



East Midlands
Improvement and
Efficiency Partnership

Effective Partnership Project Peer Review

ENABLE / Countywide Environmental Partnerships

August 2010

Table of contents

Acknowledgements.....	3
Executive summary and key recommendations.....	3
Summary.....	4
Key recommendations.....	4
Report.....	6
Background.....	6
Context.....	8
Strengths.....	10
Areas for consideration.....	10
Achievements and impact.....	11
Vision and strategy.....	11
Leadership and relationships.....	13
Governance and accountability.....	14
Performance management and learning.....	15
Next steps.....	16
References.....	18
Appendix.....	19

Acknowledgements

We would like to thank the ENABLE (Environmental Action for a Better Leicestershire) Steering Group and the wider participants in the review for supporting us at this important stage of the Effective Partnership Project. In particular, we would like to thank Professor Preston and Peter Williams for advocating the peer review process, and the Environmental Management Team for assisting us in pulling together the key documentation.

Executive summary and key recommendations

Summary

“The different environmental agendas should be brought together as they are currently very disparate.”

ENABLE Board Member, June 2010

Partners have acknowledged that ENABLE and wider environmental partnership arrangements are in need of review. It is encouraging and positive that ENABLE has been pro-active in seeking to review its activity.

ENABLE was described by partners as a “talking shop”, a “forum”, and an “arena for chewing the fat”, floating over the broader environmental agenda without taking ownership of issues, or acting with a clear mandate on behalf of the environmental “community”.

There is a perception that ENABLE has two functions. Firstly, as a partnership which aspires toward being the overarching strategic partnership for environmental issues; and secondly, as a broader network and information giving body. This has caused confusion within ENABLE itself and amongst partners.

This confusion has contributed to a lack of clarity about which partnerships are leading on specific environmental agendas, or responsible for delivering against specific indicators. As a consequence, there is currently a significant gap in the process of identifying, delivering, and reviewing environmental priorities and actions.

The danger is that with ever tighter budgets, environmental issues will slip down the agenda, that capacity will be spread too thinly, and that overlap and duplication will continue to hamper efforts to tackle the environmental agenda.

More so now than ever, there is a need to be clear about where resources should be targeted, exploring the extent to which mainstream budgets can be influenced to focus on priorities. The arrangements both of ENABLE and the wider partnership do not currently support this type of approach. Several partners said that there would be no adverse effect if ENABLE was disbanded, and we recommend that this takes place.

In order to have the biggest impact, the team believes that a new, fit for purpose Strategic Environment Board should be formed, with three supporting delivery partnerships: Climate Change; Waste / Cleaner; Natural and Historic Environment (See Appendix 1 *Proposed new structure*). This high level Board will engage with key relevant partners, identify key environmental priorities, set the vision and strategy, and direct resources, acting as the “voice” and influence for the key environmental delivery partners within Leicestershire. New structures should provide the opportunity to reposition and champion environmental issues at a strategic level, ensuring that there are clear pathways to decision makers for environmental issues. In light of new arrangements existing partnerships should reflect on their need to exist. New arrangements should serve to rationalise and replace existing partnerships, rather than creating further levels of bureaucracy

Whilst there were examples of good practice, there is inconsistency across existing partnerships in relation to the engagement of the public and Members, and performance management mechanisms. New arrangements need to build on the examples of best practice highlighted in this report, with a focus on democratic accountability, and the rigorous management and review of progress against objectives.

Partners need to act quickly to take forward the recommendations from this report, with improvements driven at a high level by a shadow Strategic Environment Board. We recommend that a programme for implementation is agreed by December 2010, with new arrangements in place by the end of March 2011.

The Effective Partnership Project offers its support to the Board in taking the recommendations from this report forward.

