change being considered**

- Links to UoN and ICS Research & Innovation work
- Governance planning including financial framework
- Range of project support activities across PH to – eg Eastern European Community research project, Combating Drugs partnership (governance ), health improvement eg Trauma Informed Practice project set up, Place based work



**Abdu Mohiddin**

Consultant in Public Health  
[Children, Oral, Maternity & Sexual Health]

**Summary of Service Area**

- Children and young people
- Oral health (all ages)
- Maternity
- Sexual Health
- Adult Learning

**Possible areas for EAP to consider**

**Policies and strategies in development**

- The completion of CYP, Sexual Health, SEND JSNAs underway to inform future strategy
- Youth offer/strategy development (inc serious violence)
- Heathy schools reset/improvement and future working

**Transformation and change being considered**

- 0-19 CYP including early years commissioning options inc FNP, F/Hubs, Strong Start
- Sexual Health commissioning options
- Oral health commissioning options and strategy



**Mike Bridges**

Consultant in Public Health

### Summary of Service Area

- Health Protection
  - NNC Health Protection / CIPC / Covid Response
  - Emergency Planning, Climate, Healthy urban, Transport, Planning
- Wider Health Protection
  - Serious Violence Prevention, Criminal Justice / Prisons, Community Falls Prevention
- Addictions
  - Substance Misuse, Tobacco Control, Smoking
- Research (Shared)
  - Links with UoN, ICS, EM

### Possible areas for EAP to consider

#### **Policies and strategies in development**

- Tobacco Control Strategy (includes vaping)
- Gambling Strategy / Policy
- Commercial determinates of health strategy / policy

#### **Transformation and change being considered**

- The development of a prevention, treatment and recovery service model for drug and alcohol services for NNC
- Health Protection JSNA and emerging priorities to inform strategy
- Development of a public health approach to violence reduction serious violence duty / strategy



**Cate Carmichael**

Consultant in Public Health  
[Health Care Public Health, Evidence and intelligence, Adult health improvement, Health inequalities]

**Summary of Service Area**

- Public Health knowledge and intelligence, including the design of the JSNA programme
- Development of the Joint Health and Wellbeing Strategy (NJHWS)
- Adult health improvement and commissioning of Public Health services e.g., healthy behaviours, health checks.
- Health and work programme
- Partnership work with WHC and ICS, to promote good practice and progress in addressing health inequalities, business intelligence, population health, ICS Strategy implementation, Public Mental Health.

**Possible areas for EAP to consider**

**Policies and strategies in development**

- Development of North Joint Health and Wellbeing Strategy (NJHWS), to be aligned with the Live Your Best Life Strategy and support progress of LAPs
- Development of the JSNA programme to support decision-making and effective commissioning.
- Public Health support to the development of the Adult Social Care Strategy development, with place integral to this
- Public Health support to the population health management programme.

**Transformation and change being considered**

- Recommissioning of healthy behaviours service(s)
- Recommissioning of health checks programme
- Development of a healthy workplaces programme

# Agenda Item 8

## **EXECUTIVE ADVISORY PANEL (EAP) TERMS OF REFERENCE (GENERAL)**

### **Introduction**

Executive Advisory Panels (EAPs) are established by the Leader of the Council to encourage collaborative working between the Executive and non-Executive members in developing future policy proposals.

Each Panel will have a workplan which will set out what policy development work will be undertaken throughout the year and when. This will be created by reviewing the Corporate Plan, Service Delivery Plans and listening to the Panels ideas.

Panels are not decision making but may make recommendations for future consideration by an Executive Member or the Executive.

Panels should not normally formulate recommendations on non-Executive functions which are the responsibility of Council, a non-Executive Committee or other body unless with the consent of said body.

Panels are not part of the scrutiny or audit function of the Council as prescribed in the Council's Constitution.

The following applies to all Executive Advisory Panels established under the Council's governance arrangements: -

1. Under the Constitution, the Leader of the Council has discretion to add, amend or delete the EAPs established.
2. Each EAP will be chaired by an Executive Member (to be determined by the Leader of the Council). In the event that the Chair is absent, the Leader or another member of the Executive may chair that particular meeting.
3. In addition to the Chair, each EAP will consist of 6 non-Executive Members who shall be determined by the respective political groups.
4. A named substitute non-Executive Member will be permitted for each political group represented on a Panel.
5. Any member of the Executive may attend an EAP meeting without notice of attendance required, however participation in discussions will be through the Chair of the respective EAP.
6. Although non-decision making, each EAP shall be politically balanced to ensure other recognised political groups have representation.
7. EAPs are not subject to the full Local Government Act 1972 (as amended), however they shall be conducted where practicable as if the 1972 Act applied.
8. Meetings of an EAP are open to public attendance except where confidential or exempt information is to be discussed
9. Meetings of the EAP may be held using "virtual meeting" technology or shall be onsite. Meetings will normally be live streamed, except where confidential or exempt information is to be discussed.

10. An EAP through the Chair may invite guest speakers or expert witnesses to attend a meeting of the EAP on an ad hoc basis.
11. A member of the Corporate Leadership Team (CLT) may attend meetings of an EAP without notice of attendance required, however participation in discussions will be through the Chair of the respective EAP.
12. Whilst some matters for discussion will clearly fall within the remit of one EAP, there may be occasions where an agenda item is cross-cutting. The Chairs of the respective EAPs shall decide which EAP acts as “lead.” The Leader of the Council shall act as arbiter where a resolution cannot be achieved.
13. Minutes/notes of each EAP shall be prepared and publicly available, except those sections dealing with confidential or exempt information. Full copies of minutes/notes taken shall be circulated to all Executive members and CLT in addition to the appropriate EAP members.
14. Agendas and reports will normally be circulated 5-clear working days prior to the meeting date. Urgency items may be discussed at a meeting, with the consent of the Chair, and subject to an explanation as to why an item is urgent, and notification to EAP members prior to the meeting commencing.
15. Each EAP will normally meet on a bi-monthly basis. A Chair of an EAP may request the cancellation or addition of a meeting having given due notice to the Proper Officer (or their deputy).

There is no requirement for formal reports to be submitted to EAPS, instead the Chair will encourage presentations, briefing notes or verbal discussions.

The Executive Advisory Panels currently established are: -

- **Active Communities EAP**

Chaired by Councillor Helen Harrison/Councillor Helen Howell)

Lead Officer - David Watts/Director of Public Health & Wellbeing

- **Sustainable Communities EAP**

Chaired by Councillor Harriet Pentland

Lead Officer - George Candler

- **Future Communities EAP**

Chaired by Councillor Scott Edwards

Lead Officer- AnnMarie Dodds

- **Connected Communities EAP**

Chaired by Councillor Lloyd Bunday



Lead Officer – Adele Wylie/Guy Holloway

- **Planning Communities EAP –**

Chaired by Councillor David Brackenbury

Lead Officer – Rob Harbour

- **Prosperous Communities EAP –**

Chaired by Councillor Graham Lawman/Councillor Matt Binley

Lead Officer – David Watts

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