Key recommendations

The recommendations are set out under the five main themes given in the feedback presentation on 20th August, and are as follows:

Achievements and impact

1. Disband ENABLE
2. Create a new strategic environmental board with three supporting delivery partnerships: Climate Change; Waste / Cleaner; Natural and Historic Environment
3. Develop the networking and information sharing function currently delivered by ENABLE through the new strategic board and three delivery partnerships

Vision and strategy

4. Identify strategic priorities
5. Revise and refresh the overarching vision and strategy
6. Embed the vision and strategy within new arrangements
7. Review the approach to community engagement
8. Ensure democratic accountability

Leadership and relationships

9. Secure representation by the new Strategic Environmental Board on Leicestershire Together
10. Ensure representation on the new Strategic Environmental Board from key environmental themed partnerships.
11. Engage relevant stakeholders in new arrangements

Governance and accountability

12. Define clear terms of reference and membership for each partnership
13. Review how Members are engaged in current arrangements to achieve more consistent representation and democratic accountability
14. Existing partnerships to consider a business case approach to analysing the need for their continued existence.
15. Consider the relationship between the new Strategic Environment Partnership and emerging Local Enterprise Partnership to ensure that the environmental agenda is addressed effectively in planning for the development of the economy and enterprise

Performance management and learning

16. Extend best practice in relation to the performance management exhibited by Waste Partnership and CLIMA to new partnership arrangements

17. Identify a simple, workable performance management framework to manage and measure progress against identified priorities

Next Steps: a programme for change and improvement

18. Engage with partners with support from Effective Partnership Project - September 2010 (ongoing)
19. Establish a shadow Strategic Environmental Board to take forward recommendations - by October 2010
20. Establish a programme for implementation by December 2010
21. New arrangements in place by end March 2011

Report

Background

22. The Effective Partnership Project is funded by the East Midlands Regional Improvement Partnership. The project has established and trained a peer review team, and is promoting peer challenge as a constructive and mutually supportive process to help partnerships in the sub region look at how they are performing, identify their strengths and areas for improvement.
23. The Effective Partnership Project approached the ENABLE Steering Group with an offer of support. The board accepted, agreeing to participate in a peer review.
24. In order to reflect the context within which ENABLE operates, the scope of the review was broadened to incorporate other environmental partnerships operating at County and sub regional levels.
25. The basis for the review is the benchmark created as part of the Effective Partnership Project. Headline themes are:
 - Achievements and impact
 - Vision and strategy
 - Leadership and relationships
 - Governance and accountability
 - Performance management and learning
26. The members of the review team were:
 - Bill Cullen, Deputy Chief Executive, Hinckley and Bosworth

Borough Council

- Councillor Janine Rodger, Rutland County Council
- Katy Lynch, Local Strategic Partnership Co-ordinator, Rutland County Council
- Mike Ellis, Associate, Consultant, SOLACE Enterprises
- Danny Myers, Commissioning and Partnership Manager, Leicestershire County Council
- Peter Oliver, Regional Improvement and Efficiency Partnership, Effective Partnership Manager for Leicester, Leicestershire and Rutland

27. The team read through all key documents and conducted the review over a three day period (18th to 20th August 2010), conducting interviews on days one and two, and presenting interim findings to partners on day three. Several interviewees were also seen in the build up to the review as they were unavailable over the three day intensive review period. Due to the broad agenda, and the range of partnerships covered by the review, the programme was designed to allow the review team to talk to a range of stakeholders across Leicester, Leicestershire, and Rutland. Activities included:

- Thirty-seven interviews with officers, Members, and partners from across the public, voluntary and community sectors
- Pre-reading of all key documents provided by the partnership
- Observation of meetings
- A stakeholder focus group

28. The Review Manager met with the Chair of the Board to agree the aims of the review. These were:

- Make recommendations to improve the efficiency and effectiveness of environmental partnerships in delivering objectives / the best structure going forward
- Establish whether ENABLE has a role within the context of partnership rationalisation
- Make recommendations on the membership of the (proposed) new environment commissioning board¹.

29. Our feedback to partners on the last day of the review gave an overview of the key messages. This report builds on the initial findings and gives a detailed account of the review. Whilst the report focuses on ENABLE, other partnerships have been referred to during the course of the review.

¹ Note that individuals have not been referred to in the report, however indicative membership is detailed at paragraph 51.

Recommendations for other partnerships identified over the course of the review have been detailed at appendix 2. The report includes a wide range of comments provided by people involved in environmental agenda. As a matter of good practice, these views have not been attributed to individuals. The report is structured under the areas of the benchmarks listed above.

Context

30. Leicestershire is a predominantly rural county with a two tier system of local government, comprising Leicestershire County Council and seven district authorities.
31. Leicestershire has an estimated population of over 640,000 and surrounds Leicester City which has an estimated resident population of over 300,000 (ONS, June 2010). Leicestershire also has a number of towns and urban areas outside Leicester City; those considered as sub-regional centres or main towns have estimated mid-2008 population figures ranging from 5,000 to over 60,000. Hinckley and Loughborough are by far the largest population centres, both with populations over 60,000. The next largest town is Coalville with a population of around 30,000 (Leicestershire County Council, 2010: 17).
32. Leicestershire adjoins Rutland. Rutland is the smallest county in England with a total population of 39,200. Like Leicestershire, Rutland is largely a rural County with two Market Towns; Oakham, and Uppingham, with populations of 10,580 and 4,006 respectively (Rutland Together 2010: 5-6).
33. Leicester, Leicestershire and Rutland each have their own Local Strategic Partnerships, Sustainable Community Strategies and environmental priorities. There are a number of partnerships concerned with environmental issues. Some of these work solely within their respective local authority area, whilst others operate on a cross boundary basis. In addition to ENABLE, the partnerships that have fallen within the scope of this review are as follows:
 - CLIMA
 - Partnership for Environmental Protection
 - Stepping Stones
 - Bio-diversity Action Plan
 - Parks, Open Spaces and Countryside
 - Air Quality Forum

- Flood Risk Management Board
- Waste Partnership
- Cleaner and Greener
- Planning Officers Forum
- Local Access Forum

34. Further information relating to the work and geographical coverage of these partnerships can be found at appendix 3.

35. ENABLE was established in 2002, and is described in Leicestershire's (2008: 44) Sustainable Community Strategy as the "lead strategic partnership for the Cleaner and Greener theme". The current terms of reference for ENABLE state that its aims are to:

- Influence others and provide leadership
- Create, enable and promote action
- Prioritise, set goals and monitor progress

36. The membership of ENABLE is as follows:

- Professor Mike Preston (Cllr), Chair, Leicestershire County Council
- Peter Williams, Head of Environmental Management, Leicestershire County Council
- Jane Neachell, Environmental Co-ordinator, Hinckley and Bosworth Borough Council
- Dr Lois Child, Co-ordinator, Centre for Environmental Studies
- Anna Collins, Biodiversity and Planning Advisor, Natural England
- Ruth Fenney, Federation Executive Committee, Leicestershire and Rutland Federation of Women's Institutes
- Ann Roberts, Committee Member, Leicestershire and Rutland Federation of Womens' Institutes
- Andrew Lear, Leicestershire and Rutland Wildlife Trust, Conservation Officer / Biodiversity Action Plan Co-ordinator
- Reverend Andrew Quigley, Diocese of Leicestershire
- Tolu Omedeyi, Sustainable Development Officer, Charnwood Borough Council
- Wendy Jones, Sustainability Team Leader, North West Leicestershire District Council

37. ENABLE is supported by some time from each of the following Officers' posts:

- Donna Worship, Climate Change Manager, Leicestershire County Council
- Hetal Patel, Sustainable Development Officer, Leicestershire County Council
- Graham Walley, Historic and Natural Environment Team Leader, Leicestershire County Council
- Oliver Savage, Team Leader, Climate Action, Leicestershire County Council
- Tony Lockley, Team Leader, Environmental Action, Leicestershire County Council
- Climate Action Assistant

Strengths

38. In the course of its work the team identified a number of strengths:

- Commitment and expertise
- Best practice / networking
- Examples of good collaboration and delivery
- Desire to improve / open to change

39. Consistently, partners are enthusiastic about environmental issues, and it is clear that partners have considerable knowledge and expertise on environmental issues and practice.

40. The networking opportunities provided by the ENABLE annual conference and the best practice contained within newsletters are seen as useful by some partners. At an operational level, partners have formed good relationships with fellow practitioners, both at a County and sub regional level, and are delivering good work on the ground.

41. Within the wider environmental partnership arrangements there are partnerships exhibiting examples of best practice. This good practice needs to be built on when considering future arrangements.

42. Partners have acknowledged that ENABLE and wider environmental partnership arrangements are in need of review, with one commentator at a recent ENABLE meeting stating that the “different environmental agendas should be brought together as they are currently very disparate”. It is encouraging and positive that ENABLE has been proactive in seeking to review its activity.

Areas for consideration

Achievements and impact

43. Whilst ENABLE's name may be known by the wider partnership, partners had difficulty identifying where ENABLE had made a big impact, or what achievements could be attributed to its activity. It was unclear whether projects such as the Big Switch Off, the Climate Friendly Communities project, or the energy monitor loan scheme were outputs of ENABLE, CLIMA, or work that would have happened anyway as part of the day to day activities of the Environment Team at the County Council.
44. The team has identified a significant gap in the process of identifying, delivering and reviewing environmental priorities and actions. There is a commonly held view that ENABLE is not co-ordinating delivery with several partners commenting that there would therefore be no adverse affect if ENABLE were disbanded.
45. Given current and future environmental challenges, in order to have the biggest impact, the team believes that a new, fit for purpose strategic board for the environment should be formed, with more streamlined environmental partnership arrangements. This would be the "voice" and influence for the key environmental delivery partners within Leicestershire.

Recommendations

- Disband ENABLE
- Create a new strategic environmental board with three supporting delivery partnerships: Climate Change; Waste / Cleaner; Natural and Historic Environment
- Develop the networking and information sharing function currently delivered by ENABLE through the new strategic board and three delivery partnerships

Vision and strategy

46. The team identified a lack of understanding from partners about the role of ENABLE. There was an absence of a clear vision and strategy to take forward a clear set of environmental priorities and patchy engagement with the community.

47. ENABLE has two perceived functions. Firstly, it is a partnership which aspires toward being the overarching strategic partnership for environmental issues. Secondly, it serves as a broader network and information giving body, has caused confusion both within ENABLE itself and across the wider environmental partnership landscape. The fact that ENABLE has not, in reality, fulfilled the overarching role has meant that there is no clear long term, coherent vision for environmental partnerships.
48. In agreeing a new vision and strategy partners need to identify key environmental priorities². Without these priorities, there is a danger that capacity will be spread too thinly or conversely that there will be duplication in efforts to tackle the environmental agenda. In addition, reduced budgets mean that there is an even more important need to be clear about where resources should be targeted, exploring the extent to which mainstream budgets can be influenced to focus on priorities. The arrangements both of ENABLE and the wider partnership do not currently support this type of approach.
49. Priorities should be based on sound information, evidence of local needs, and engagement with relevant stakeholders. Whilst campaigns such as the Big Switch off have been well marketed, the golden thread linking engagement with the public and strategy is not always evident. Partners need to consider how they engage with the community to identify needs, and design and deliver improvements. Organisations including Groundwork Leicester and Leicestershire, Leicestershire and Rutland Wildlife Trust, and the Stepping Stones Partnership engage well with communities and could be better utilised as a source of community information.
50. When priorities are agreed, they need to be articulated at a strategic and political level. The resulting vision and strategy needs to be embedded in all partner organisations and environmental strategies, so that each partnership can be clear about the contribution that it is making towards overall priorities.

Recommendations

- Identify strategic priorities
- Revise and refresh the overarching vision and strategy
- Embed the vision and strategy within new arrangements
- Review the approach to community engagement

² Issues highlighted by partners over the course of the review can be found at appendix 4

- Ensure democratic accountability

Leadership and relationships

51. ENABLE is not seen as an effective advocate for the environmental agenda at the Leicestershire Together Board. A new strategic environment board, with a clear role, that will give environmental issues an equal platform to that held by other issues is recommended. Membership will be small, and comprised of high level budget holders, including representation from each of the three key theme partnerships, and a district Chief Executive. The creation of the new board will also provide the opportunity for increased non-political representation at Leicestershire Together.
52. Relationships between partnerships are generally unclear with confusion surrounding which partnerships are leading on specific environmental agendas. Notably, partners concerned with the natural and historic environment were unsure who was leading on their agenda at Board level. The danger is that with ever tighter budgets, environmental issues will slip down the agenda. New structures should provide the opportunity to reposition and champion environmental issues at a strategic level ensuring that there are clear pathways to decision makers for environmental issues.
53. In recent months a number of partners have disengaged with ENABLE, feeling that the partnership's agenda had become less relevant to their own expertise and overly dominated by corporate climate change targets. Furthermore, a number of major players are absent from broader arrangements, including landowners, English Heritage, Groundwork, the RSPB, and the private sector (although, notably; Leicestershire and Rutland Wildlife Trust had engaged well with Aggregate Industries). Representation from District and Borough Councils is also patchy. New arrangements should give partners the opportunity to streamline agendas, creating relevant partnerships, with clear priorities and a more focussed approach to both membership and delivery.
54. Furthermore, more effective and streamlined arrangements should also free up capacity for those who are currently attending a range of meetings. Under new arrangements, partners should be able to accomplish most, if not all of their work, within the strategic board or one of the three delivery partnerships.

Recommendations

- Secure representation by the new Strategic Environmental Board on Leicestershire Together
- Ensure representation on the new Strategic Environmental Board from key environmental themed partnerships.
- Engage relevant stakeholders in new arrangements

Governance and accountability

55. ENABLE was described by partners as a “talking shop”, a “forum”, and an “arena for chewing the fat”, floating over the broader environmental agenda without taking ownership of issues, or acting with a clear mandate on behalf of the environmental “community”. One of the consequences of this has been a lack of clarity about which partnership is ultimately responsible for delivering against specific indicators. For example, there was uncertainty about which partnership owned the climate change national indicators, with answers varying from CLIMA, to Cleaner and Greener, or ENABLE. Overwhelmingly, partners were aware of a duplication of agenda and effort, particularly between CLIMA and ENABLE, to the detriment of the wider environment agenda. New arrangements will therefore require new terms of reference with clear accountabilities for each partnership.
56. There is inconsistency across existing partnerships in relation to the involvement of Members. The Waste Partnership and the Stepping Stones project both boast significant political involvement whilst other partnerships do not engage as effectively with members. In the creation of new arrangements, partners need to build on the examples of best practice, exploring possibilities for extending the remit of existing Member steering groups.
57. The proposed new structure for environmental partnerships is detailed at appendix 1. The structure seeks to identify a clear and efficient route through to decision makers with one single Strategic Environment Partnership supported by three delivery partnerships. All current partnerships should consider whether they need to exist. New arrangements should replace and rationalise existing partnerships, rather than creating further levels of bureaucracy.
58. At the Leicestershire Together Board, the new Strategic Environment Partnership should carry the same authority and “weight” as equivalent

agendas including health and social care, safer and stronger communities, childrens' services, and economic development and infrastructure. Partners should also consider the relationship between the new Strategic Environment Partnership and the emerging arrangements surrounding the Local Enterprise Partnership to ensure that environmental issues and priorities are addressed in economic plans and activities. This is critical given the impact of the private sector on the environment. Furthermore, should partners wish to move towards a sub regional arrangement in the future, the new arrangements would support such an approach.

Recommendations

- Define clear terms of reference and membership for each partnership
- Review how Members are engaged in current and future arrangements to achieve more consistent representation and democratic accountability
- Existing partnerships to consider a business case approach to analysing the need for their continued existence.
- Consider the relationship between the new Strategic Environment Partnership and emerging Local Enterprise Partnership to ensure that the environmental agenda is addressed effectively in planning for the development of the economy and enterprise

Performance management and learning

59. The performance management of overall environmental performance at ENABLE has not been evidenced. Superficial performance monitoring of climate change indicators has taken place but these are being managed more intensively by CLIMA. CLIMA, alongside the Waste Management Partnership exhibited good performance management and practice including data quality work, the alignment of information gathering activity, and the identification and management of sharp, measurable, objectives in relation to national targets.
60. The existing good performance management practice that takes place should not be affected by any recommendations in this review. Instead, they should be integrated into the new structures. As local area agreements are superceded, national targets reduced, and local targets become more relevant, performance management is becoming increasingly decentralised. One core objective of the new strategic partnership should be to establish how the County should measure its

progress on key environmental issues, and to put in place effective arrangements for monitoring and review of performance and progress.

Recommendations

- Extend best practice in relation to performance management exhibited by Waste Partnership and CLIMA to new partnership arrangements
- Identify a simple, workable performance management framework to manage and measure progress against identified priorities

Next steps

A programme for change and improvement

61. Partners need to act quickly to take forward the recommendations from this report, with improvements driven at a high level by a shadow Strategic Environment Board³. We recommend that a programme for implementation is agreed by December 2010, with new arrangements in place by the end of March 2011.
62. The Effective Partnership Project offers its support to the Board in taking the recommendations from this report forward.

Recommendations

- Engage with partners with support from Effective Partnership Project - September 2010 (ongoing)
- Establish a shadow Strategic Environmental Board to take forward recommendations – by October 2010
- Establish a programme for implementation by December 2010
- New arrangements in place by end March 2011

³ The shadow board is intended to drive the improvement programme and should operate on a task and finish basis to establish the new arrangements by March 2011. At which point the membership should be reviewed and new governance arrangements implemented as new arrangements start.

Contact details

For more information about the Effective Partnership Project and / or the peer review of ENABLE / Environmental Partnerships, please contact the Review Manager, Peter Oliver:

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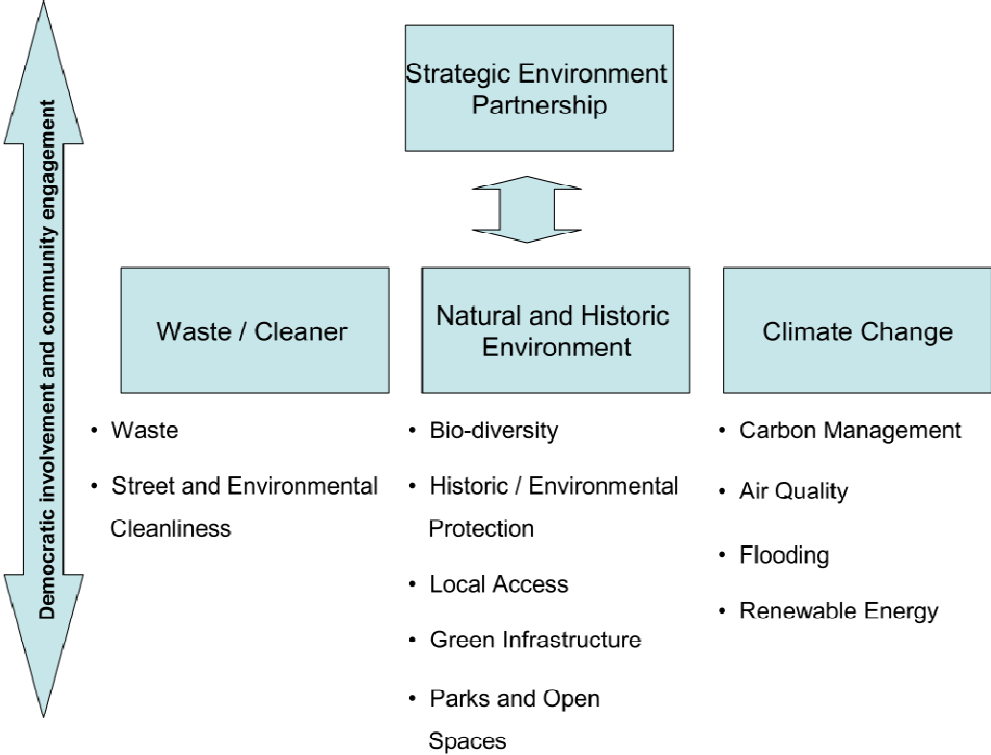
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Appendix 1 - Proposed new structure



Note: Bullet points are indicative only

Appendix 2 - Areas for consideration / recommendations for other environmental partnerships

Whilst the review has focussed on ENABLE, where the review team have identified recommendations for other partnerships, these have been listed below. In light of new arrangements, **all partnerships should consider whether they need to exist.**

CLIMA - With less emphasis on national indicators, there is a need for CLIMA to re-examine its function. Partners should consider extending the remit of the partnership to encompass a more outward facing role.

Flood Risk Forum - New arrangements will provide the opportunity for the Forum to develop its links with CLIMA, with a particular focus on engaging with other organisations and individuals. Furthermore, existing good practice with volunteers (e.g. Community Flood Wardens) could be developed through links with the Stronger Communities Board, and identifying other environmental volunteers currently engaged by other organisations (e.g. Groundwork, Leicestershire and Rutland Wildlife Trust).

Parks, Open Spaces and Countryside Network - Partners should consider whether benefits of the group meeting (i.e. sharing best practice) can be achieved in a different way. For example, a rotating representative could attend the East Midlands Greenspace network / cascade information to and within the group electronically.

Appendix 3 - Partnerships falling within the scope of the review (in addition to ENABLE)

CLIMA - Established by ENABLE to co-ordinate action, share intelligence and monitor progress on climate change issues and specifically on the following National Indicators in Leicestershire, Leicester and Rutland:

NI 185 Carbon dioxide emissions from local authority operations

NI 186 Carbon dioxide emissions per capita

NI 188 Climate change adaptation

Partnership for Environmental Protection - Established as a way of bringing local authorities, agencies, and the voluntary sector together to discuss environmental issues (specifically - heritage features), with a focus on collecting and sharing information and its use in the planning process. The partnership monitors a service level agreement (between County Council and Districts) whereby the County Council maintains a data network and advisory service covering the archaeology, geology and ecology of Leicestershire.

Stepping Stones Project - A Member steering group to support the delivery of the Stepping Stones project which focusses on the following activity "to create a multifunctional, biodiverse and resilient network of countryside and urban green infrastructure that supports a vibrant and competitive economy so that everyone living in and visiting the area may enjoy and participate in a high quality of life". The Member group is supplemented by regular Officer meetings.

Bio-Diversity Action Plan - "to conserve and enhance biological diversity in the UK" (UK Action Plan, 1994) A working group of representatives from nineteen organisations, led by Leicestershire and Rutland Wildlife Trust. The partnership has drawn up a local plan "Biodiversity Challenge: An Action Plan for Leicester, Leicestershire and Rutland", which aims to promote management, restoration and creation of local priority habitats. There is an agreement between Leicestershire and Rutland Wildlife Trust, Natural England and Leicestershire County Council for the delivery of the work.

Parks, Open Spaces, and Countryside Network - A networking group covering Leicester and Leicestershire that has no funding of its own nor does it have a terms of reference. The group shares best practice, and (for example) has undertaken some work to help standardise procedures in areas including S106 Agreements and policies on graveyard management. The network also links in to the East Midlands branch of Greenspace.

Air Quality Forum - A partnership of environmental health officers, planning and transport regulators concerned with air quality. Covers Leicester and Leicestershire.

Flood Risk Management Board - To enable the upper tier local authorities to discharge their responsibilities, as defined by the Flood and Water Management Bill, by providing a forum of senior officers from the relevant agencies / organisations to develop a strategic, multi-agency approach to flood risk management in all its forms. Covers Leicester and Leicestershire.

Waste Partnership - All local authorities within Leicestershire share a responsibility for and a commitment to the effective delivery of sustainable waste management services within the County of Leicestershire. The partnership has two meetings, a Member Steering Group and an Officer Support Group consisting of Senior Lead Officers responsible for waste from all partner authorities together with the Partnership Project Manager supports the Partnership. This group is called the Strategy Implementation Group (SIG). The SIG prepares reports and recommendations for consideration by The Partnership. Officers forming the SIG are at a senior level.

Cleaner and Greener - To ensure the Countywide delivery of Local Area Agreement targets for green infrastructure, street cleansing, waste and climate change.

Planning Officers Forum - The purpose of the Board is stated in the terms of reference as follows:

- to act as an advisory body to the Housing, Planning and Infrastructure Group (HPIG) on land use planning issues;
- to engender cooperation and collaborative working across the Housing Market Area (Leicester and Leicestershire) and sub region;
- to share knowledge and good practice; and
- to act as strategic planning liaison with GOEM.

Additionally, the forum will advise HPIG on other matters to include;

- Regional Spatial Strategy (or future equivalent) and other regional policy documents;
- Local Development Frameworks
- Sustainable Community Strategies
- Local Area Agreements

Leicestershire Local Access Forum - is an independent official body, set up by the Countryside and Rights of Way Act 2000 to represent the interests of everyone concerned with public rights of way (footpaths, bridleways and byways) and access to the countryside - including walkers, horse-riders, cyclists, 4x4 users, farmers and landowners, conservation groups, health issues and public transport users.

Appendix 4 - Issues

Partners were asked what the big environmental issues were in their area. Some of the more popular answers are listed below.

Climate Change

- Sustainable development
- Flooding
- Air quality
- Carbon reduction

Natural and Historic Environment

- Green infrastructure
- Woodland coverage
- Bio-diversity / natural environment
- Local access / recreation

Waste / Cleaner

- Waste management
- Joint procurement
- Waste disposal PFI